

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.

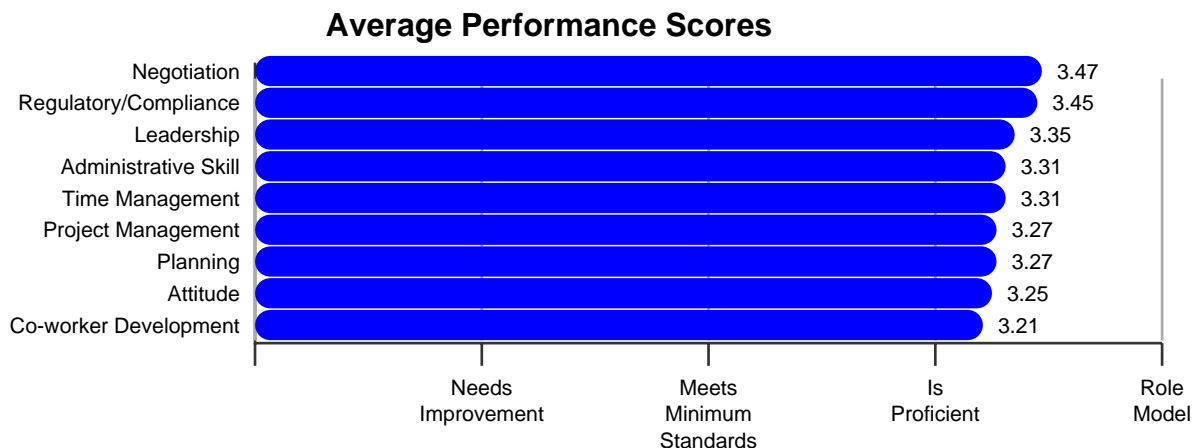
What to Do with Your Feedback

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

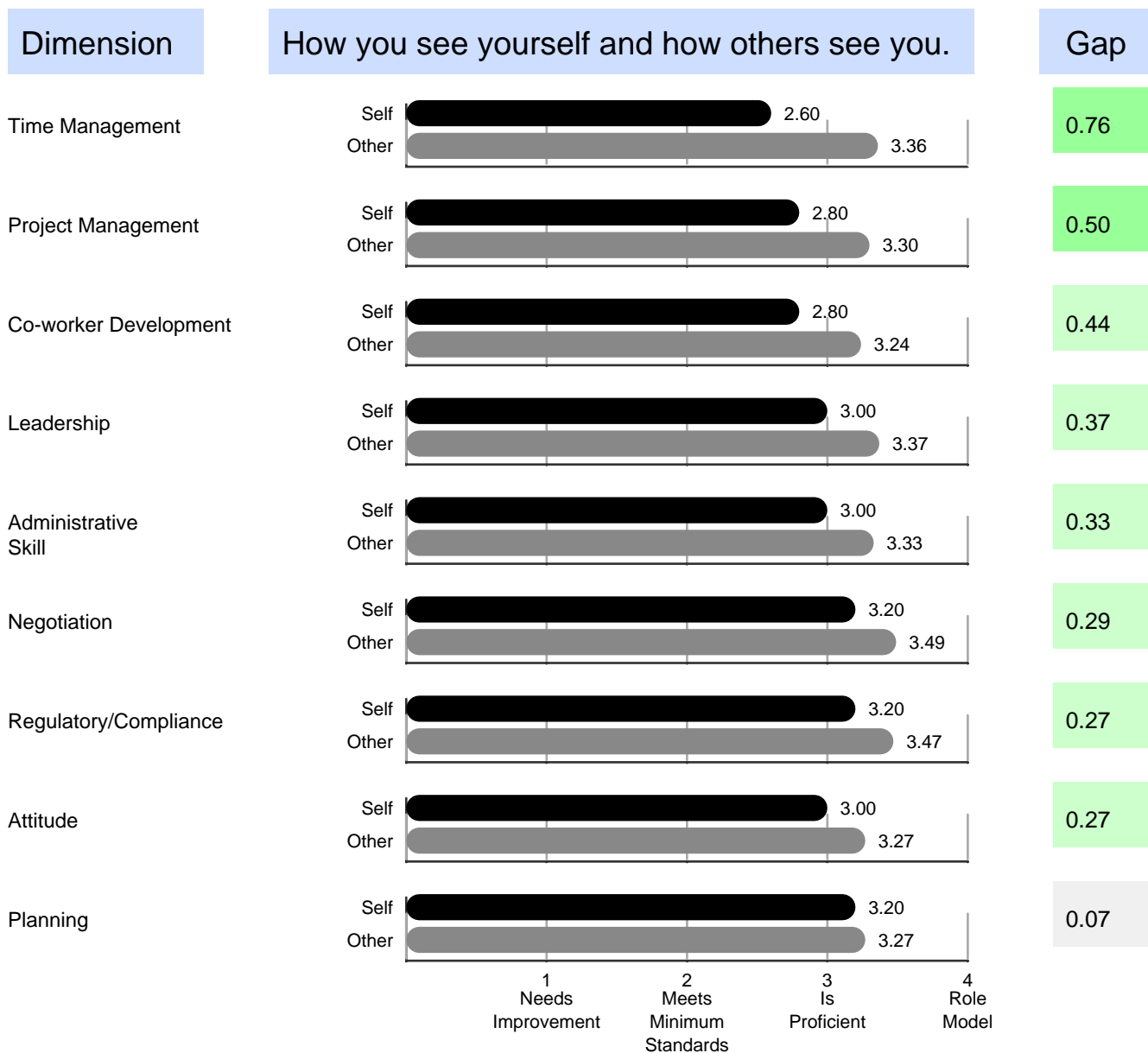
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



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.



Negotiation

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Changes communication styles to meet the listener's needs.	15	3.20	93.3	7%	67%		27%
2. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	3.87	100.0	13%	87%		
3. Able to say "no" when it is essential to maintaining quality and high standards.	15	3.33	93.3	7%	53%		40%
4. Establishes clear communications to avoid misunderstandings.	15	3.60	93.3	7%	27%	67%	
5. Conducts necessary preparations before engaging in negotiations.	15	3.33	93.3	7%	53%		40%

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. Changes communication styles to meet the listener's needs.	3.29	3.20	-0.09 ▼
2. Researches the needs of the other party to identify strengths and weaknesses of positions.	3.65	3.87	+0.22 ▲
3. Able to say "no" when it is essential to maintaining quality and high standards.	3.18	3.33	+0.16 ▲
4. Establishes clear communications to avoid misunderstandings.	3.41	3.60	+0.19 ▲
5. Conducts necessary preparations before engaging in negotiations.	3.24	3.33	+0.10 ▲

Comments:

- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- 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.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistent side of it.
- I really enjoy her mentorship.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- ___ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.

Leadership

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Holds others accountable for their actions.	15	3.20	93.3	7%	60%	33%	
7. Motivates and challenges employees to attain a shared vision.	15	3.20	86.7	13%	53%	33%	
8. Demonstrates leadership and courage in critical situations.	15	3.40	93.3	7%	47%	47%	
9. Sits down regularly with employees to review their job performance.	15	3.47	93.3	7%	40%	53%	
10. Able to organize the work of others.	15	3.47	93.3	7%	40%	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
6. Holds others accountable for their actions.	3.24	3.20	-0.04 ▼
7. Motivates and challenges employees to attain a shared vision.	3.41	3.20	-0.21 ▼
8. Demonstrates leadership and courage in critical situations.	3.24	3.40	+0.16 ▲
9. Sits down regularly with employees to review their job performance.	3.18	3.47	+0.29 ▲
10. Able to organize the work of others.	3.35	3.47	+0.11 ▲

Comments:

- Uses visual aids to communicate progress to your team.
- She knows product and how to engage potential clients.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- ___ 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.
- She lets us develop our own style and inspires us to do our best.
- Her professionalism is beyond reproach and she is fair and just.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Works with customers and clients to assess their needs and define project parameters.	15	3.53	100.0	47%	53%		
12. Regularly reviews project performance and goals.	15	3.27	100.0	73%	27%		
13. Organizes work and sets priorities as needed.	15	3.33	100.0	67%	33%		
14. Inspires others to accomplish goals and objectives.	15	3.13	86.7	13%	60%	27%	
15. Defines project outcomes based on customer requirements.	15	3.07	80.0	20%	53%	27%	

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
11. Works with customers and clients to assess their needs and define project parameters.	3.47	3.53	+0.06 ▲
12. Regularly reviews project performance and goals.	3.47	3.27	-0.20 ▼
13. Organizes work and sets priorities as needed.	3.35	3.33	-0.02 ▼
14. Inspires others to accomplish goals and objectives.	3.18	3.13	-0.04 ▼
15. Defines project outcomes based on customer requirements.	3.00	3.07	+0.07 ▲

Comments:

- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- She has confidence in leading and making decisions improving rapidly.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- Is very upbeat and quick to contribute to the team.

Administrative Skill

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Able to develop, justify and present a budget.	15	3.40	93.3	7%	47%	47%	
17. Accurately implements contract provisions.	15	3.27	93.3	7%	60%	33%	
18. Implements and uses performance measures.	14	3.00	92.9	7%	79%	14%	
19. Takes responsibility for decisions.	15	3.47	100.0		53%	47%	
20. Completes reports on-time.	15	3.40	93.3	7%	47%	47%	

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
16. Able to develop, justify and present a budget.	3.65	3.40	-0.25 ▼
17. Accurately implements contract provisions.	3.47	3.27	-0.20 ▼
18. Implements and uses performance measures.	3.12	3.00	-0.12 ▼
19. Takes responsibility for decisions.	3.59	3.47	-0.12 ▼
20. Completes reports on-time.	3.29	3.40	+0.11 ▲

Comments:

- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- Information is given concisely at meetings, and her explanations of all information is very clear.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- She is a real advocate for the customers. Excellent department and computer skills
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.

Time 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Focuses on tasks that have high priority.	15	3.53	100.0	47%	53%		
22. Does not become flustered by deadlines and timelines.	15	3.00	80.0	20%	60%	20%	
23. Leaves time in the schedule for unplanned contingencies.	15	2.87	80.0	20%	73%	7%	
24. Does not procrastinate.	15	3.47	100.0	53%	47%		
25. Sets a good balance between work and family life.	15	3.67	100.0	33%	67%		

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
21. Focuses on tasks that have high priority.	3.35	3.53	+0.18 ▲
22. Does not become flustered by deadlines and timelines.	3.00	3.00	
23. Leaves time in the schedule for unplanned contingencies.	2.88	2.87	-0.02 ▼
24. Does not procrastinate.	3.00	3.47	+0.47 ▲
25. Sets a good balance between work and family life.	3.76	3.67	-0.10 ▼

Comments:

- 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.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- She is always available to listen, lend a hand, or guide the staff when needed.

Regulatory/Compliance

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Creates documents and reports as needed to maintain compliance with regulations.	15	3.40	93.3	7%	47%	47%	
27. Ensures regulations are followed as required.	15	3.33	93.3	7%	53%	40%	
28. Provides documents and reports as needed to maintain compliance with laws.	15	3.53	100.0		47%	53%	
29. Offers training to employees to ensure they comply with regulations.	15	3.67	100.0		33%	67%	
30. Knows who to contact at various regulatory agencies if needed.	15	3.33	100.0		67%	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
26. Creates documents and reports as needed to maintain compliance with regulations.	3.53	3.40	-0.13 ▼
27. Ensures regulations are followed as required.	3.12	3.33	+0.22 ▲
28. Provides documents and reports as needed to maintain compliance with laws.	3.41	3.53	+0.12 ▲
29. Offers training to employees to ensure they comply with regulations.	3.59	3.67	+0.08 ▲
30. Knows who to contact at various regulatory agencies if needed.	3.41	3.33	-0.08 ▼

Comments:

- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.

Co-worker Development

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.20	86.7	13%	53%	33%	
32. Provides ongoing feedback to co-workers on their development progress	15	3.40	100.0		60%	40%	
33. Gives others development opportunities through project assignments and increased job responsibilities	15	3.20	86.7	13%	53%	33%	
34. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.27	93.3	7%	60%	33%	
35. Works to identify root causes of performance problems	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
31. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.18	3.20	+0.02 ▲
32. Provides ongoing feedback to co-workers on their development progress	3.35	3.40	+0.05 ▲
33. Gives others development opportunities through project assignments and increased job responsibilities	3.18	3.20	+0.02 ▲
34. Sets and clearly communicates expectations, performance goals, and measurements to others	2.88	3.27	+0.38 ▲
35. Works to identify root causes of performance problems	3.18	3.00	-0.18 ▼

Comments:

- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. Her support during this transition was extremely helpful to me.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- She is very collaborative and always attempts to work with others.
- I appreciate ___'s willingness to share her knowledge with our team.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.

Attitude

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Builds open and trusting relationships.	15	3.20	93.3	7%	67%		27%
37. Visibly supports and encourages diversity in style and background.	15	3.27	93.3	7%	60%		33%
38. Contributes to a positive and fun work environment.	15	3.27	86.7	13%	47%		40%
39. Shows by their actions that they trust in the positive intentions of others.	15	3.13	86.7	13%	60%		27%
40. Treats all people fairly and with respect.	15	3.40	93.3	7%	47%		47%

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
36. Builds open and trusting relationships.	3.18	3.20	+0.02 ▲
37. Visibly supports and encourages diversity in style and background.	3.35	3.27	-0.09 ▼
38. Contributes to a positive and fun work environment.	3.24	3.27	+0.03 ▲
39. Shows by their actions that they trust in the positive intentions of others.	3.59	3.13	-0.45 ▼
40. Treats all people fairly and with respect.	3.29	3.40	+0.11 ▲

Comments:

- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- Need to continue to take action when needed, although have improved. . .
- ___ has also come down to help our department when we have been very busy and needed help.
- ___ has done a remarkable job managing the department.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).

Planning

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.33	93.3	7%	53%	40%	
42. Makes plans and follows through.	15	3.33	93.3	7%	53%	40%	
43. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.13	86.7	13%	60%	27%	
44. Delegates role to team members to accomplish goals.	15	3.00	86.7	13%	73%	13%	
45. Able to identify the needs of the department before a major change.	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
41. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.29	3.33	+0.04 ▲
42. Makes plans and follows through.	3.41	3.33	-0.08 ▼
43. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.35	3.13	-0.22 ▼
44. Delegates role to team members to accomplish goals.	3.18	3.00	-0.18 ▼
45. Able to identify the needs of the department before a major change.	3.35	3.53	+0.18 ▲

Comments:

- ___ is professional, collaborative. . .a great team member.
- She has the desire and effort to get it right and continuously improve self and culture.
- She is continually looking for ways to improve our service to our customers.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- ___ is a strong leader & mentor.
- It is often difficult to contact ___ and email communication may take a long period for a reply.

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 dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- ___ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- One of the best supervisors that I have had.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.

What do you like best about working with this individual?

- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- Great addition to our team!
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- Has one of the strongest work ethics I've ever encountered in a team member.
- Demonstrates an ability to remain focused on outcomes.

What do you like least about working with this individual?

- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- One of the things that I most appreciate about ___ is her willingness to mentor and grow new talent.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- ___ works with a very diverse group and treats everyone the same while respecting that diversity.
- ___'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- Is extremely knowledgeable and is always continuing her education to stay up to date.

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

- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- She has an open door policy and is available when needed.
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- Needs to have more face-to-face communications with other employees in the company.
- Building relationships of trust to enhance safety is an important part of our approach.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.

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

- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- Job performance is excellent. Lucky to have ___ on our team.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- She will sit down with all parties involved before she makes a decision.

Any final comments?

- She involves our team and holds us accountable out of respect.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.
- ___ routinely goes out of her way to make work a more engaging experience.
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.