



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.

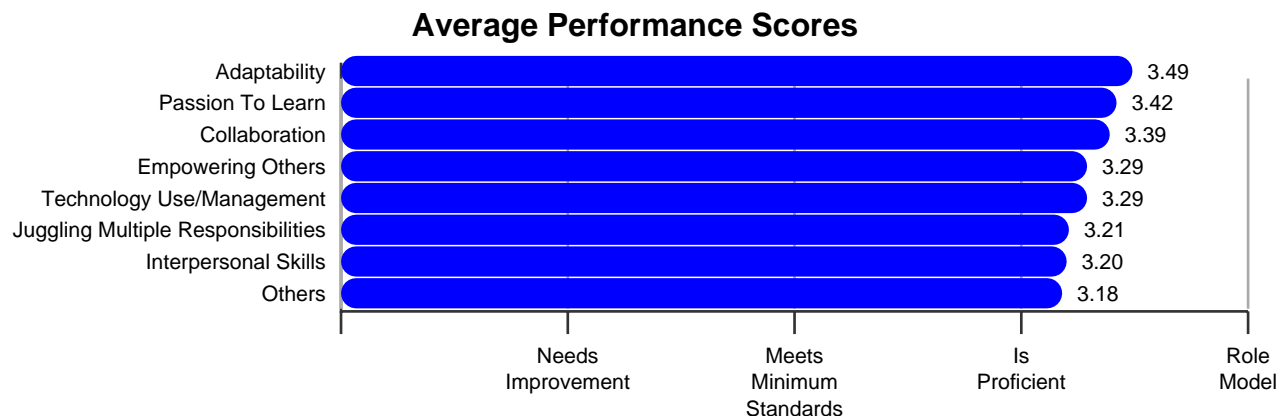
What to Do with Your Feedback

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

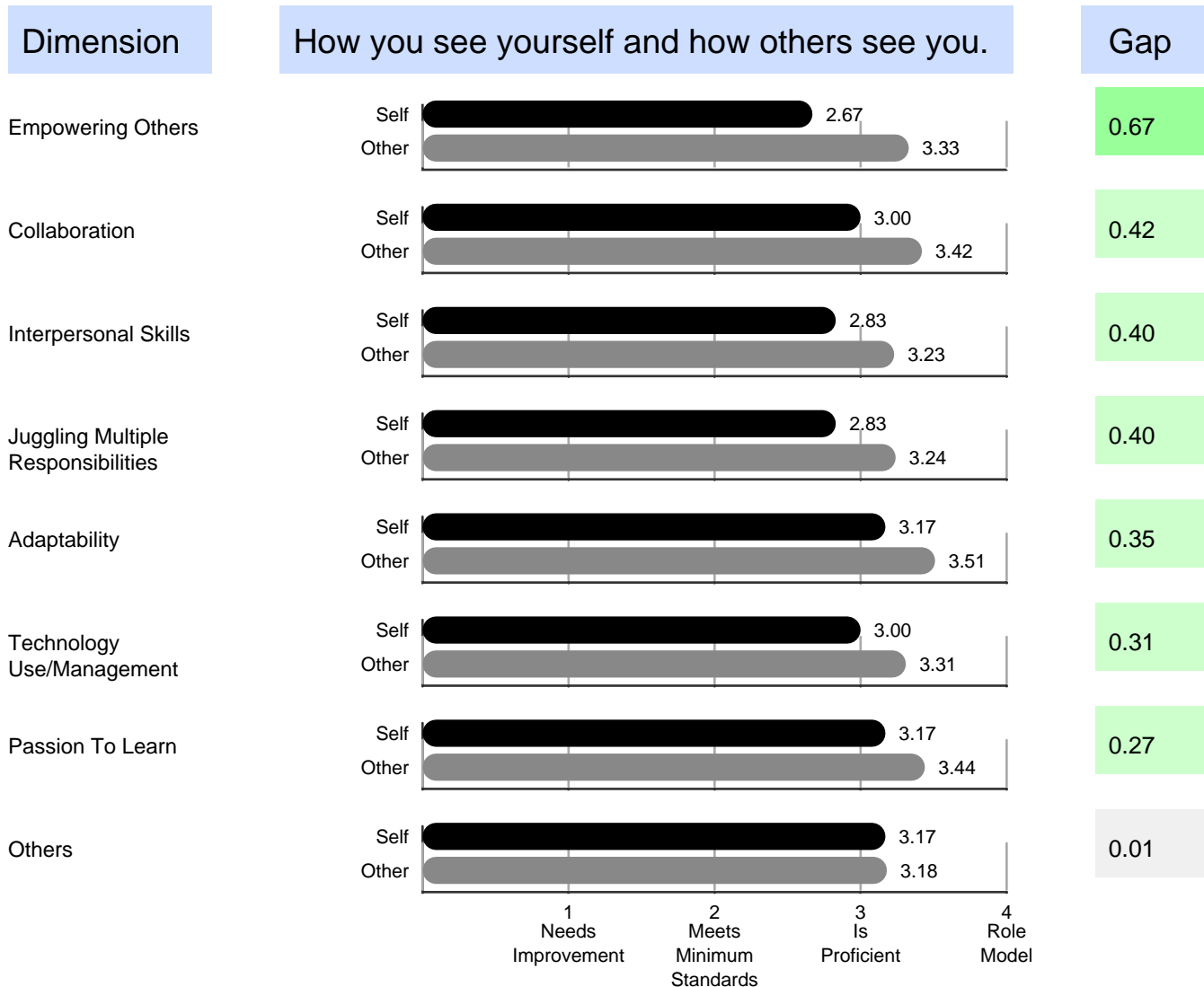
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. You are committed to enhancing your own knowledge and skills.	15	3.20	93.3	7%	67%		27%
2. You stay current with skills and training.	15	3.87	100.0	13%	87%		
3. You are willing to learn new procedures for working with the equipment.	15	3.33	93.3	7%	53%		40%
4. You are open to feedback from others.	15	3.60	93.3	7%	27%	67%	
5. You will participate in training classes even if offered outside of normal working hours.	15	3.33	93.3	7%	53%		40%
6. You enhance your value to the company through additional training and development.	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. You are committed to enhancing your own knowledge and skills.	3.29	3.20	-0.09 ▼
2. You stay current with skills and training.	3.65	3.87	+0.22 ▲
3. You are willing to learn new procedures for working with the equipment.	3.18	3.33	+0.16 ▲
4. You are open to feedback from others.	3.41	3.60	+0.19 ▲
5. You will participate in training classes even if offered outside of normal working hours.	3.24	3.33	+0.10 ▲
6. You enhance your value to the company through additional training and development.	3.24	3.20	-0.04 ▼

Comments:

- _____ provides opportunities for his staff to grow professionally and encourages them.
- _____ is a great manager and has nothing but the greatest interest for his employees and customers.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- _____ routinely goes out of his way to make work a more engaging experience.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.

Collaboration

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
7. You work with others to resolve differences.	15	3.20	86.7	13%	53%	33%	
8. You are respectful of others in group discussions.	15	3.40	93.3	7%	47%	47%	
9. You include all stakeholders in the decision making process.	15	3.47	93.3	7%	40%	53%	
10. You encourage trust among committee members.	15	3.47	93.3	7%	40%	53%	
11. You build strong partnerships with others.	15	3.53	100.0		47%	53%	
12. You use group decision making.	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. You work with others to resolve differences.	3.41	3.20	-0.21 ▼
8. You are respectful of others in group discussions.	3.24	3.40	+0.16 ▲
9. You include all stakeholders in the decision making process.	3.18	3.47	+0.29 ▲
10. You encourage trust among committee members.	3.35	3.47	+0.11 ▲
11. You build strong partnerships with others.	3.47	3.53	+0.06 ▲
12. You use group decision making.	3.47	3.27	-0.20 ▼

Comments:

- _____ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- Is viewed by many as a strong organizational resource.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. You coach others how to communicate with influence and persuasion.	15	3.33	100.0		67%		33%
14. You strive for win/win solutions	15	3.13	86.7	13%	60%		27%
15. You successfully mediate conflicts and disagreements.	15	3.07	80.0	20%	53%		27%
16. You are open to innovative ideas and suggestions from others	15	3.40	93.3	7%	47%		47%
17. You demonstrate an understanding of other points of view.	15	3.27	93.3	7%	60%		33%
18. You demonstrate willingness to work with others.	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. You coach others how to communicate with influence and persuasion.	3.35	3.33	-0.02 ▼
14. You strive for win/win solutions	3.18	3.13	-0.04 ▼
15. You successfully mediate conflicts and disagreements.	3.00	3.07	+0.07 ▲
16. You are open to innovative ideas and suggestions from others	3.65	3.40	-0.25 ▼
17. You demonstrate an understanding of other points of view.	3.47	3.27	-0.20 ▼
18. You demonstrate willingness to work with others.	3.12	3.00	-0.12 ▼

Comments:

- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- He interacts effectively with our most difficult customers.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.

Empowering Others

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
19. You encourage employees to solve problems on your own.	15	3.47	100.0		53%	47%	
20. You give employees input into the decision making process.	15	3.40	93.3	7%	47%	47%	
21. You set clear goals for assignments.	15	3.53	100.0		47%	53%	
22. You give employees autonomy to complete tasks on their own.	15	3.00	80.0	20%	60%		20%
23. You ensure employees understand what is being assigned to them.	15	2.87	80.0	20%	73%		7%
24. You are aware of the skill levels of employees and assign tasks that are at the appropriate skill level.	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. You encourage employees to solve problems on your own.	3.59	3.47	-0.12 ▼
20. You give employees input into the decision making process.	3.29	3.40	+0.11 ▲
21. You set clear goals for assignments.	3.35	3.53	+0.18 ▲
22. You give employees autonomy to complete tasks on their own.	3.00	3.00	
23. You ensure employees understand what is being assigned to them.	2.88	2.87	-0.02 ▼
24. You are aware of the skill levels of employees and assign tasks that are at the appropriate skill level.	3.00	3.47	+0.47 ▲

Comments:

- _____ 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.
- I would recommend that _____ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
- _____ collaborates well with other departments and managers.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- He has an innate ability to match assigned roles with individual strengths.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. You are able to work effectively with new people and new teams.	15	3.67	100.0	33%	67%		
26. You are flexible and adaptable when confronted with unexpected changes.	15	3.40	93.3	7%	47%	47%	
27. You are flexible and open minded in dealing with others.	15	3.33	93.3	7%	53%	40%	
28. You are proactive and takes steps to prepare for changes in the workplace.	15	3.53	100.0	47%	53%		
29. You adjust plans or schedules to deal with changing situations.	15	3.67	100.0	33%	67%		
30. You are flexible and open to new ideas and encourages others to value change.	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. You are able to work effectively with new people and new teams.	3.76	3.67	-0.10 ▼
26. You are flexible and adaptable when confronted with unexpected changes.	3.53	3.40	-0.13 ▼
27. You are flexible and open minded in dealing with others.	3.12	3.33	+0.22 ▲
28. You are proactive and takes steps to prepare for changes in the workplace.	3.41	3.53	+0.12 ▲
29. You adjust plans or schedules to deal with changing situations.	3.59	3.67	+0.08 ▲
30. You are flexible and open to new ideas and encourages others to value change.	3.41	3.33	-0.08 ▼

Comments:

- I really appreciate him.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- He will always be able to state that he did everything he could, he gives this job his all!
- I enjoy working with _____ very much.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- _____ is very friendly and expresses genuine care for the staff when he is present.

Juggling Multiple Responsibilities

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. You attend to project timelines for completion of various stages/phases of the project.	15	3.20	86.7	13%	53%	33%	
32. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.40	100.0		60%	40%	
33. You avoid procrastinating or delaying.	15	3.20	86.7	13%	53%	33%	
34. You manage impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.27	93.3	7%	60%	33%	
35. You switch attention to more urgent tasks when necessary.	15	3.00	80.0	20%	60%	20%	
36. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	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. You attend to project timelines for completion of various stages/phases of the project.	3.18	3.20	+0.02 ▲
32. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	3.35	3.40	+0.05 ▲
33. You avoid procrastinating or delaying.	3.18	3.20	+0.02 ▲
34. You manage impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	2.88	3.27	+0.38 ▲
35. You switch attention to more urgent tasks when necessary.	3.18	3.00	-0.18 ▼
36. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	3.18	3.20	+0.02 ▲

Comments:

- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.
- He sometimes comes off as confused about organizational/operational direction.
- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. You use technology in decision making and problem solving.	15	3.27	93.3	7%	60%		33%
38. You support technical training and development of employees.	15	3.27	86.7	13%	47%		40%
39. You apply complex rules and regulations to maintain optimal system performance.	15	3.13	86.7	13%	60%		27%
40. You are proficient in the use of technical systems and processes.	15	3.40	93.3	7%	47%		47%
41. You support employee training and development initiatives regarding implementation of technology.	15	3.33	93.3	7%	53%		40%
42. You adopt the implementation of new technology into the workplace.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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Item	2022	2023	Change
37. You use technology in decision making and problem solving.	3.35	3.27	-0.09 ▼
38. You support technical training and development of employees.	3.24	3.27	+0.03 ▲
39. You apply complex rules and regulations to maintain optimal system performance.	3.59	3.13	-0.45 ▼
40. You are proficient in the use of technical systems and processes.	3.29	3.40	+0.11 ▲
41. You support employee training and development initiatives regarding implementation of technology.	3.29	3.33	+0.04 ▲
42. You adopt the implementation of new technology into the workplace.	3.41	3.33	-0.08 ▼

Comments:

- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- I appreciate his helpful and cheerful outlook!
- He communicates clearly, and is always willing to listen attentively.
- _____ always has the customer at the center of focus.
- _____ has an impressive vision for the company.
- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.

Others

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
43. You treat others with respect and dignity.	15	3.13	86.7	13%	60%	27%	
44. You include others in the decision making processes.	15	3.00	86.7	13%	73%	13%	
45. You consistently demonstrate ability and willingness to trust others.	15	3.53	100.0		47%	53%	
46. You constructively receive criticism and suggestions from others.	15	3.00	86.7	13%	73%	13%	
47. You respect the opinions of other employees.	15	3.20	93.3	7%	60%	33%	
48. You are able to see issues from others' perspectives.	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. You treat others with respect and dignity.	3.35	3.13	-0.22 ▼
44. You include others in the decision making processes.	3.18	3.00	-0.18 ▼
45. You consistently demonstrate ability and willingness to trust others.	3.35	3.53	+0.18 ▲
46. You constructively receive criticism and suggestions from others.	3.24	3.00	-0.24 ▼
47. You respect the opinions of other employees.	3.00	3.20	+0.20 ▲
48. You are able to see issues from others' perspectives.	3.18	3.20	+0.02 ▲

Comments:

- He has the desire and effort to get it right and continuously improve self and culture.
- _____ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.
- He encourages teammates more as a peer than a coach.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- _____ is organized and thorough.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- _____ is very busy and does a good job delegating work. By delegating he 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.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- He is smart, quick, compassionate, and thorough.

What do you like best about working with this individual?

- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- I wish I had 5 more years to learn from _____. He teaches me with every interaction.
- _____ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- Set clear expectations for others.
- _____ is collaborative in everything he does and inspires a collaborative approach in others.

What do you like least about working with this individual?

- _____ is a great asset to the team. We are grateful to have him.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- _____ is committed to our organization and leads by example.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.

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

- It is often difficult to contact _____ and email communication may take a long period for a reply.
- _____ has made great strides with increasing communication and teamwork within his reports.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- _____ has done tremendous work this past year in the Finance team.

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

- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- He has a very engaging style which generates trust and respect.
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.

- He has taken his team to the next level.
- He is very relatable and I believe it helps with the initial contact with the prospects.

Any final comments?

- _____ is able to problem solve very well.
- He has the ability to look at the system as a whole and make solid long range decisions.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- One of the best supervisors that I have had.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, _____ fits the leadership role well.
- He stays in his office, and is largely oblivious to the daily activities of customer service.