



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.

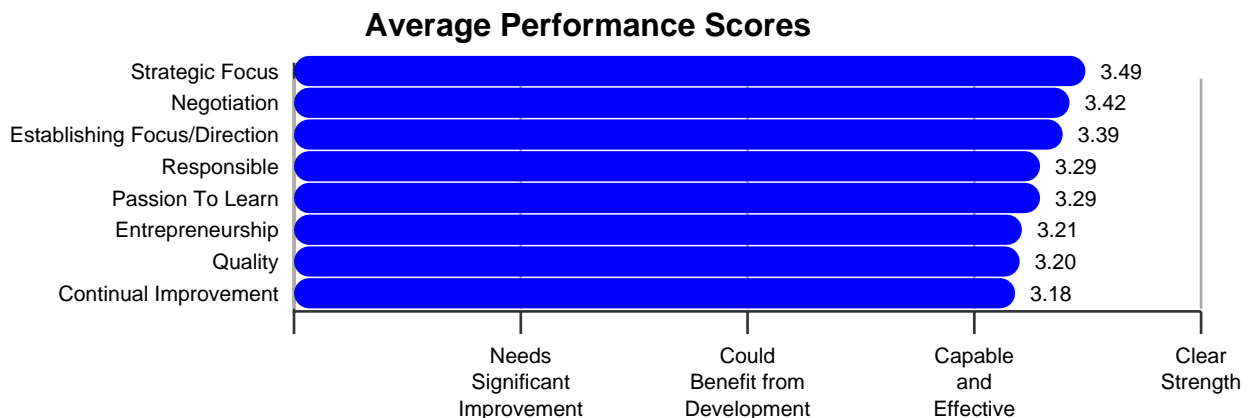
What to Do with Your Feedback

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

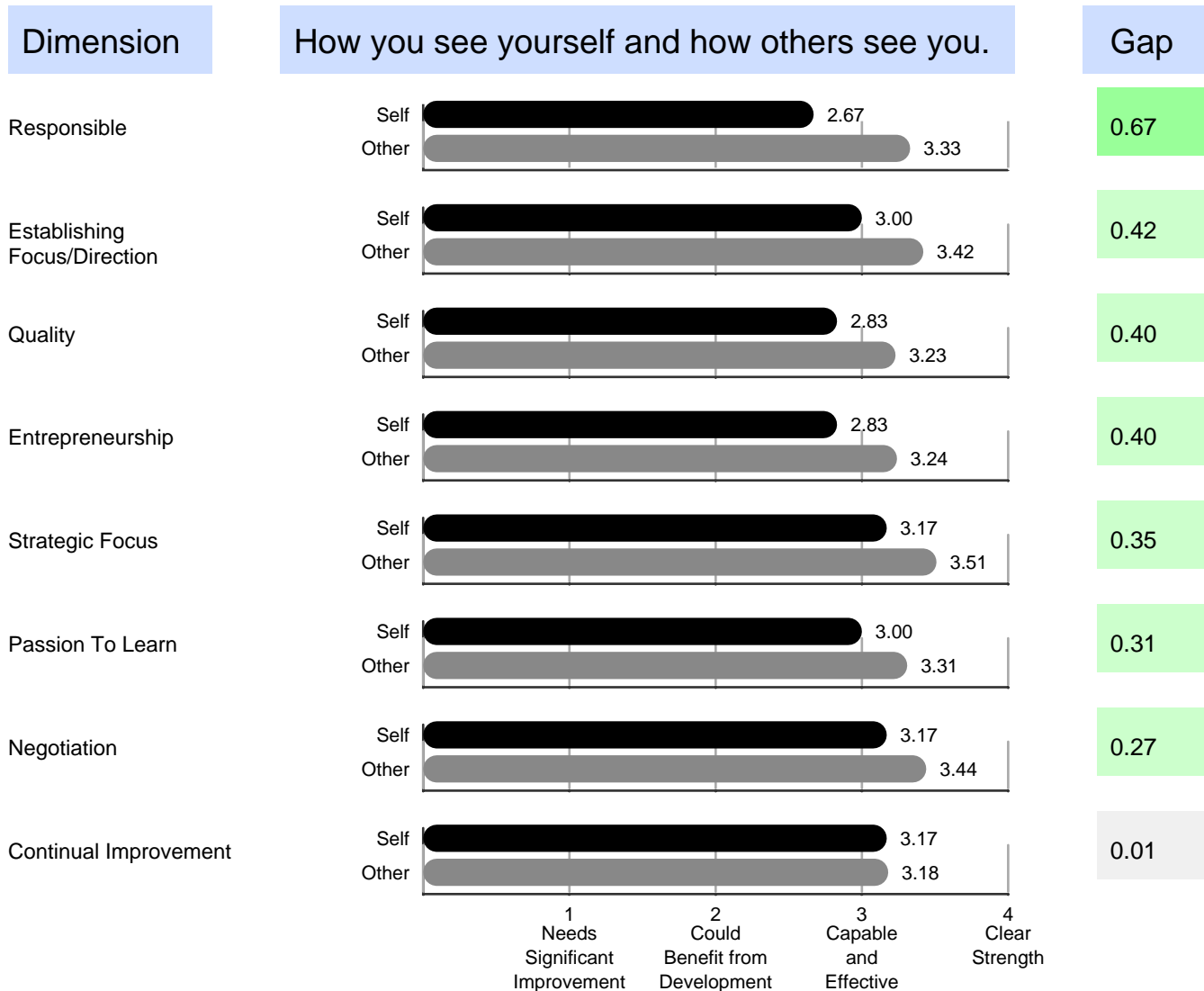
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	3.20	93.3	7%	67%		27%
2. Conducts necessary preparations before engaging in negotiations.	15	3.87	100.0	13%	87%		
3. Able to clearly express thoughts and concerns.	15	3.33	93.3	7%	53%		40%
4. Is able to decline bad ideas to avoid making poor decisions.	15	3.60	93.3	7%	27%	67%	
5. Leverages relationships with others to achieve goals.	15	3.33	93.3	7%	53%		40%
6. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	3.20	93.3	7%	60%		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. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	3.29	3.20	-0.09 ▼
2. Conducts necessary preparations before engaging in negotiations.	3.65	3.87	+0.22 ▲
3. Able to clearly express thoughts and concerns.	3.18	3.33	+0.16 ▲
4. Is able to decline bad ideas to avoid making poor decisions.	3.41	3.60	+0.19 ▲
5. Leverages relationships with others to achieve goals.	3.24	3.33	+0.10 ▲
6. Researches the needs of the other party to identify strengths and weaknesses of positions.	3.24	3.20	-0.04 ▼

Comments:

- ___ is able to problem solve very well.
- I have enjoyed working with ___ and will miss her support and direction.
- She is a charismatic leader. Really the best!!
- Is dedicated, selfless, trustworthy and focused on the big picture.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.

Establishing Focus/Direction

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
7. Sets appropriate goals for employees.	15	3.20	86.7	13%	53%	33%	
8. Functions well under stress, deadlines, and/or significant workloads.	15	3.40	93.3	7%	47%	47%	
9. Makes sure that employees understand and identify with the team's mission.	15	3.47	93.3	7%	40%	53%	
10. Maintains focus when handling several problems or tasks simultaneously.	15	3.47	93.3	7%	40%	53%	
11. Helps guide employees with prioritizing tasks.	15	3.53	100.0		47%	53%	
12. Aligns the department's goals with the goals of the organization.	15	3.27	100.0		73%	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
7. Sets appropriate goals for employees.	3.41	3.20	-0.21 ▼
8. Functions well under stress, deadlines, and/or significant workloads.	3.24	3.40	+0.16 ▲
9. Makes sure that employees understand and identify with the team's mission.	3.18	3.47	+0.29 ▲
10. Maintains focus when handling several problems or tasks simultaneously.	3.35	3.47	+0.11 ▲
11. Helps guide employees with prioritizing tasks.	3.47	3.53	+0.06 ▲
12. Aligns the department's goals with the goals of the organization.	3.47	3.27	-0.20 ▼

Comments:

- ___ 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 done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___ 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.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
13. Reflects on what is working and what could be improved.	15	3.33	100.0		67%		33%
14. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.13	86.7	13%	60%		27%
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. Corrects issues in a timely manner.	15	3.27	93.3	7%	60%		33%
18. Encourages others to produce the highest quality work products.	14	3.00	92.9	7%	79%		14%

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
13. Reflects on what is working and what could be improved.	3.35	3.33	-0.02 ▼
14. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.18	3.13	-0.04 ▼
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. Corrects issues in a timely manner.	3.47	3.27	-0.20 ▼
18. Encourages others to produce the highest quality work products.	3.12	3.00	-0.12 ▼

Comments:

- She always involves others in decisions ensuring a well rounded approach.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.

Responsible

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
19. Holds herself / himself accountable to goals / objectives	15	3.47	100.0		53%	47%	
20. Is a person you can trust.	15	3.40	93.3	7%	47%	47%	
21. Sets high personal standards of performance.	15	3.53	100.0		47%	53%	
22. Works in a way that makes others want to work with her/him.	15	3.00	80.0	20%	60%		20%
23. Responsible for setting the vision of the department.	15	2.87	80.0	20%	73%		7%
24. Behavior is ethical and honest.	15	3.47	100.0		53%	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
19. Holds herself / himself accountable to goals / objectives	3.59	3.47	-0.12 ▼
20. Is a person you can trust.	3.29	3.40	+0.11 ▲
21. Sets high personal standards of performance.	3.35	3.53	+0.18 ▲
22. Works in a way that makes others want to work with her/him.	3.00	3.00	
23. Responsible for setting the vision of the department.	2.88	2.87	-0.02 ▼
24. Behavior is ethical and honest.	3.00	3.47	+0.47 ▲

Comments:

- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- She is eager to learn and eager to share knowledge.
- She's a very hard worker and always helping out when needed.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- ___ routinely goes out of her way to make work a more engaging experience.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.

Strategic 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	3.67	100.0	33%	67%		
26. Communicates goals and objectives to employees.	15	3.40	93.3	7%	47%	47%	
27. Looks for opportunities to enhance contributions to the bottom line.	15	3.33	93.3	7%	53%	40%	
28. Understands & contributes to development of strategic goals.	15	3.53	100.0	47%	53%		
29. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.67	100.0	33%	67%		
30. Understands their role within the organization.	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
25. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	3.76	3.67	-0.10 ▼
26. Communicates goals and objectives to employees.	3.53	3.40	-0.13 ▼
27. Looks for opportunities to enhance contributions to the bottom line.	3.12	3.33	+0.22 ▲
28. Understands & contributes to development of strategic goals.	3.41	3.53	+0.12 ▲
29. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.59	3.67	+0.08 ▲
30. Understands their role within the organization.	3.41	3.33	-0.08 ▼

Comments:

- I would encourage ___ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- ___'s job performance exceeds all the elements.
- One of the best supervisors that I have had.

Entrepreneurship

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Is comfortable operating in an environment of uncertainty.	15	3.20	86.7	13%	53%	33%	
32. Believes in their vision for the department/organization.	15	3.40	100.0		60%	40%	
33. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.20	86.7	13%	53%	33%	
34. Able to adapt the department to changing business demands and climate.	15	3.27	93.3	7%	60%	33%	
35. Identifies problems that need solved.	15	3.00	80.0	20%	60%	20%	
36. Maintains a high level of energy to respond to demands of the job.	15	3.20	93.3	7%	67%	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
31. Is comfortable operating in an environment of uncertainty.	3.18	3.20	+0.02 ▲
32. Believes in their vision for the department/organization.	3.35	3.40	+0.05 ▲
33. Devotes a certain amount of time and effort to developing new business opportunities.	3.18	3.20	+0.02 ▲
34. Able to adapt the department to changing business demands and climate.	2.88	3.27	+0.38 ▲
35. Identifies problems that need solved.	3.18	3.00	-0.18 ▼
36. Maintains a high level of energy to respond to demands of the job.	3.18	3.20	+0.02 ▲

Comments:

- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- 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 can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- She is open to feedback and actively tries to improve.
- She is a great teammate!
- She is a strength that supports department morale and work flow.

Passion To Learn

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. Seeks to increase skill set.	15	3.27	93.3	7%	60%	33%	
38. Keeps up-to-date with their skills.	15	3.27	86.7	13%	47%	40%	
39. Holds self and associates accountable for goal achievement.	15	3.13	86.7	13%	60%	27%	
40. Inspires others to learn new things.	15	3.40	93.3	7%	47%	47%	
41. Demonstrates a willingness to participate in continuing education courses.	15	3.33	93.3	7%	53%	40%	
42. Is open minded and curious about learning new skills.	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
37. Seeks to increase skill set.	3.35	3.27	-0.09 ▼
38. Keeps up-to-date with their skills.	3.24	3.27	+0.03 ▲
39. Holds self and associates accountable for goal achievement.	3.59	3.13	-0.45 ▼
40. Inspires others to learn new things.	3.29	3.40	+0.11 ▲
41. Demonstrates a willingness to participate in continuing education courses.	3.29	3.33	+0.04 ▲
42. Is open minded and curious about learning new skills.	3.41	3.33	-0.08 ▼

Comments:

- Completes variance analysis and identifies corrective actions.
- I think she is doing really good work and I found that to be one area I could list that might help.
- She is a team player and willing to help other departments and staff when needed.
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- Willingness to pitch in, desire to grow, and a great attitude.

Continual Improvement

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
43. Looks for ways to improve work processes and procedures.	15	3.13	86.7	13%	60%	27%	
44. Open to the suggestions from others.	15	3.00	86.7	13%	73%	13%	
45. Evaluates the effectiveness of improvements.	15	3.53	100.0		47%	53%	
46. Creates a culture of knowledge sharing to facilitate continuous improvement.	15	3.00	86.7	13%	73%	13%	
47. Attends conferences and workshops to better understand best practices used by other companies.	15	3.20	93.3	7%	60%	33%	
48. Pursues efforts to improve by seeking feedback from others.	15	3.20	93.3	7%	67%	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
43. Looks for ways to improve work processes and procedures.	3.35	3.13	-0.22 ▼
44. Open to the suggestions from others.	3.18	3.00	-0.18 ▼
45. Evaluates the effectiveness of improvements.	3.35	3.53	+0.18 ▲
46. Creates a culture of knowledge sharing to facilitate continuous improvement.	3.24	3.00	-0.24 ▼
47. Attends conferences and workshops to better understand best practices used by other companies.	3.00	3.20	+0.20 ▲
48. Pursues efforts to improve by seeking feedback from others.	3.18	3.20	+0.02 ▲

Comments:

- I appreciate ___'s willingness to share her knowledge with our team.
- ___ is a great manager to work for.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leds and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- ___ is always willing and routinely seeks opportunities to work with other departments.

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?

- She is open to feedback and actively tries to improve.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- 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.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.
- ___ has been eager to learn her new position and is transitioning well.

What do you like best about working with this individual?

- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- She values our feedback and takes our recommendations seriously.
- ___ is a very positive addition to our Management team.
- ___ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- Always conducts herself in a professional manner.

What do you like least about working with this individual?

- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- she has patience.
- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- Needs to have more face-to-face communications with other employees in the company.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.

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

- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- ___ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.

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

- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- As a new manager she is progressing very well.
- ___ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.

Any final comments?

- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- ___ knows her team very well and is gaining the same knowledge in regards to her team
- ___ has excellent job and people skills.
- Provide more frequent development feedback.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.