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.
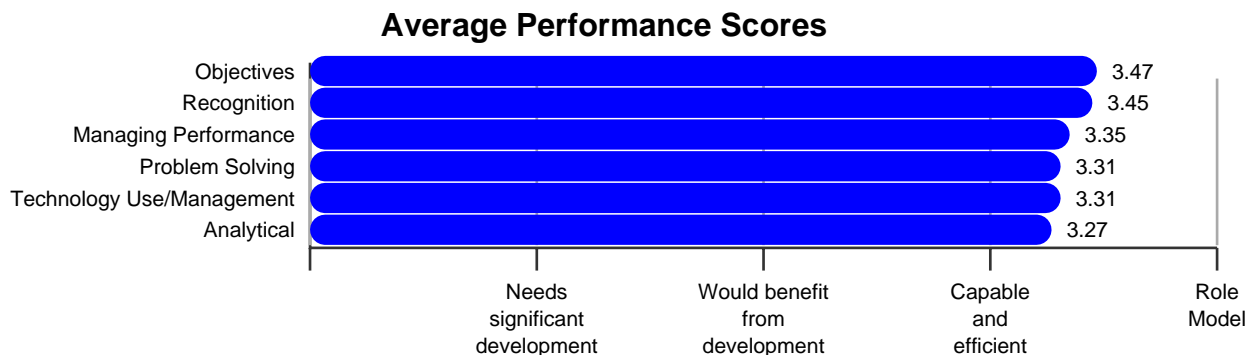
What to Do with Your Feedback

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.
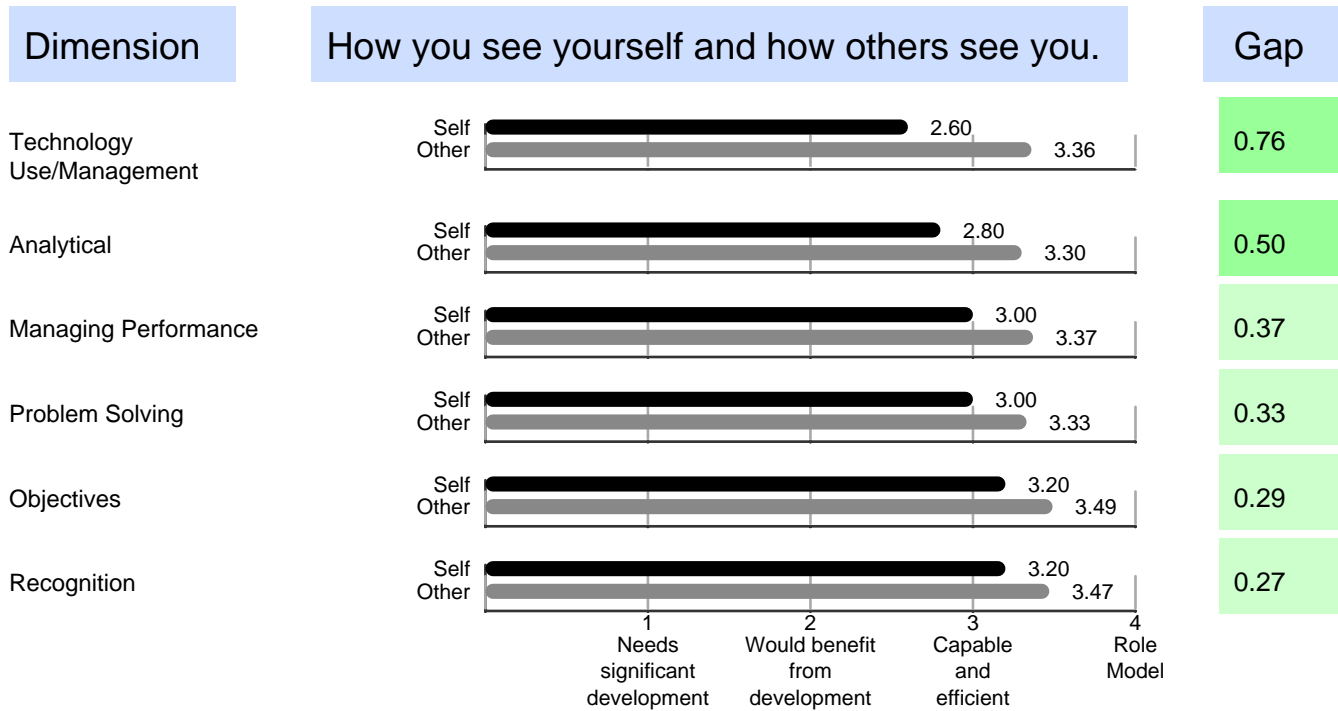
Summary

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
Objectives	3.47
Recognition	3.45
Managing Performance	3.35
Problem Solving	3.31
Technology Use/Management	3.31
Analytical	3.27

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
Technology Use/Management	Self 2.60 / Other 3.36	0.76
Analytical	Self 2.80 / Other 3.30	0.50
Managing Performance	Self 3.00 / Other 3.37	0.37
Problem Solving	Self 3.00 / Other 3.33	0.33
Objectives	Self 3.20 / Other 3.49	0.29
Recognition	Self 3.20 / Other 3.47	0.27

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

Objectives

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. Ability to establish realistic goals.	15	3.20	93.3	7%	67%		27%
2. Communicates goals and objectives to employees.	15	3.87	100.0	13%	87%		
3. Effectively organizes resources and plans	15	3.33	93.3	7%	53%		40%
4. Consistently provides me with timely feedback for improving my performance.	15	3.60	93.3	7%	27%	67%	
5. Works toward achieving established goals and objectives.	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. Ability to establish realistic goals.	3.29	3.20	-0.09	▼
2. Communicates goals and objectives to employees.	3.65	3.87	+0.22	▲
3. Effectively organizes resources and plans	3.18	3.33	+0.16	▲
4. Consistently provides me with timely feedback for improving my performance.	3.41	3.60	+0.19	▲
5. Works toward achieving established goals and objectives.	3.24	3.33	+0.10	▲

Comments:
- ___ 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.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- I appreciate her style and support.
- I look to her for guidance and support.   It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- Is dedicated, selfless, trustworthy and focused on the big picture.

Managing 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Sets specific and measurable goals for others and follows through to completion.	15	3.20	93.3	7%	60%		33%
7. Adjusts performance goals as needed to meet the demands of the department/organization.	15	3.20	86.7	13%	53%		33%
8. Establishes indicators to measure levels of performance.	15	3.40	93.3	7%	47%		47%
9. Continuously measures performance and provides feedback to employees regularly.	15	3.47	93.3	7%	40%		53%
10. Provides employees with necessary resources to accomplish their goals.	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. Sets specific and measurable goals for others and follows through to completion.	3.24	3.20	-0.04 ▼
7. Adjusts performance goals as needed to meet the demands of the department/organization.	3.41	3.20	-0.21 ▼
8. Establishes indicators to measure levels of performance.	3.24	3.40	+0.16 ▲
9. Continuously measures performance and provides feedback to employees regularly.	3.18	3.47	+0.29 ▲
10. Provides employees with necessary resources to accomplish their goals.	3.35	3.47	+0.11 ▲

Comments:
- Manager is always interested in our views, and continually works at implementing our suggestions.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- She uses the strengths of everyone around her to get the best solutions possible.
- She has been a great addition to the company.

Analytical

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
11. Prioritizes various actions to be taken when solving a problem.	15	3.53	100.0		47%		53%
12. Selects the appropriate techniques for analysis.	15	3.27	100.0		73%		27%
13. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.33	100.0		67%		33%
14. Implements data validation techniques and methods.	15	3.13	86.7	13%	60%		27%
15. Identifies problems and issues needing resolution.	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. Prioritizes various actions to be taken when solving a problem.	3.47	3.53	+0.06 ▲
12. Selects the appropriate techniques for analysis.	3.47	3.27	-0.20 ▼
13. Analyzes data and information from several sources and arrives at logical conclusions.	3.35	3.33	-0.02 ▼
14. Implements data validation techniques and methods.	3.18	3.13	-0.04 ▼
15. Identifies problems and issues needing resolution.	3.00	3.07	+0.07 ▲

Comments:
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with.   I am on a committee that she runs and she is an excellent meeting facilitator.
- 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.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- Improvement should come over time. There is potential which is present.
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Identifies and assesses all potential responses to a problem.	15	3.40	93.3	7%	47%	47%	
17. Implements effective solutions to critical problems.	15	3.27	93.3	7%	60%	33%	
18. Ability to develop innovative solutions to problems.	14	3.00	92.9	7%	79%	14%	
19. Is a good problem solver and decision maker	15	3.47	100.0		53%	47%	
20. Identifies fresh approaches and shows a willingness to question traditional assumptions.	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. Identifies and assesses all potential responses to a problem.	3.65	3.40	-0.25 ▼
17. Implements effective solutions to critical problems.	3.47	3.27	-0.20 ▼
18. Ability to develop innovative solutions to problems.	3.12	3.00	-0.12 ▼
19. Is a good problem solver and decision maker	3.59	3.47	-0.12 ▼
20. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.29	3.40	+0.11 ▲

Comments:
- She is very supportive of cross training and learning new skills.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles.   Weakness is in the area of being consistent with communications of desired outcomes or expections to the staff.
- Take charge without being pushed to do so.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.

Technology Use/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
21. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.53	100.0		47%	53%	
22. Maximizes the use of new technology to deliver products and services.	15	3.00	80.0	20%	60%		20%
23. Supports employee training and development initiatives regarding implementation of technology.	15	2.87	80.0	20%	73%		7%
24. Adopts the implementation of new technology into the workplace.	15	3.47	100.0		53%	47%	
25. Understands and is committed to implementing new technologies.	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. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.35	3.53	+0.18 ▲
22. Maximizes the use of new technology to deliver products and services.	3.00	3.00	
23. Supports employee training and development initiatives regarding implementation of technology.	2.88	2.87	-0.02 ▼
24. Adopts the implementation of new technology into the workplace.	3.00	3.47	+0.47 ▲
25. Understands and is committed to implementing new technologies.	3.76	3.67	-0.10 ▼

Comments:
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for techincal staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- Her communication style can also come across as very directive at times to peers and subordinates.
- ___ has used her strengths to make this department stronger in many ways.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- ___ is a steady leader who maintains her objectivity during stressful times.

Recognition

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
26. Says "thank you" to show appreciation for work of others.	15	3.40	93.3	7%	47%		47%
27. Compliments other people when they do good work	15	3.33	93.3	7%	53%		40%
28. Is sincerely interested in the suggestions of co-workers	15	3.53	100.0	47%		53%	
29. Reinforces and rewards employees for accomplishing necessary goals.	15	3.67	100.0	33%		67%	
30. Lets employees know when they have done well	15	3.33	100.0	67%		33%	

Time Comparisons by Item
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The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
26. Says "thank you" to show appreciation for work of others.	3.53	3.40	-0.13 ▼
27. Compliments other people when they do good work	3.12	3.33	+0.22 ▲
28. Is sincerely interested in the suggestions of co-workers	3.41	3.53	+0.12 ▲
29. Reinforces and rewards employees for accomplishing necessary goals.	3.59	3.67	+0.08 ▲
30. Lets employees know when they have done well	3.41	3.33	-0.08 ▼

Comments:
- She communicates well to all staff and we know what is expected of us.
- ___ is a great role model and leader.   Others could learn from her style.
- I really appreciate her as a member of the team.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- Good leadership style.

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?
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- She has a way to make you always want to do better and be better.   She has always been a very strong leader for the company.
- Participates in training to learn Core Competency processes.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- ___ is a great role model and leader.   Others could learn from her style.

What do you like best about working with this individual?
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- Is empathetic, understanding, and dependable.

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.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- She always responds in a timely manner and stays organized.
- Our desire to improve loss rates has been encouraged and supported by ___.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques.   One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff.   Not only will this focus discussions, but it will let others know that we all share similar values.

What do you see as this person's most important leadership-related strengths?
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- Have persistence and tenacity
- ___ always remains professional in her interactions and I appreciate her direct style of communication.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer 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.
- I have found that ___ takes feedback very well.   Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.

What do you see as this person's most important leadership-related areas for improvement?
- Accountability on both sides.   Make sure that if a task is delegated then that person should be accountable for the task.
- ___ is very reliable and collaborates well on projects.

- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- She clearly assigns our responsibilities by our individual strengths.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- You can count on ___ to be honest and stay true to committments.

Any final comments?

- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- From my perspective, ___ is a very effective leader.   I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more.   ___ is always open and is a great collaborater.
- She is all the above and more, have never worked with a more engaged leader.   Her shoes will be difficult to fill.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'•
- ___ clearly communicates expectations and verifies information to ensure shared understanding.   A great example was the recent coaching session at our visibility wall.   This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- ___ 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.