



---

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.

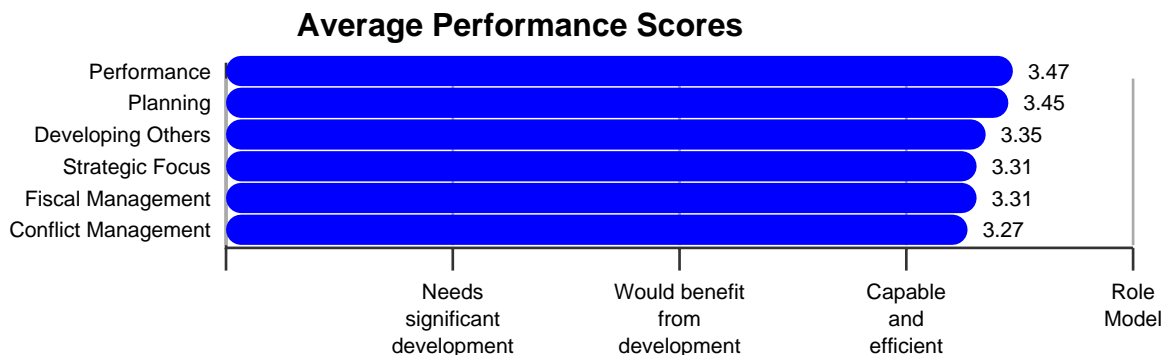
## What to Do with Your Feedback

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

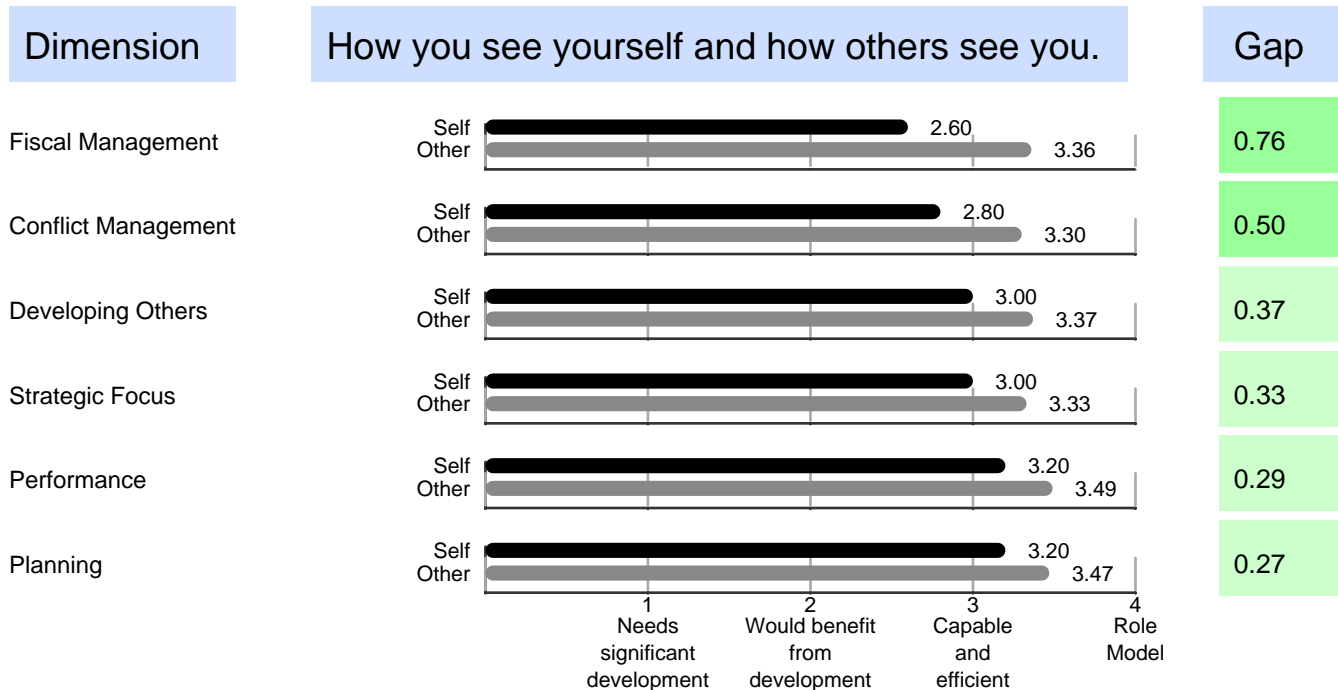
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



## 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.



## 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 |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 1. You work effectively in the department.       | 15 | 3.20 | 93.3  | 7%                            | 67%                            |                       | 27%        |
| 2. You are effective in performing your job.     | 15 | 3.87 | 100.0 | 13%                           | 87%                            |                       |            |
| 3. You are able to organize work.                | 15 | 3.33 | 93.3  | 7%                            | 53%                            |                       | 40%        |
| 4. You listen and respond to issues and problems | 15 | 3.60 | 93.3  | 7%                            | 27%                            | 67%                   |            |
| 5. You effectively organize resources and plans  | 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. You work effectively in the department.       | 3.29 | 3.20 | -0.09 ▼ |
| 2. You are effective in performing your job.     | 3.65 | 3.87 | +0.22 ▲ |
| 3. You are able to organize work.                | 3.18 | 3.33 | +0.16 ▲ |
| 4. You listen and respond to issues and problems | 3.41 | 3.60 | +0.19 ▲ |
| 5. You effectively organize resources and plans  | 3.24 | 3.33 | +0.10 ▲ |

### Comments:

- \_\_\_\_\_ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- It doesn't feel like \_\_\_\_\_'s been at his best this year. He seems disconnected from the work of his group.
- \_\_\_\_\_ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- Is viewed by many as a strong organizational resource.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- Have persistence and tenacity

## Developing 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 significant development) to green (Role Model).

| Item   | n  | Avg  | LOA  | Needs significant development | Would benefit from development | Capable and efficient | Role Model |
|--|----|------|------|-------------------------------|--------------------------------|-----------------------|------------|
| 6. You assess employees' developmental needs.  | 15 | 3.20 | 93.3 | 7%                            | 60%                            |                       | 33%        |
| 7. You create opportunities for professional development.  | 15 | 3.20 | 86.7 | 13%                           | 53%                            |                       | 33%        |
| 8. You set performance objectives for subordinates that encourages development opportunities.            | 15 | 3.40 | 93.3 | 7%                            | 47%                            |                       | 47%        |
| 9. You develop employees by offering and encouraging them to take on new or additional responsibilities. | 15 | 3.47 | 93.3 | 7%                            | 40%                            |                       | 53%        |
| 10. You encourage employees through recognition of positive changes in behavior.                         | 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. You assess employees' developmental needs.  | 3.24 | 3.20 | -0.04 ▼ |
| 7. You create opportunities for professional development.  | 3.41 | 3.20 | -0.21 ▼ |
| 8. You set performance objectives for subordinates that encourages development opportunities.            | 3.24 | 3.40 | +0.16 ▲ |
| 9. You develop employees by offering and encouraging them to take on new or additional responsibilities. | 3.18 | 3.47 | +0.29 ▲ |
| 10. You encourage employees through recognition of positive changes in behavior.                         | 3.35 | 3.47 | +0.11 ▲ |

### Comments:

- \_\_\_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- He is an excellent Manager!
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- \_\_\_\_\_ is a very good leader.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.

## Conflict 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 |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 11. You clearly express expectations to others.                          | 15 | 3.53 | 100.0 | 47%                           | 53%                            |                       |            |
| 12. You try to understand others' point of view before making judgments  | 15 | 3.27 | 100.0 | 73%                           | 27%                            |                       |            |
| 13. You identify and takes steps to prevent potential confrontations.    | 15 | 3.33 | 100.0 | 67%                           | 33%                            |                       |            |
| 14. You deal effectively with employee grievances.                       | 15 | 3.13 | 86.7  | 13%                           | 60%                            | 27%                   |            |
| 15. You assist team members by helping them see the other point of view. | 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. You clearly express expectations to others.                          | 3.47 | 3.53 | +0.06 ▲ |
| 12. You try to understand others' point of view before making judgments  | 3.47 | 3.27 | -0.20 ▼ |
| 13. You identify and takes steps to prevent potential confrontations.    | 3.35 | 3.33 | -0.02 ▼ |
| 14. You deal effectively with employee grievances.                       | 3.18 | 3.13 | -0.04 ▼ |
| 15. You assist team members by helping them see the other point of view. | 3.00 | 3.07 | +0.07 ▲ |

### Comments:

- He also has always been thankful for any help that I have given his.
- Under his leadership, the department teams have become very cohesive.
- \_\_\_\_\_ is a valuable resource to the organization and the team.
- The most important attribute that \_\_\_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- The Core Competency Training has been a great success. \_\_\_\_\_ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.

## Strategic Focus

### Level of Skill

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

| Item   | n  | Avg  | LOA   | Needs significant development | Would benefit from development | Capable and efficient | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 16. You focus attention on treating the causes of problems rather than simply addressing the symptoms.   | 15 | 3.40 | 93.3  | 7%                            | 47%                            | 47%                   |            |
| 17. You look for opportunities to enhance contributions to the bottom line.  | 15 | 3.27 | 93.3  | 7%                            | 60%                            | 33%                   |            |
| 18. You sustain or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations. | 14 | 3.00 | 92.9  | 7%                            | 79%                            | 14%                   |            |
| 19. You communicate goals and objectives to employees.   | 15 | 3.47 | 100.0 |                               | 53%                            | 47%                   |            |
| 20. You understand your role within the organization.  | 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. You focus attention on treating the causes of problems rather than simply addressing the symptoms.   | 3.65 | 3.40 | -0.25 ▼ |
| 17. You look for opportunities to enhance contributions to the bottom line.  | 3.47 | 3.27 | -0.20 ▼ |
| 18. You sustain or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations. | 3.12 | 3.00 | -0.12 ▼ |
| 19. You communicate goals and objectives to employees.   | 3.59 | 3.47 | -0.12 ▼ |
| 20. You understand your role within the organization.  | 3.29 | 3.40 | +0.11 ▲ |

#### Comments:

- He encourages individual and professional improvement and provides educational opportunities.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- He is a great manager and person to work for/with.
- 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 is reliable and attends as many monthly department staff meetings as his schedule permits.
- He provides essential data in order to help explain decisions.

## Fiscal 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. You develop budgets and plans for various programs and initiatives.           | 15 | 3.53 | 100.0 | 47%                           | 53%                            |                       |            |
| 22. You monitor expenses and verify the need for items purchased.                 | 15 | 3.00 | 80.0  | 20%                           | 60%                            | 20%                   |            |
| 23. You ensure others follow the correct rules and regulations on fiscal matters. | 15 | 2.87 | 80.0  | 20%                           | 73%                            | 7%                    |            |
| 24. You develop of the department's annual budget.                                | 15 | 3.47 | 100.0 | 53%                           | 47%                            |                       |            |
| 25. You keep excellent records for financial transparency.                        | 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. You develop budgets and plans for various programs and initiatives.           | 3.35 | 3.53 | +0.18 ▲ |
| 22. You monitor expenses and verify the need for items purchased.                 | 3.00 | 3.00 |         |
| 23. You ensure others follow the correct rules and regulations on fiscal matters. | 2.88 | 2.87 | -0.02 ▼ |
| 24. You develop of the department's annual budget.                                | 3.00 | 3.47 | +0.47 ▲ |
| 25. You keep excellent records for financial transparency.                        | 3.76 | 3.67 | -0.10 ▼ |

### Comments:

- He has confidence in leading and making decisions improving rapidly.
- I think staff would respect \_\_\_\_\_ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.
- \_\_\_\_\_ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- \_\_\_\_\_ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- \_\_\_\_\_ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- I have participated in multiple interviews with \_\_\_\_\_ and he is always clear that the individual selected be one with the right talents- not just skills.



# Planning

## 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. You anticipate potential challenges, develops plan to overcome them and then carries out the plan. | 15 | 3.40 | 93.3  | 7%                            | 47%                            | 47%                   |            |
| 27. You are able to look ahead (beyond the present) when addressing the work/needs of the department.  | 15 | 3.33 | 93.3  | 7%                            | 53%                            | 40%                   |            |
| 28. You are able to identify the needs of the department before a major change.                        | 15 | 3.53 | 100.0 |                               | 47%                            | 53%                   |            |
| 29. You anticipate obstacles and ways to overcome them.  | 15 | 3.67 | 100.0 |                               | 33%                            | 67%                   |            |
| 30. You work in an organized manner  | 15 | 3.33 | 100.0 |                               | 67%                            | 33%                   |            |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item   | 2022 | 2023 | Change  |
|--|------|------|---------|
| 26. You anticipate potential challenges, develops plan to overcome them and then carries out the plan. | 3.53 | 3.40 | -0.13 ▼ |
| 27. You are able to look ahead (beyond the present) when addressing the work/needs of the department.  | 3.12 | 3.33 | +0.22 ▲ |
| 28. You are able to identify the needs of the department before a major change.                        | 3.41 | 3.53 | +0.12 ▲ |
| 29. You anticipate obstacles and ways to overcome them.  | 3.59 | 3.67 | +0.08 ▲ |
| 30. You work in an organized manner  | 3.41 | 3.33 | -0.08 ▼ |

## Comments:

- I think \_\_\_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- \_\_\_\_\_ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- One of the things that I most appreciate about \_\_\_\_\_ is his willingness to mentor and grow new talent.

## 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?

- His communication style can also come across as very directive at times to peers and subordinates.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- He translated the creative thinking into real change and solution that advanced our department.
- In my opinion, \_\_\_\_\_ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop \_\_\_\_\_.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.

### What do you like best about working with this individual?

- he is open and willing to share his vision for the team.
- He's a good and reliable team member.
- \_\_\_\_\_ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- He is a natural and perfect fit for the CFO position.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- \_\_\_\_\_ 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.

### What do you like least about working with this individual?

- \_\_\_\_\_ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- \_\_\_\_\_ has improved on his quick assessment of situations and as a result it has helped me improve also
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- \_\_\_\_\_ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.
- \_\_\_\_\_ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- Lean on team to help reduce burden and establish clear expectations.

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

- Thoroughness, accuracy, professionalism.
- \_\_\_\_\_ addresses questions/concerns quickly and listens to staffs' needs.
- I don't often get a chance to see \_\_\_\_\_ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- 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.
- \_\_\_\_\_ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.

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

- \_\_\_\_\_ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- He is a joy to work for.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- \_\_\_\_\_ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. \_\_\_\_\_ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. \_\_\_\_\_ is a role model for communication with staff, customers as well as community members.
- He is trustworthy, dependable, positive attitude, and team focused.
- \_\_\_\_\_ is a true asset to [CompanyName].

### Any final comments?

- Sometimes it seems like \_\_\_\_\_'s priorities or expectations shift unexpectedly.
- \_\_\_\_\_ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- \_\_\_\_\_ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.
- \_\_\_\_\_ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- He has hired good people, and developed strong relationship's with finance.
- I have participated in multiple interviews with \_\_\_\_\_ and he is always clear that the individual selected be one with the right talents- not just skills.