



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.

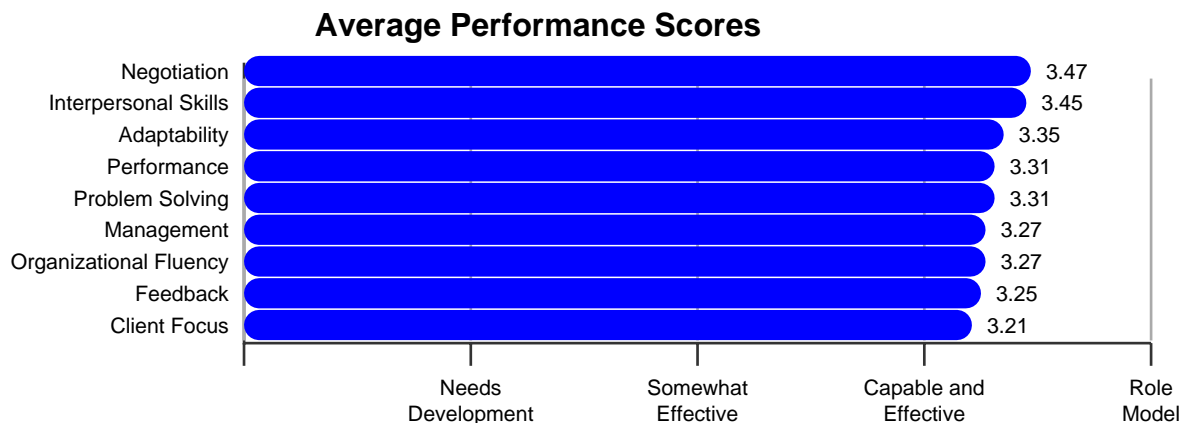
What to Do with Your Feedback

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

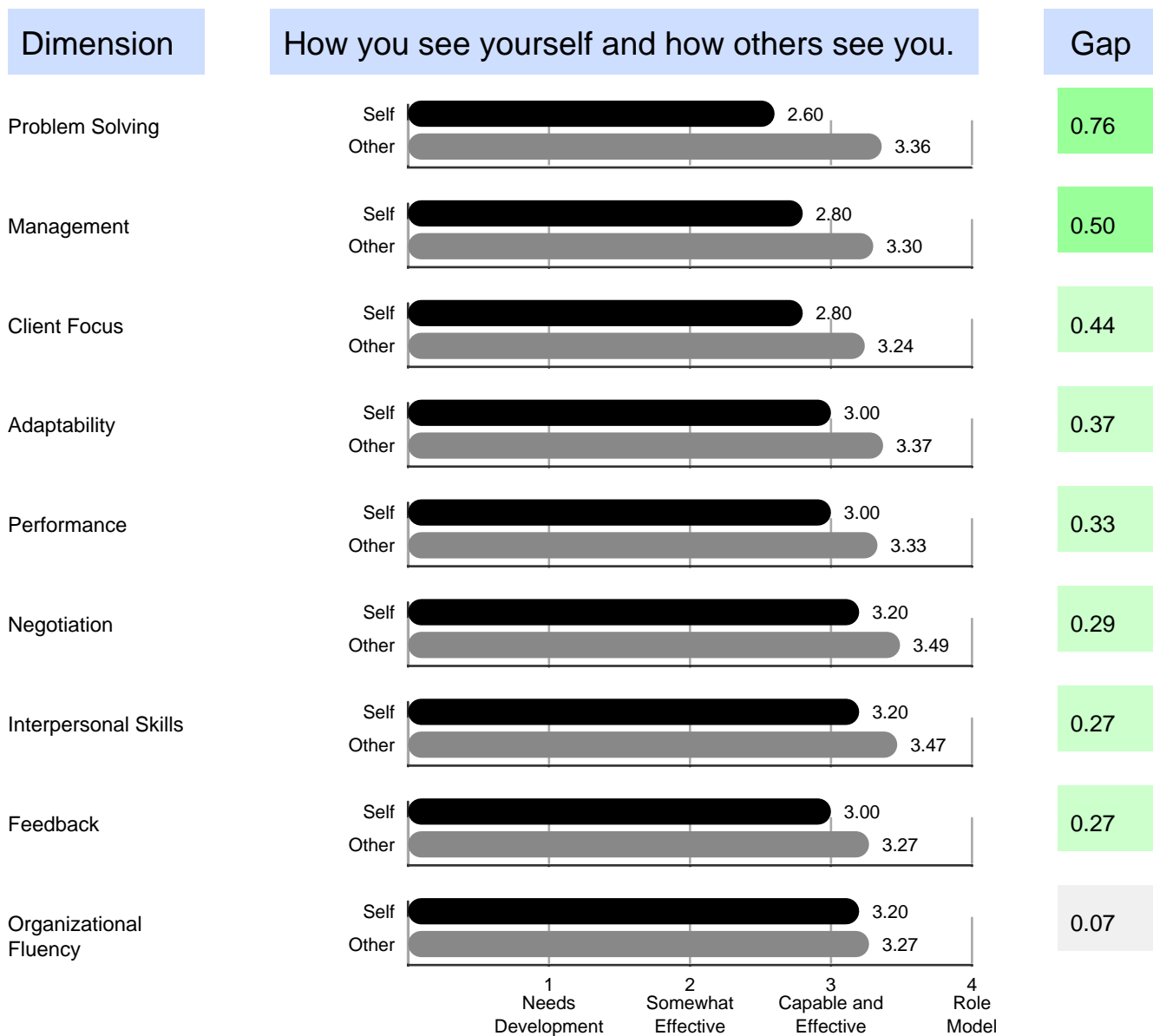
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Maintains communication channels between parties in the negotiation.	15	3.20	93.3	7%	67%		27%
2. Is flexible in responses.	15	3.87	100.0	13%	87%		
3. Understands the expectations of other parties in the negotiation.	15	3.33	93.3	7%	53%		40%
4. Leverages relationships with others to achieve goals.	15	3.60	93.3	7%	27%	67%	
5. Identifies verbal and nonverbal cues to help interpret actions and messages.	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. Maintains communication channels between parties in the negotiation.	3.29	3.20	-0.09 ▼
2. Is flexible in responses.	3.65	3.87	+0.22 ▲
3. Understands the expectations of other parties in the negotiation.	3.18	3.33	+0.16 ▲
4. Leverages relationships with others to achieve goals.	3.41	3.60	+0.19 ▲
5. Identifies verbal and nonverbal cues to help interpret actions and messages.	3.24	3.33	+0.10 ▲

Comments:

- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- Without a doubt, ___ is the best director I have worked for in my 30+ year career at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- ___ does an exceptional job at running the department.
- 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].

Adaptability

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Able to work effectively with new people and new teams.	15	3.20	93.3	7%	60%	33%	
7. Works effectively in dynamic and changing work environments.	15	3.20	86.7	13%	53%	33%	
8. Recognizes and implements changes to enhance efficiency and effectiveness.	15	3.40	93.3	7%	47%	47%	
9. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	3.47	93.3	7%	40%	53%	
10. Flexible and open to new ideas and encourages others to value change.	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. Able to work effectively with new people and new teams.	3.24	3.20	-0.04 ▼
7. Works effectively in dynamic and changing work environments.	3.41	3.20	-0.21 ▼
8. Recognizes and implements changes to enhance efficiency and effectiveness.	3.24	3.40	+0.16 ▲
9. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	3.18	3.47	+0.29 ▲
10. Flexible and open to new ideas and encourages others to value change.	3.35	3.47	+0.11 ▲

Comments:

- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- ___ has excellent communication skills.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- She is organized, kind, and extremely approachable.
- ___ has made good judgements in hiring top notch employees.
- ___ is always willing and routinely seeks opportunities to work with other departments.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Sets an example for others to follow	15	3.53	100.0	47%	53%		
12. Takes responsibility for things that go wrong	15	3.27	100.0		73%	27%	
13. Delegate tasks effectively	15	3.33	100.0		67%	33%	
14. Is ready to offer help	15	3.13	86.7	13%	60%	27%	
15. Makes you feel enthusiastic about your work	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. Sets an example for others to follow	3.47	3.53	+0.06 ▲
12. Takes responsibility for things that go wrong	3.47	3.27	-0.20 ▼
13. Delegate tasks effectively	3.35	3.33	-0.02 ▼
14. Is ready to offer help	3.18	3.13	-0.04 ▼
15. Makes you feel enthusiastic about your work	3.00	3.07	+0.07 ▲

Comments:

- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.

Performance

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Effective in performing his/her job.	15	3.40	93.3	7%	47%	47%	
17. Works effectively in the department.	15	3.27	93.3	7%	60%	33%	
18. Shown significant improvement in job performance.	14	3.00	92.9	7%	79%	14%	
19. Effectively organizes resources and plans	15	3.47	100.0		53%	47%	
20. Works well in this position.	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. Effective in performing his/her job.	3.65	3.40	-0.25 ▼
17. Works effectively in the department.	3.47	3.27	-0.20 ▼
18. Shown significant improvement in job performance.	3.12	3.00	-0.12 ▼
19. Effectively organizes resources and plans	3.59	3.47	-0.12 ▼
20. Works well in this position.	3.29	3.40	+0.11 ▲

Comments:

- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- I look forward to learning and improving with her and the other members in the division.
- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- 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.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.

Problem Solving

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Finds creative ways to get things done with limited resources.	15	3.53	100.0	47%	53%		
22. Makes judgments based upon relevant information.	15	3.00	80.0	20%	60%	20%	
23. Understands the root causes of problems.	15	2.87	80.0	20%	73%	7%	
24. Identifies and assesses all potential responses to a problem.	15	3.47	100.0	53%	47%		
25. Actively seeks the root cause of a problem.	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. Finds creative ways to get things done with limited resources.	3.35	3.53	+0.18 ▲
22. Makes judgments based upon relevant information.	3.00	3.00	
23. Understands the root causes of problems.	2.88	2.87	-0.02 ▼
24. Identifies and assesses all potential responses to a problem.	3.00	3.47	+0.47 ▲
25. Actively seeks the root cause of a problem.	3.76	3.67	-0.10 ▼

Comments:

- I enjoy working with ___ very much.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- 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.
- ___ is a very good leader.
- ___ has a clear process for hiring which has aided her in building an amazing team.
- I have also had the pleasure of partnering with ___ in our Core Competency leader learning. ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.

Interpersonal Skills

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Is a role model for others	15	3.40	93.3	7%	47%	47%	
27. Able to work with individuals at all levels of the Company.	15	3.33	93.3	7%	53%	40%	
28. Builds a strong rapport with co-workers.	15	3.53	100.0		47%	53%	
29. Uses tact, compassion, and sensitivity in interactions with others.	15	3.67	100.0		33%	67%	
30. Uses knowledge and charisma rather than position, power, or coercion to influence others	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. Is a role model for others	3.53	3.40	-0.13 ▼
27. Able to work with individuals at all levels of the Company.	3.12	3.33	+0.22 ▲
28. Builds a strong rapport with co-workers.	3.41	3.53	+0.12 ▲
29. Uses tact, compassion, and sensitivity in interactions with others.	3.59	3.67	+0.08 ▲
30. Uses knowledge and charisma rather than position, power, or coercion to influence others	3.41	3.33	-0.08 ▼

Comments:

- ___ is so attentive to the needs of our department and to the needs of individuals.
- ___ leads by example in each of the areas noted above.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.

Client 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Ensures client commitments and requirements are met or exceeded	15	3.20	86.7	13%	53%	33%	
32. Satisfies client needs.	15	3.40	100.0		60%	40%	
33. Looks for opportunities that have a positive impact on Clients.	15	3.20	86.7	13%	53%	33%	
34. Maintains strong relationships with clients.	15	3.27	93.3	7%	60%	33%	
35. Obtains feedback to ensure client needs are being met.	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. Ensures client commitments and requirements are met or exceeded	3.18	3.20	+0.02 ▲
32. Satisfies client needs.	3.35	3.40	+0.05 ▲
33. Looks for opportunities that have a positive impact on Clients.	3.18	3.20	+0.02 ▲
34. Maintains strong relationships with clients.	2.88	3.27	+0.38 ▲
35. Obtains feedback to ensure client needs are being met.	3.18	3.00	-0.18 ▼

Comments:

- Always looking for ways to grow as a person. Inspires others to do the same.
- 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 a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- ___ has excellent communication skills.
- ___ is a team player and effective in her role.
- ___ takes people where they want to go and pushes them to be their own success.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Seeks feedback to enhance performance.	15	3.20	93.3	7%	67%	27%	
37. Asks others for their ideas and opinions.	15	3.27	93.3	7%	60%	33%	
38. Is visible and approachable.	15	3.27	86.7	13%	47%	40%	
39. Accepts the views of others.	15	3.13	86.7	13%	60%	27%	
40. Shares past experiences with others as learning opportunities.	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. Seeks feedback to enhance performance.	3.18	3.20	+0.02 ▲
37. Asks others for their ideas and opinions.	3.35	3.27	-0.09 ▼
38. Is visible and approachable.	3.24	3.27	+0.03 ▲
39. Accepts the views of others.	3.59	3.13	-0.45 ▼
40. Shares past experiences with others as learning opportunities.	3.29	3.40	+0.11 ▲

Comments:

- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- She will sit down with all parties involved before she makes a decision.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- She encourages each staff member to understand each other and to work together in a very positive manner.

Organizational Fluency

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
41. Effective in communicating with others within the organization.	15	3.33	93.3	7%	53%	40%	
42. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.33	93.3	7%	53%	40%	
43. Able to explain departmental policies and procedures to others.	15	3.13	86.7	13%	60%	27%	
44. Adept at navigating within the culture of the department.	15	3.00	86.7	13%	73%	13%	
45. Gets things done through the department.	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. Effective in communicating with others within the organization.	3.29	3.33	+0.04 ▲
42. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.41	3.33	-0.08 ▼
43. Able to explain departmental policies and procedures to others.	3.35	3.13	-0.22 ▼
44. Adept at navigating within the culture of the department.	3.18	3.00	-0.18 ▼
45. Gets things done through the department.	3.35	3.53	+0.18 ▲

Comments:

- She knows her subject matter!
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.

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?

- There is apprehension with all the changes, but still a lot of engagement and positivity.
- Have persistence and tenacity
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- She consistently conducts herself with professionalism and represents our unit well.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.

What do you like best about working with this individual?

- I appreciate her style and support.
- 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 always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.

What do you like least about working with this individual?

- I have not had any issues with ___ since I have been working for her.
- She is such a model for leaders throughout our organization.
- ___ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- She is a natural and perfect fit for the CFO position.
- She is also very enthusiastic and energetic.
- Outstanding leader.

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

- Management skills progressing well with experience.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- Is viewed by many as a strong organizational resource.
- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- She has created a highly engaged team and manages a diverse group of individuals very well.

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

- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- ___ teams with others to improve communication and process.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.

Any final comments?

- ___ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- ___ is very reliable and collaborates well on projects.
- I feel that we would not be such a great place if it wasn't for ____. ___ is the best!!!!!!
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- She is an outstanding manager.