Feedback Results

Your CompanyName Here

2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots."   This feedback may help us to understand the negative impact our actions may unintentionally have on others.
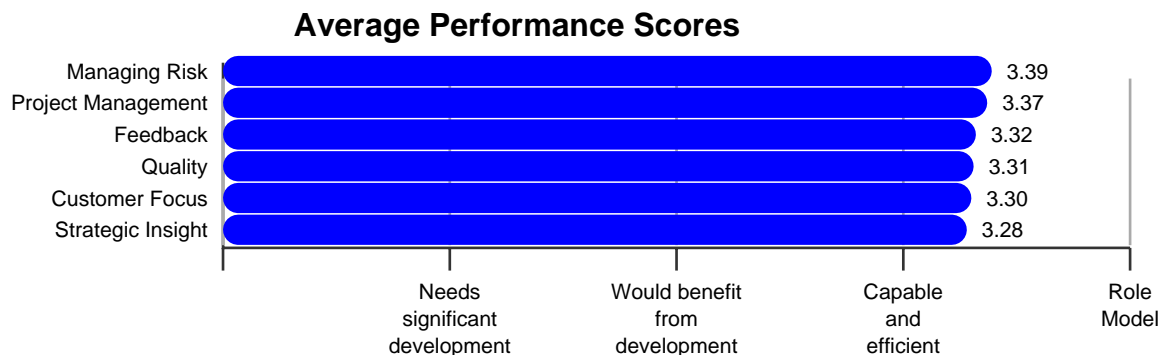
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.
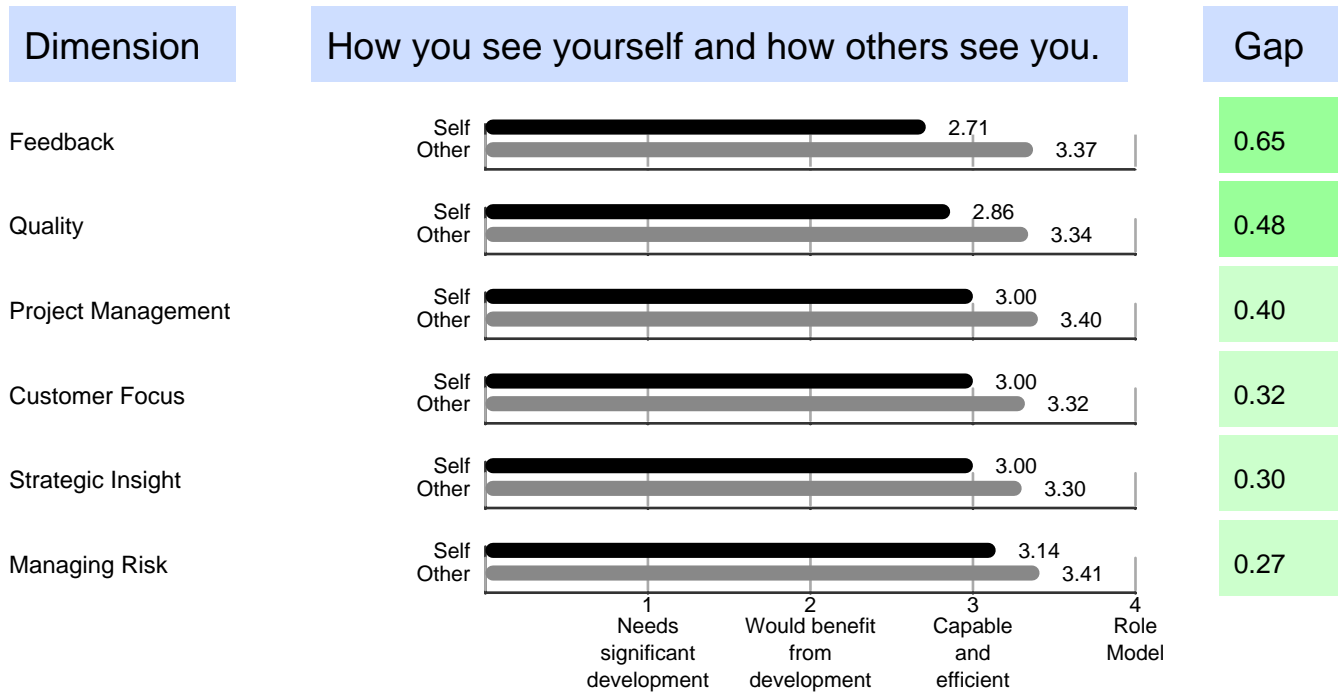
Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.

Average Performance Scores

Dimension	Score
Managing Risk	3.39
Project Management	3.37
Feedback	3.32
Quality	3.31
Customer Focus	3.30
Strategic Insight	3.28

Scale: Needs significant development — Would benefit from development — Capable and efficient — Role Model

Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.

Dimension	How you see yourself and how others see you.	Gap
Feedback	Self 2.71 / Other 3.37	0.65
Quality	Self 2.86 / Other 3.34	0.48
Project Management	Self 3.00 / Other 3.40	0.40
Customer Focus	Self 3.00 / Other 3.32	0.32
Strategic Insight	Self 3.00 / Other 3.30	0.30
Managing Risk	Self 3.14 / Other 3.41	0.27

1 Needs significant development　　2 Would benefit from development　　3 Capable and efficient　　4 Role Model

Managing Risk

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Performs a risk analysis as needed.	15	3.20	93.3	7%	67%		27%
2. Is aware of process safety management.	15	3.87	100.0	13%	87%		
3. Performs regular risk analyses to minimize adverse outcomes.	15	3.33	93.3	7%	53%	40%	
4. Develops policies for risk management.	15	3.60	93.3	7%	27%	67%	
5. Is aware of the financial implications of certain risks.	15	3.33	93.3	7%	53%	40%	
6. Perceives the risks of different work tasks and activities.	15	3.20	93.3	7%	60%	33%	
7. Bases decisions on patterns found in fluid/changing information.	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change	
1. Performs a risk analysis as needed.	3.29	3.20	-0.09	▼
2. Is aware of process safety management.	3.65	3.87	+0.22	▲
3. Performs regular risk analyses to minimize adverse outcomes.	3.18	3.33	+0.16	▲
4. Develops policies for risk management.	3.41	3.60	+0.19	▲
5. Is aware of the financial implications of certain risks.	3.24	3.33	+0.10	▲
6. Perceives the risks of different work tasks and activities.	3.24	3.20	-0.04	▼
7. Bases decisions on patterns found in fluid/changing information.	3.41	3.20	-0.21	▼

Comments:
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff.   There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- ___ always stays customer and community focused.   She's also an excellent collaborator and always supportive and positive with others.
- Great to have you on the team!
- Our team works well together because we understand our roles and what is expected of each person.   We are also encouraged to give input and I feel my opinion is respected and of equal value.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued.   She supports me and values my opinion.

Project Management

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
8. Maintains costs and expenses within budget limits.	15	3.40	93.3	7%	47%		47%
9. Organizes work and sets priorities as needed.	15	3.47	93.3	7%	40%	53%	
10. Develops action items, workplans, timelines, and criteria for projects.	15	3.47	93.3	7%	40%	53%	
11. Defines project outcomes based on customer requirements.	15	3.53	100.0		47%	53%	
12. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	3.27	100.0		73%		27%
13. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	3.33	100.0		67%		33%
14. Responds quickly and appropriately to unforeseen problems.	15	3.13	86.7	13%	60%		27%

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Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
8. Maintains costs and expenses within budget limits.	3.24	3.40	+0.16 ▲
9. Organizes work and sets priorities as needed.	3.18	3.47	+0.29 ▲
10. Develops action items, workplans, timelines, and criteria for projects.	3.35	3.47	+0.11 ▲
11. Defines project outcomes based on customer requirements.	3.47	3.53	+0.06 ▲
12. Organizes, plans, and directs resources to accomplish the goals and objectives.	3.47	3.27	-0.20 ▼
13. Able to adjust project schedule as needed to accommodate unforeseen issues.	3.35	3.33	-0.02 ▼
14. Responds quickly and appropriately to unforeseen problems.	3.18	3.13	-0.04 ▼

Comments:
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- ___'s priority is our customers and community.
- She is the model of a true leader.   She will never ask her staff to do something she wouldn't do herself.
- ___ is a team player and effective in her role.
- I would encourage her to share with others the work going on in her area in this regard.   It deserves to be recognized and shared.
- Unfortunately there has been inconsistency in actions and results.

Quality

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
15. Holds employees accountable for their quality of work.	15	3.07	80.0	20%	53%		27%
16. Always strives to produce the highest quality work products.	15	3.40	93.3	7%	47%		47%
17. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.27	93.3	7%	60%		33%
18. Corrects issues in a timely manner.	14	3.00	92.9	7%	79%		14%
19. Reflects on what is working and what could be improved.	15	3.47	100.0		53%		47%
20. Encourages others to produce the highest quality work products.	15	3.40	93.3	7%	47%		47%
21. Encourages others to achieve high quality standards.	15	3.53	100.0		47%		53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
15. Holds employees accountable for their quality of work.	3.00	3.07	+0.07 ▲
16. Always strives to produce the highest quality work products.	3.65	3.40	-0.25 ▼
17. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.47	3.27	-0.20 ▼
18. Corrects issues in a timely manner.	3.12	3.00	-0.12 ▼
19. Reflects on what is working and what could be improved.	3.59	3.47	-0.12 ▼
20. Encourages others to produce the highest quality work products.	3.29	3.40	+0.11 ▲
21. Encourages others to achieve high quality standards.	3.35	3.53	+0.18 ▲

Comments:
- The front line people in the department struggle to keep up with this very fast paced environment.   I do not know what ___ has done with this but needs to be addressed and improved.
- I think she is doing really good work and I found that to be one area I could list that might help.
- She is always first to share what's on the horizon.   At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- ___ is concerned about the input of the staff.   Has worked to try to improve her responsiveness and performance.
- ___ is able to problem solve very well.
- Too many changes that are not needed at a department our size.   Not enough input from current staff in decision making.

Feedback

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
22. Shares past experiences with others as learning opportunities.	15	3.00	80.0	20%	60%		20%
23. Seeks feedback to enhance performance.	15	2.87	80.0	20%	73%		7%
24. Actively seeks feedback from others.	15	3.47	100.0		53%	47%	
25. Looks to others for input.	15	3.67	100.0		33%	67%	
26. Is visible and approachable.	15	3.40	93.3	7%	47%	47%	
27. Asks others for their ideas and opinions.	15	3.33	93.3	7%	53%	40%	
28. Accepts the views of others.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
22. Shares past experiences with others as learning opportunities.	3.00	3.00	
23. Seeks feedback to enhance performance.	2.88	2.87	-0.02 ▼
24. Actively seeks feedback from others.	3.00	3.47	+0.47 ▲
25. Looks to others for input.	3.76	3.67	-0.10 ▼
26. Is visible and approachable.	3.53	3.40	-0.13 ▼
27. Asks others for their ideas and opinions.	3.12	3.33	+0.22 ▲
28. Accepts the views of others.	3.41	3.53	+0.12 ▲

Comments:
- She is decisive about budgets, emergency preparedness, and safety.
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we funtion as one corporation.
- Our team works well together because we understand our roles and what is expected of each person.   We are also encouraged to give input and I feel my opinion is respected and of equal value.
- She involves stakeholders in discussions and values input from others.   I respect and value her as a peer.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.

Customer Focus

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
29. Develops strong customer relationships.	15	3.67	100.0		33%		67%
30. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.33	100.0		67%		33%
31. Considers customers point of view when making decisions.	15	3.20	86.7	13%	53%		33%
32. Does not hesitate to address customer concerns or complaints.	15	3.40	100.0		60%		40%
33. Consistently models positive customer service attitudes.	15	3.20	86.7	13%	53%		33%
34. Maintains positive customer relationships.	15	3.27	93.3	7%	60%		33%
35. ...friendliness and courtesy	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
29. Develops strong customer relationships.	3.59	3.67	+0.08 ▲
30. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.41	3.33	-0.08 ▼
31. Considers customers point of view when making decisions.	3.18	3.20	+0.02 ▲
32. Does not hesitate to address customer concerns or complaints.	3.35	3.40	+0.05 ▲
33. Consistently models positive customer service attitudes.	3.18	3.20	+0.02 ▲
34. Maintains positive customer relationships.	2.88	3.27	+0.38 ▲
35. ...friendliness and courtesy	3.18	3.00	-0.18 ▼

Comments:
- She has worked hard to understand people's strengths and what they need from her.
- ___ is a great role model and leader.   Others could learn from her style.
- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- Excellent Manager.   Quiet, solid leadership.   Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings.   Well liked by staff.
- She also cares about me as a person.   I have learned a lot from her and look forward to learning more.
- I have enjoyed working with ___ and will miss her support and direction.

Strategic Insight

Level of Skill
The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. Formulates policies and strategies for addressing the Company's important challenges.	15	3.20	93.3	7%	67%		27%
37. Analyzes unique issues or problems impacting the Company.	15	3.27	93.3	7%	60%		33%
38. Communicates vision for the department and company.	15	3.27	86.7	13%	47%		40%
39. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.13	86.7	13%	60%		27%
40. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	3.40	93.3	7%	47%		47%
41. Identifies root causes of problems.	15	3.33	93.3	7%	53%		40%
42. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item
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Item	2022	2023	Change
36. Formulates policies and strategies for addressing the Company's important challenges.	3.18	3.20	+0.02 ▲
37. Analyzes unique issues or problems impacting the Company.	3.35	3.27	-0.09 ▼
38. Communicates vision for the department and company.	3.24	3.27	+0.03 ▲
39. Analyzes records and reports to obtain insight into potential issues and trends.	3.59	3.13	-0.45 ▼
40. Formulates strategies and action plans to ensure successful completion of goals and objectives.	3.29	3.40	+0.11 ▲
41. Identifies root causes of problems.	3.29	3.33	+0.04 ▲
42. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.41	3.33	-0.08 ▼

Comments:
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- She knows her material and obviously loves the continued learning that defines best practices.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- ___ is a respected leader and peer.   She manages her unit well and her staff appear to high regard for her as their leader.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team

to identify issues, barriers and solutions to move our practices forward.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change.   Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.
- I have truly appreciated her guidance.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

What do you like best about working with this individual?

- I have found ___ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- She always involves others in decisions ensuring a well rounded approach.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- ___ has an impressive vision for the company.
- Timely follow through.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.

What do you like least about working with this individual?

- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!

What do you see as this person's most important leadership-related strengths?

- I am VERY fortunate to be on her team and part of this division.
- I will always welcome ___'s direct, honest, caring feedback.
- I appreciate the straight forward style of leadership ___ uses.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- Willingness to help, patience in teaching.
- ___ established an environment in which teamwork and creativity flourished.

What do you see as this person's most important leadership-related areas for improvement?

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- I value ___ for so much more than her negotiating skills which are outstanding.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- Communicate regularly with the whole company, not just one department.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- Communication to entire team is excellent and helps engage all staff.   ___'s visibility to her team has been very positive.

- I think ___ should learn to be more concise and focused in her comments.   She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- ___ is very professional in dealing with her peers and the staff.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes.   She focuses on many tiny details without encompassing the larger picture.
- ___ is very responsive and provides great support service.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.