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.
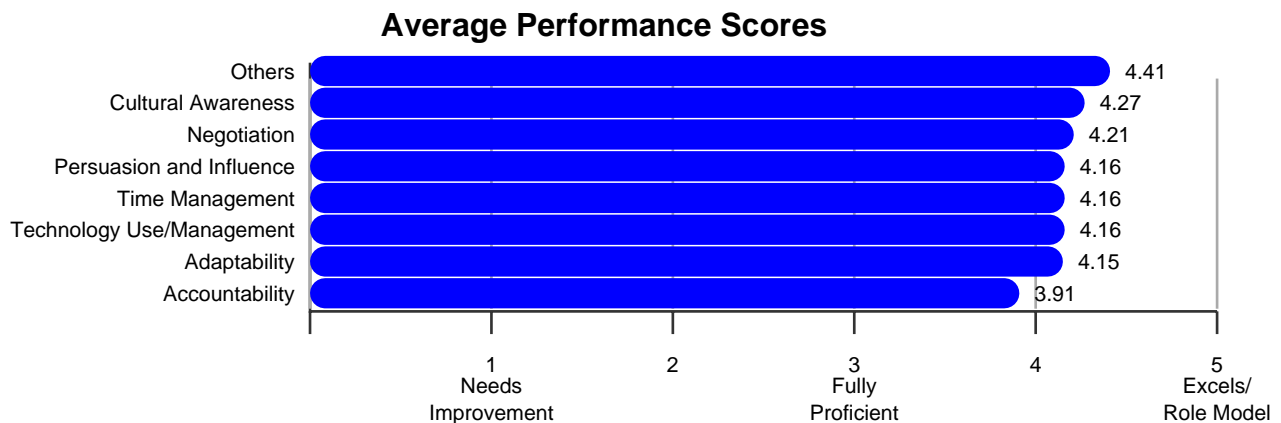
What to Do with Your Feedback

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.
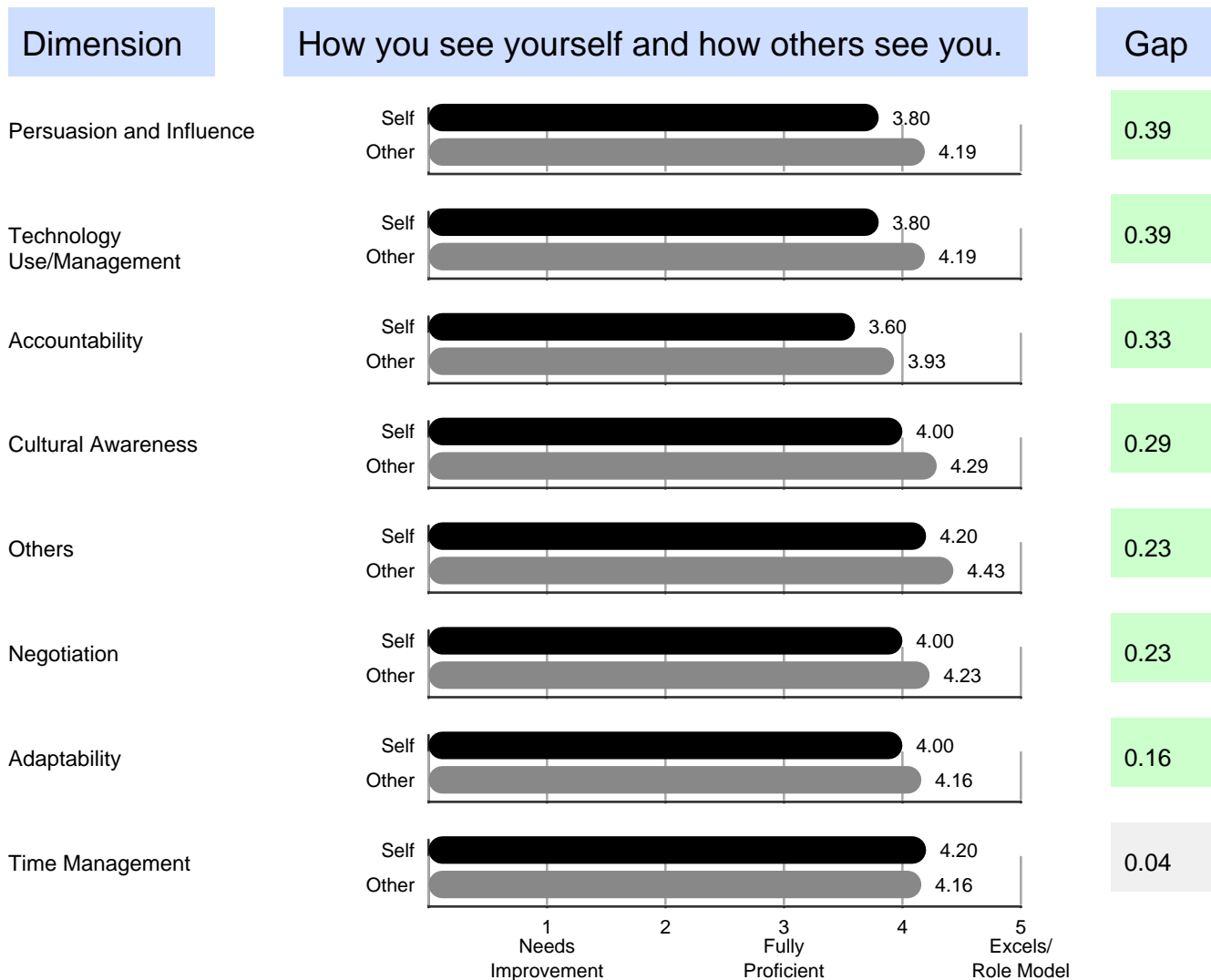
Summary

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.

Average Performance Scores

Dimension	Score
Others	4.41
Cultural Awareness	4.27
Negotiation	4.21
Persuasion and Influence	4.16
Time Management	4.16
Technology Use/Management	4.16
Adaptability	4.15
Accountability	3.91

Scale:
1 — Needs Improvement
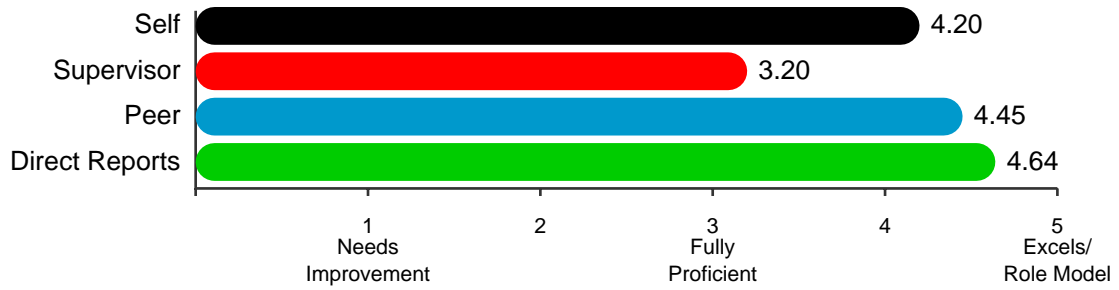3 — Fully Proficient
5 — Excels/Role Model

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
Persuasion and Influence	Self 3.80 / Other 4.19	0.39
Technology Use/Management	Self 3.80 / Other 4.19	0.39
Accountability	Self 3.60 / Other 3.93	0.33
Cultural Awareness	Self 4.00 / Other 4.29	0.29
Others	Self 4.20 / Other 4.43	0.23
Negotiation	Self 4.00 / Other 4.23	0.23
Adaptability	Self 4.00 / Other 4.16	0.16
Time Management	Self 4.20 / Other 4.16	0.04

Scale:
1 - Needs Improvement
3 - Fully Proficient
5 - Excels/ Role Model

Others

Summary Scores

Self		4.20
Supervisor		3.20
Peer		4.45
Direct Reports		4.64

1	2	3	4	5
Needs Improvement		Fully Proficient		Excels/ Role Model

1. Helpful

Self		4.00
Supervisor		3.00
Peer		4.38
Direct Reports		4.20

2. Includes others in the decision making processes.

Self		5.00
Supervisor		4.00
Peer		4.88
Direct Reports		5.00

3. Supports the efforts of other employees in implementing solutions to problems.

Self		4.00
Supervisor		3.00
Peer		4.12
Direct Reports		4.80

4. Able to see issues from others' perspectives.

Self		4.00
Supervisor		3.00
Peer		4.50
Direct Reports		4.60

5. Treats others with respect and dignity.

Self		4.00
Supervisor		3.00
Peer		4.38
Direct Reports		4.60

1	2	3	4	5
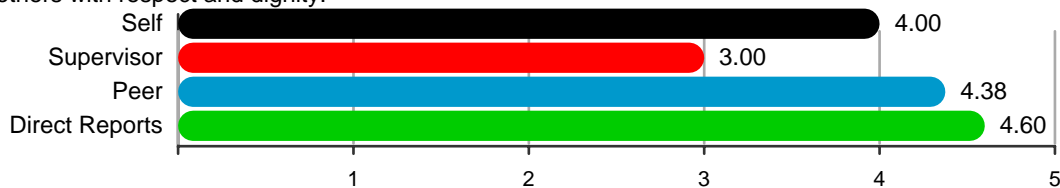
Level of Skill

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 (Excels/ Role Model).
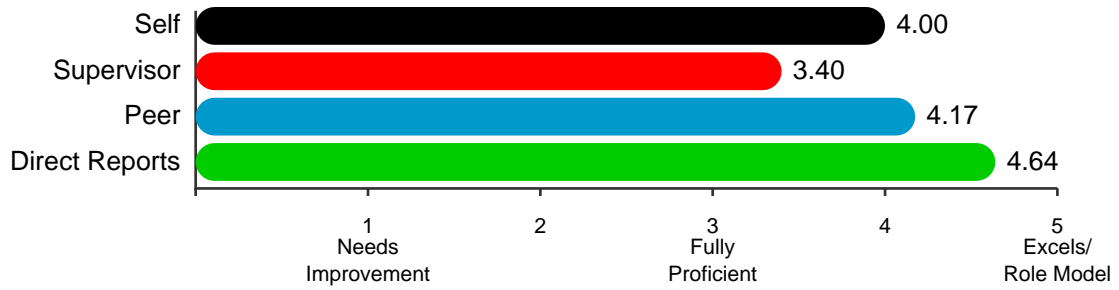
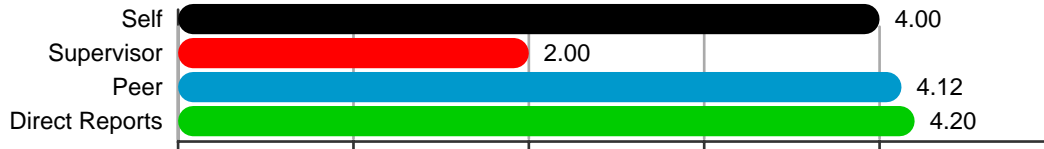| Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
1. Helpful	15	4.20	93.3	7%	67%		27%
2. Includes others in the decision making processes.	15	4.87	100.0	13%	87%		
3. Supports the efforts of other employees in implementing solutions to problems.	15	4.27	93.3	7%	60%		33%
4. Able to see issues from others' perspectives.	15	4.40	86.7	13%	33%	53%	
5. Treats others with respect and dignity.	15	4.33	93.3	7%	53%	40%	

Comments:

- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- One of the best supervisors that I have had.
- _____'s leadership in finance and strategy is exemplary.   However, his ability to use his team and discuss direction is an area where he can improve.
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.

Cultural Awareness

Summary Scores

Self		4.00
Supervisor		3.40
Peer		4.17
Direct Reports		4.64

1 Needs Improvement   2   3 Fully Proficient   4   5 Excels/ Role Model

6. Recognizes and values individual and cultural differences.

Self		4.00
Supervisor		2.00
Peer		4.12
Direct Reports		4.20

7. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.

Self		4.00
Supervisor		3.00
Peer		4.00
Direct Reports		4.40

8. Encourages a work environment where individual differences are valued.

Self		4.00
Supervisor		5.00
Peer		4.12
Direct Reports		4.60

9. Seeks out different viewpoints and benefits from different perspectives.

Self		4.00
Supervisor		3.00
Peer		4.38
Direct Reports		5.00

10. Respects others regardless of age, race, gender, nationality, or disability.

Self		4.00
Supervisor		4.00
Peer		4.25
Direct Reports		5.00

1   2   3   4   5

Level of Skill

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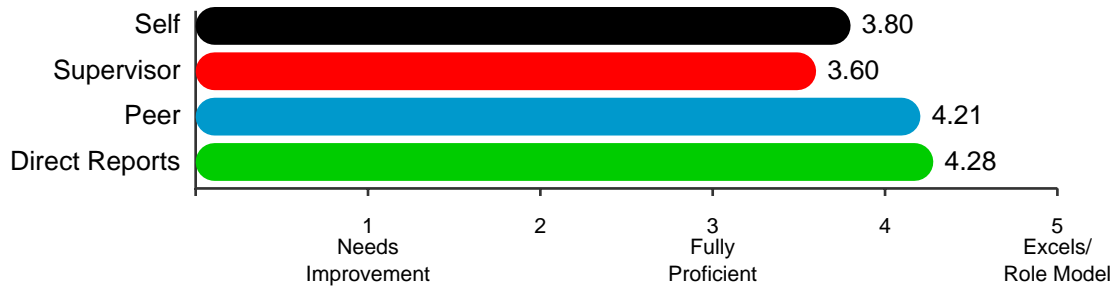
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Recognizes and values individual and cultural differences.	15	4.00	80.0	7%	13%	53%		27%
7. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	4.07	80.0		20%	53%		27%
8. Encourages a work environment where individual differences are valued.	15	4.33	93.3	7%	47%		47%	
9. Seeks out different viewpoints and benefits from different perspectives.	15	4.47	93.3	7%	40%		53%	
10. Respects others regardless of age, race, gender, nationality, or disability.	15	4.47	93.3	7%	40%		53%	

Comments:

- _____ works to keep up but a lot of new concepts.
- He is smart, quick, compassionate, and thorough.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- I have observed _____ work with his staff and team on improvement activities.   He has assigned" lead people to work on projects given their strengths.   _____ does take action when there are employees who do not fit with the organization mission and values.
- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.

Persuasion and Influence

Summary Scores

Self	3.80
Supervisor	3.60
Peer	4.21
Direct Reports	4.28

1 — Needs Improvement 2 3 — Fully Proficient 4 5 — Excels/Role Model

11. Attempts to persuade others rather than simply control them.

Self	4.00
Supervisor	5.00
Peer	4.38
Direct Reports	5.00

12. Develops a good rapport with others.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.40

13. Has excellent influencing/negotiating skills.

Self	4.00
Supervisor	4.00
Peer	4.38
Direct Reports	4.40

14. Ensures stakeholders are involved in the decision making process.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	3.80

15. Persuades others to consider alternative points of view.

Self	3.00
Supervisor	2.00
Peer	3.86
Direct Reports	3.80

1 2 3 4 5
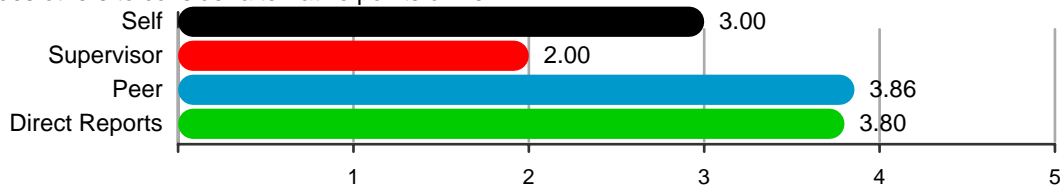
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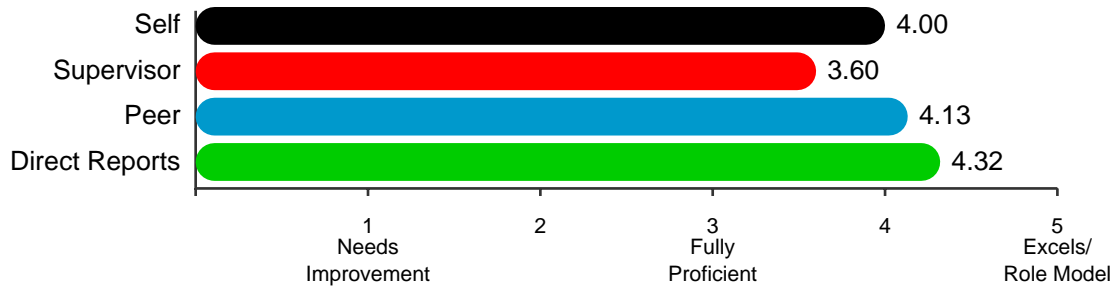
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
11. Attempts to persuade others rather than simply control them.	15	4.60	100.0	40%		60%	
12. Develops a good rapport with others.	15	4.27	100.0	73%			27%
13. Has excellent influencing/negotiating skills.	15	4.33	100.0	67%			33%
14. Ensures stakeholders are involved in the decision making process.	15	3.93	73.3	27%	53%		20%
15. Persuades others to consider alternative points of view.	14	3.64	57.1	14%	29%	36%	21%

Comments:
- _____ is great about approaching and including staff input with decision making within the department.
- _____ meets and exceeds all of these leadership roles.
- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.   Additionally, it illustrates his genuine commitment to the organization.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.

Adaptability

Summary Scores

	Score
Self	4.00
Supervisor	3.60
Peer	4.13
Direct Reports	4.32

1 — Needs Improvement 2 3 — Fully Proficient 4 5 — Excels/Role Model

16. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.

	Score
Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	5.00

17. Works effectively in dynamic and changing work environments.

	Score
Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.20

18. Able to work effectively with new people and new teams.

	Score
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.20

19. Develops insights and applies innovative solutions to projects and problems.

	Score
Self	4.00
Supervisor	4.00
Peer	4.43
Direct Reports	3.80

20. Is proactive and takes steps to prepare for changes in the workplace.

	Score
Self	4.00
Supervisor	3.00
Peer	3.88
Direct Reports	4.40

1 2 3 4 5

Level of Skill

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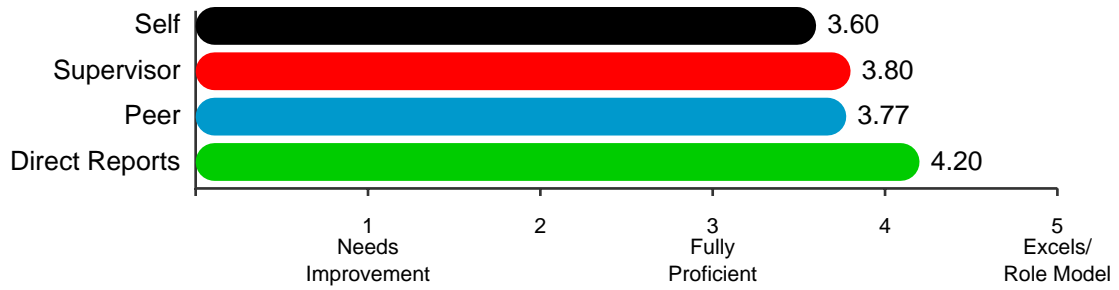
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	4.33	86.7	13%	40%		47%
17. Works effectively in dynamic and changing work environments.	15	4.27	93.3	7%	60%		33%
18. Able to work effectively with new people and new teams.	14	4.00	92.9	7%	86%		7%
19. Develops insights and applies innovative solutions to projects and problems.	14	4.14	85.7	7% 7%	50%		36%
20. Is proactive and takes steps to prepare for changes in the workplace.	15	4.00	66.7	7% 27%	27%		40%

Comments:

- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
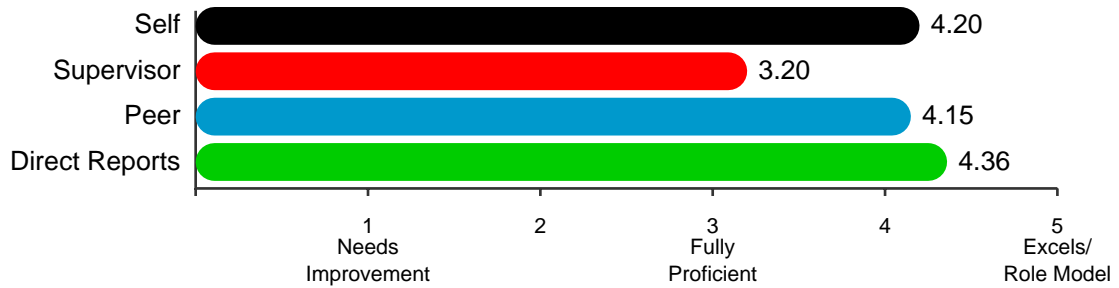- _____ also takes feedback well.   When he expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life•" works, he is able to listen and alter his approach for consideration to staff's views.
- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- He removes barriers so that we can do our job to the best of our ability.
- Need to take in all opinions, not just those of employees who are not always truthful....

Accountability

Summary Scores

	Score
Self	3.60
Supervisor	3.80
Peer	3.77
Direct Reports	4.20

1	2	3	4	5
Needs Improvement		Fully Proficient		Excels/ Role Model

21. Takes ownership of mistakes and learns from them.

	Score
Self	4.00
Supervisor	5.00
Peer	3.50
Direct Reports	4.60

22. Develops goals and establishes objective measures of success.

	Score
Self	3.00
Supervisor	3.00
Peer	3.75
Direct Reports	3.20

23. Defines roles, rights, and responsibilities of employees.

	Score
Self	3.00
Supervisor	3.00
Peer	3.38
Direct Reports	4.20

24. Takes responsibility for results.

	Score
Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.20

25. Defines roles, rights, and responsibilities of the team.

	Score
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.80

1	2	3	4	5
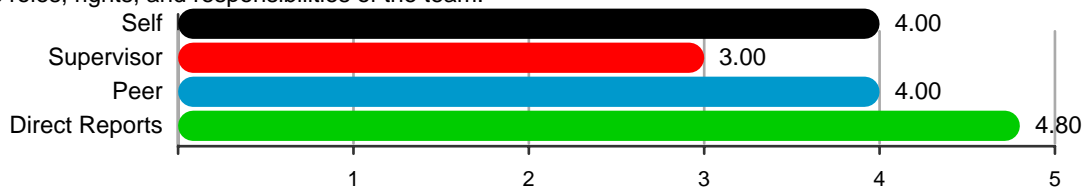
Level of Skill

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Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Takes ownership of mistakes and learns from them.	15	4.00	66.7	13%	20%	20%		47%
22. Develops goals and establishes objective measures of success.	15	3.47	53.3	13%	33%		47%	7%
23. Defines roles, rights, and responsibilities of employees.	15	3.60	66.7	13%	20%		60%	7%
24. Takes responsibility for results.	15	4.27	86.7	7%	7%	40%		47%
25. Defines roles, rights, and responsibilities of the team.	15	4.20	80.0	7%	13%	33%		47%

Comments:
- I love working with his and hope to continue having his as my supervisor!
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- He has also greatly improved his communication.
- He makes it very clear what the expectations are and the goals stay consistent.   If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim.   Changes are thought out and logical.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
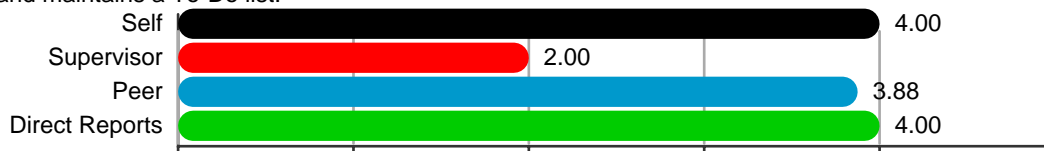
Time Management

Summary Scores

Self		4.20
Supervisor		3.20
Peer		4.15
Direct Reports		4.36

1	2	3	4	5
Needs Improvement		Fully Proficient		Excels/ Role Model

26. Prioritizes tasks to identify immediate and long-term objectives.

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	3.60

27. Keeps and maintains a To-Do list.

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	4.00

28. Leaves time in the schedule for unplanned contingencies.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

29. Does not procrastinate.

Self	5.00
Supervisor	4.00
Peer	4.50
Direct Reports	5.00

30. Focuses on tasks that have high priority.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

1	2	3	4	5
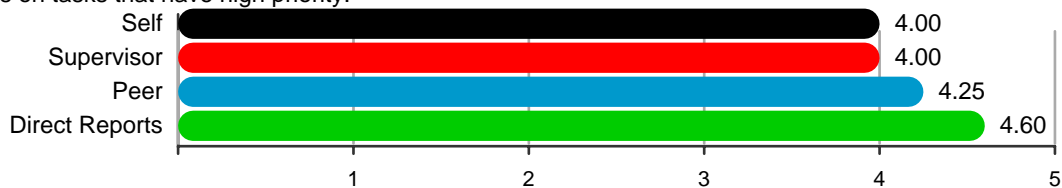
Level of Skill

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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Prioritizes tasks to identify immediate and long-term objectives.	15	3.67	66.7	20%	13%	47%	20%
27. Keeps and maintains a To-Do list.	15	3.80	73.3	20%	7%	47%	27%
28. Leaves time in the schedule for unplanned contingencies.	15	4.33	86.7	13%		40%	47%
29. Does not procrastinate.	15	4.67	100.0			33%	67%
30. Focuses on tasks that have high priority.	15	4.33	100.0			67%	33%

Comments:
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- He encourages teammates more as a peer than a coach.
- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.

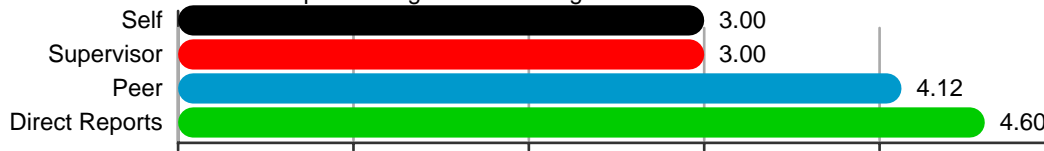# Technology Use/Management

Summary Scores
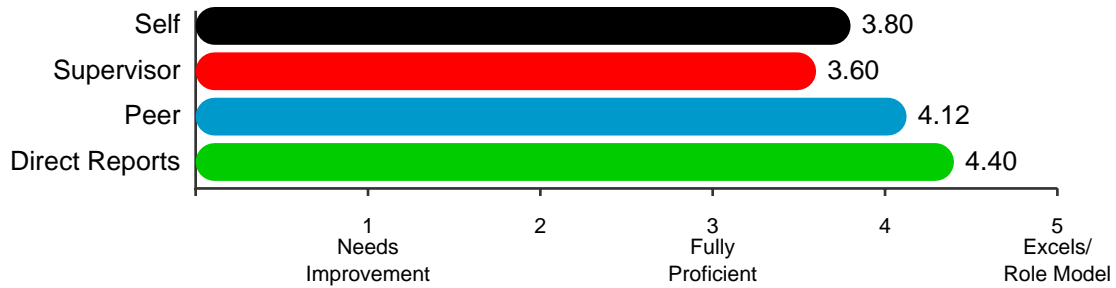
31. Supports employee training and development initiatives regarding implementation of technology.

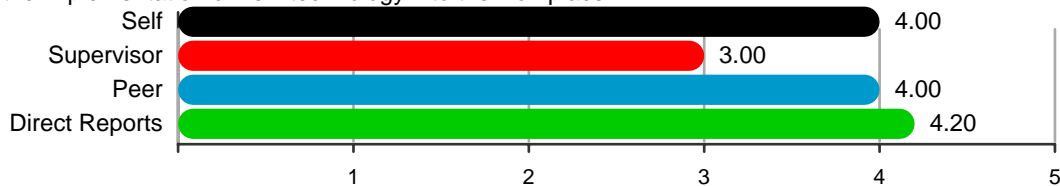**32. Uses technology in decision making and problem solving.**

33. Understands and is committed to implementing new technologies.

34. Maximizes the use of new technology to deliver products and services.

35. Adopts the implementation of new technology into the workplace.

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 (Excels/ Role Model).
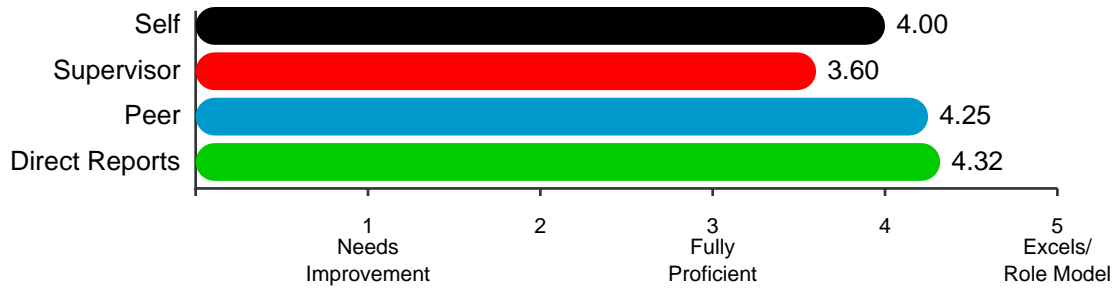
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
31. Supports employee training and development initiatives regarding implementation of technology.	15	4.07	80.0	20%		53%		27%
32. Uses technology in decision making and problem solving.	15	4.47	100.0		53%			47%
33. Understands and is committed to implementing new technologies.	15	4.13	80.0	20%		47%		33%
34. Maximizes the use of new technology to deliver products and services.	15	4.13	86.7	13%		60%		27%
35. Adopts the implementation of new technology into the workplace.	15	4.00	80.0	20%		60%		20%

Comments:
- _____ has done a wonderful job in supporting his team and making himself available.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- I appreciate his dedication to the department employees.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- He has been instrumental in facilitating communications between staff and managers.   Staff know that he is very supportive of them.
- _____'s leadership at [CompanyName] has been outstanding.   I have been very impressed with him since he came here and I admire his work.

Negotiation

Summary Scores

Self **4.00**
Supervisor **3.60**
Peer **4.25**
Direct Reports **4.32**

1	2	3	4	5
Needs Improvement		Fully Proficient		Excels/ Role Model

36. Stays calm and focuses on the core issues to be discussed.

Self **4.00**
Supervisor **5.00**
Peer **4.25**
Direct Reports **4.40**

37. Identifies verbal and nonverbal cues to help interpret actions and messages.

Self **4.00**
Supervisor **3.00**
Peer **4.00**
Direct Reports **4.00**

38. Leverages relationships with others to achieve goals.

Self **4.00**
Supervisor **3.00**
Peer **4.50**
Direct Reports **4.20**

39. Able to say "no" when it is essential to maintaining quality and high standards.

Self **4.00**
Supervisor **3.00**
Peer **4.38**
Direct Reports **4.00**

40. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.

Self **4.00**
Supervisor **4.00**
Peer **4.12**
Direct Reports **5.00**

1	2	3	4	5

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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
36. Stays calm and focuses on the core issues to be discussed.	15	4.33	100.0			67%	33%
37. Identifies verbal and nonverbal cues to help interpret actions and messages.	15	3.93	80.0	13%	7%	53%	27%
38. Leverages relationships with others to achieve goals.	15	4.27	86.7	13%		47%	40%
39. Able to say "no" when it is essential to maintaining quality and high standards.	15	4.13	86.7	13%		60%	27%
40. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	4.40	93.3	7%		47%	47%

Comments:

- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- _____ has been a tremendous resource for my own professional development in this department and in recruitment.   He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.

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?

- He exhibits vision, compassion and high integrity in all of his work.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- Uses visual aids to communicate progress to your team.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- _____ is a great communicator and challenges staff to look at process improvements.   He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

What do you like best about working with this individual?

- He sets a good example for personal growth.
- Our organization is a better place because of his and his future focus.
- _____ takes people where they want to go and pushes them to be their own success.
- _____ is able to multitask in a variety of ways.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- The staff are so energetic and encouraging of each other.   They all look out for each other in each unit and appreciate all of their team mates.

What do you like least about working with this individual?

- He has also greatly improved his communication.
- _____ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization.   I especially appreciate _____'s approachability.   There is nothing off limits - honesty and open communication are expected and valued.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- He is also very enthusiastic and energetic.

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

- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- _____ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- Excellent Manager.   Quiet, solid leadership.   Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings.   Well liked by staff.
- I really appreciate him.

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

- _____ is always looking for ways to improve our workflow and values input from the team members.   On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____ is a very effective leader and excellent communicator.
- I can not say enough good things about _____.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.

Any final comments?

- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- He translated the creative thinking into real change and solution that advanced our department.
- As a new manager he is progressing very well.
- I honestly cannot think of of anything to recommend that would help him to improve at this point.
- He keeps focused on things that are important for his department to run smoothly.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.