Feedback Results

Your CompanyName Here

2025

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.
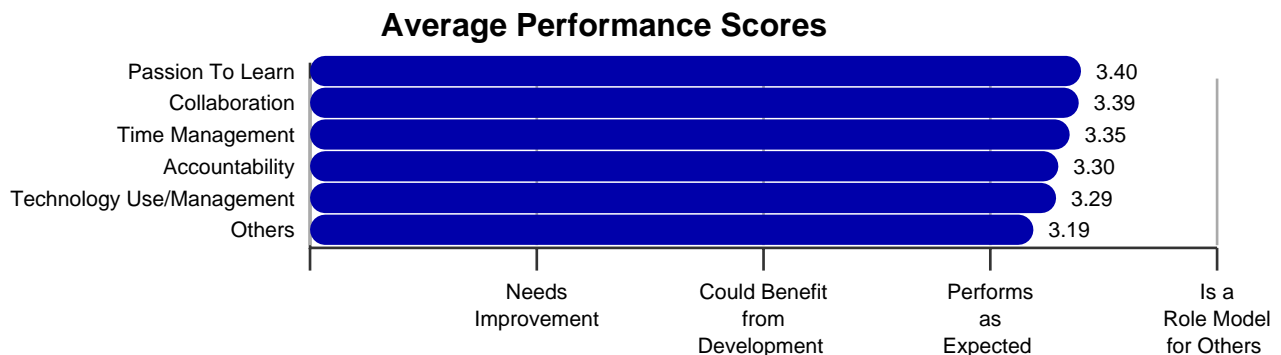
What to Do with Your Feedback

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.
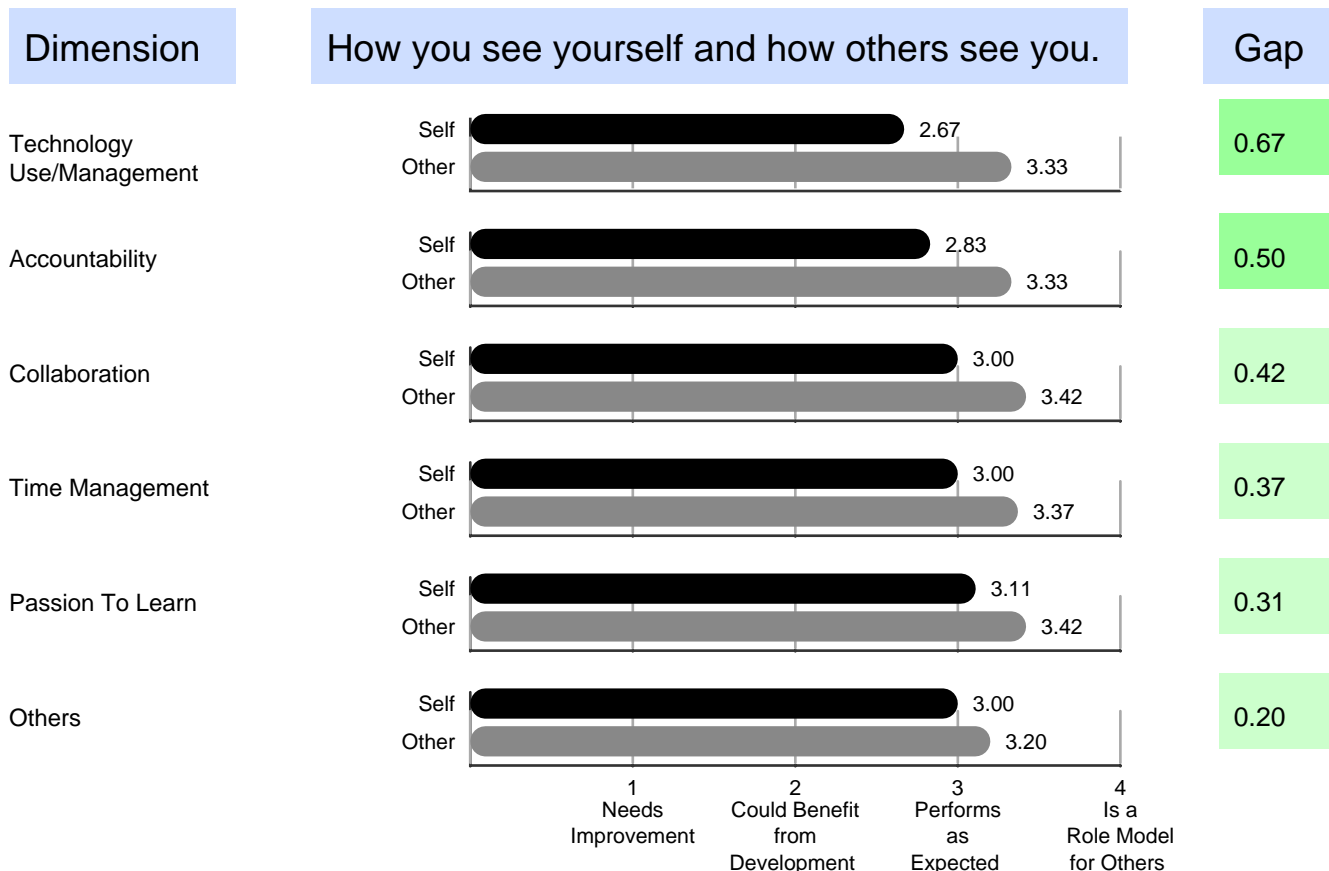
Summary

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
Passion To Learn	3.40
Collaboration	3.39
Time Management	3.35
Accountability	3.30
Technology Use/Management	3.29
Others	3.19

Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others

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 2.67 / Other 3.33	0.67
Accountability	Self 2.83 / Other 3.33	0.50
Collaboration	Self 3.00 / Other 3.42	0.42
Time Management	Self 3.00 / Other 3.37	0.37
Passion To Learn	Self 3.11 / Other 3.42	0.31
Others	Self 3.00 / Other 3.20	0.20

Scale:
1 Needs Improvement
2 Could Benefit from Development
3 Performs as Expected
4 Is a Role Model for 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Creates an environment that supports personal development and exploration.	15	3.20	93.3	7%	67%		27%
2. Will participate in training classes even if offered outside of normal working hours.	15	3.87	100.0	13%	87%		
3. Takes advantage of training opportunities when they arise.	15	3.33	93.3	7%	53%		40%
4. Enhances value to the company through additional training and development.	15	3.60	93.3	7%	27%	67%	
5. Stays up-to-date on emerging technologies.	15	3.33	93.3	7%	53%		40%
6. Holds self and associates accountable for goal achievement.	15	3.20	93.3	7%	60%		33%
7. Exhibits willingness to upgrade skills through additional training and education.	15	3.20	86.7	13%	53%		33%
8. Is committed to enhancing their own knowledge and skills.	15	3.40	93.3	7%	47%	47%	
9. Demonstrates through personal behavior the commitment to high standards of performance.	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	2023	2024	Change	
1. Creates an environment that supports personal development and exploration.	3.29	3.20	-0.09	▼
2. Will participate in training classes even if offered outside of normal working hours.	3.65	3.87	+0.22	▲
3. Takes advantage of training opportunities when they arise.	3.18	3.33	+0.16	▲
4. Enhances value to the company through additional training and development.	3.41	3.60	+0.19	▲
5. Stays up-to-date on emerging technologies.	3.24	3.33	+0.10	▲
6. Holds self and associates accountable for goal achievement.	3.24	3.20	-0.04	▼
7. Exhibits willingness to upgrade skills through additional training and education.	3.41	3.20	-0.21	▼
8. Is committed to enhancing their own knowledge and skills.	3.24	3.40	+0.16	▲
9. Demonstrates through personal behavior the commitment to high standards of performance.	3.18	3.47	+0.29	▲

Comments:
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- _____ does a great job at demonstrating the value of his team to the organization.

- _____ has a clear process for hiring which has aided his in building an amazing team.
- Whenever I go to _____ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.
- _____ is a professional, motivated, and respected leader.   He is able to engage his staff with clear expectations and leads by example.

Accountability

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Willing to answer for their own actions and performance.	15	3.47	93.3	7%	40%		53%
11. Accepts personal responsibility for producing high quality and timely work.	15	3.53	100.0		47%		53%
12. Exhibits good governance in their role as an executive.	15	3.27	100.0		73%		27%
13. Takes full responsibility for lack of results achieved.	15	3.33	100.0		67%		33%
14. Is someone you can trust.	15	3.13	86.7	13%	60%		27%
15. Recognizes when a mistake is made and works to correct the issue.	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	2023	2024	Change
10. Willing to answer for their own actions and performance.	3.35	3.47	+0.11 ▲
11. Accepts personal responsibility for producing high quality and timely work.	3.47	3.53	+0.06 ▲
12. Exhibits good governance in their role as an executive.	3.47	3.27	-0.20 ▼
13. Takes full responsibility for lack of results achieved.	3.35	3.33	-0.02 ▼
14. Is someone you can trust.	3.18	3.13	-0.04 ▼
15. Recognizes when a mistake is made and works to correct the issue.	3.00	3.07	+0.07 ▲

Comments:
- Building relationships of trust to enhance safety is an important part of our approach.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- _____ is a great resource to me when I have HR or professional development issues.   I count on him for his support and sound advice.
- Is a fantastic source of feedback and growth development.
- He is an advocate for [CompanyName].

Time 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Does not procrastinate.	15	3.40	93.3	7%	47%		47%
17. Leverages calendars to help keep better track of events.	15	3.27	93.3	7%	60%		33%
18. Ensures timely completion of critical assignments.	14	3.00	92.9	7%	79%		14%
19. Combines tasks to save time.	15	3.47	100.0		53%		47%
20. Is prompt and diligent in their work.	15	3.40	93.3	7%	47%		47%
21. Delegates tasks to free up time to focus on more important issues.	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	2023	2024	Change
16. Does not procrastinate.	3.65	3.40	-0.25 ▼
17. Leverages calendars to help keep better track of events.	3.47	3.27	-0.20 ▼
18. Ensures timely completion of critical assignments.	3.12	3.00	-0.12 ▼
19. Combines tasks to save time.	3.59	3.47	-0.12 ▼
20. Is prompt and diligent in their work.	3.29	3.40	+0.11 ▲
21. Delegates tasks to free up time to focus on more important issues.	3.35	3.53	+0.18 ▲

Comments:
- _____ is great…He provides valuable insight/opinion when asked and easily makes decisions.
- When in need, he picks the appropriate person to conquer a task or assignment.   He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- He has a vast storehouse of knowledge about the facility and our policies.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Applies complex rules and regulations to maintain optimal system performance.	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. Proficient in the use of technical systems and processes.	15	3.47	100.0		53%	47%	
25. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.67	100.0		33%	67%	
26. Understands and is committed to implementing new technologies.	15	3.40	93.3	7%	47%	47%	
27. Adopts the implementation of new technology into the workplace.	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	2023	2024	Change	
22. Applies complex rules and regulations to maintain optimal system performance.	3.00	3.00		
23. Supports employee training and development initiatives regarding implementation of technology.	2.88	2.87	-0.02	▼
24. Proficient in the use of technical systems and processes.	3.00	3.47	+0.47	▲
25. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.76	3.67	-0.10	▼
26. Understands and is committed to implementing new technologies.	3.53	3.40	-0.13	▼
27. Adopts the implementation of new technology into the workplace.	3.12	3.33	+0.22	▲

Comments:
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- Is always available to assist with issues, all scopes business or personal.
- I honestly cannot think of anything that he could improve on.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Involves others in reaching a consensus during group activities.	15	3.53	100.0		47%		53%
29. Works with others to develop strategies to identify needs and priorities.	15	3.67	100.0		33%	67%	
30. Understands that collaboration often leads to more innovative and effective solutions.	15	3.33	100.0		67%		33%
31. Avoids promoting a hyper competitive culture in favor of a more collaborative one.	15	3.20	86.7	13%	53%		33%
32. Is tactful, compassionate and sensitive to the needs of others.	15	3.40	100.0		60%		40%
33. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	15	3.20	86.7	13%	53%		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	2023	2024	Change	
28. Involves others in reaching a consensus during group activities.	3.41	3.53	+0.12	▲
29. Works with others to develop strategies to identify needs and priorities.	3.59	3.67	+0.08	▲
30. Understands that collaboration often leads to more innovative and effective solutions.	3.41	3.33	-0.08	▼
31. Avoids promoting a hyper competitive culture in favor of a more collaborative one.	3.18	3.20	+0.02	▲
32. Is tactful, compassionate and sensitive to the needs of others.	3.35	3.40	+0.05	▲
33. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	3.18	3.20	+0.02	▲

Comments:
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- I honestly cannot think of anything that he could improve on.
- _____ has been so helpful to me as a new manager.
- He is a natural and perfect fit for the CFO position.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Is able to see issues from others' perspectives.	15	3.27	93.3	7%	60%		33%
35. Respects the opinions of other employees.	15	3.00	80.0	20%	60%		20%
36. Forms working relationships with employees from other departments.	15	3.20	93.3	7%	67%		27%
37. Works across boundaries within the organization.	15	3.27	93.3	7%	60%		33%
38. Constructively receives criticism and suggestions from others.	15	3.27	86.7	13%	47%		40%
39. Helpful	15	3.13	86.7	13%	60%		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	2023	2024	Change
34. Is able to see issues from others' perspectives.	2.88	3.27	+0.38 ▲
35. Respects the opinions of other employees.	3.18	3.00	-0.18 ▼
36. Forms working relationships with employees from other departments.	3.18	3.20	+0.02 ▲
37. Works across boundaries within the organization.	3.35	3.27	-0.09 ▼
38. Constructively receives criticism and suggestions from others.	3.24	3.27	+0.03 ▲
39. Helpful	3.59	3.13	-0.45 ▼

Comments:
- He had done amazingly well considering all of the global threats to the product line.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- _____ analyzes all situations before making a decision.
- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- Is always learning.   Whether it is a webinar, tutorial, self-improvement books, etc.

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?

- _____'s leadership at [CompanyName] has been outstanding.   I have been very impressed with him since he came here and I admire his work.
- _____ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- I look forward to working with his in his new role.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- I honestly cannot think of anything that he could improve on.

What do you like best about working with this individual?

- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasureable
- _____ is very reliable and collaborates well on projects.
- _____ has made some excellent hiring decisions this past year.   I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leds and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- He has consistently been a strong advocate for me and my team.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.

What do you like least about working with this individual?

- It has been a pleasure working with _____.   His interactions with customers have improved over the last year.
- He is an excellent Manager!
- I can not say enough good things about _____.
- I think _____ is doing a wonderful job in his new role here at this [CompanyName].   He has quickly become a vital part of the team.   He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader.   I am glad that he has joined us.
- He is a great mentor and coach. I look forward to working with _____ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- He has an innate ability to match assigned roles with individual strengths.

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

- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- _____ is a great team player with an employee safety and satisfaction focus.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- He cares deeply about the engagement of his staff and has concern for those in need.

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

- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- Allocates resources in advance to ensure the required work can be completed.
- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department ans was a valuable member.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.

Any final comments?

- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- _____ would be my choice for permanent manager of the department.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- _____ is the heart and soul of the pharmacy.   He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.