



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.

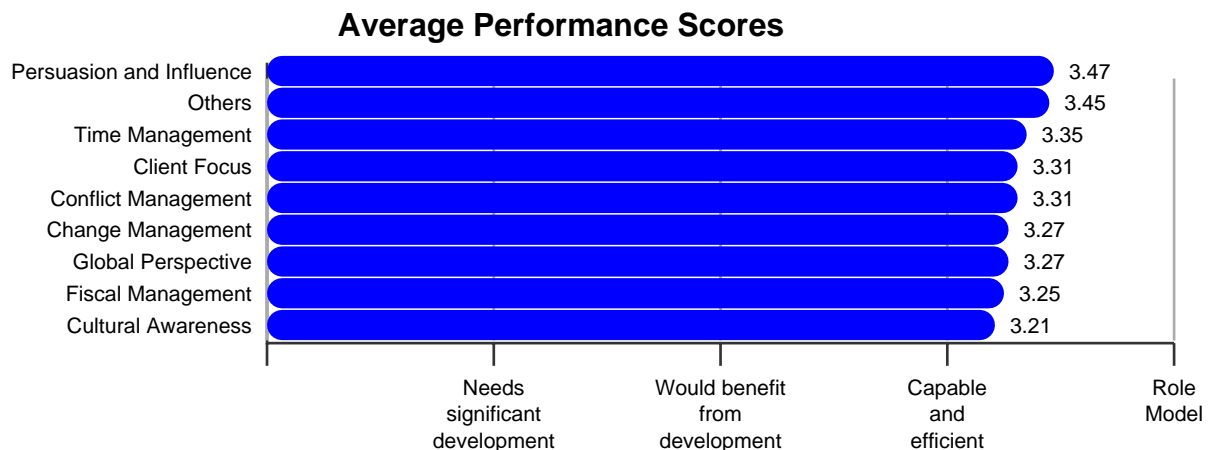
What to Do with Your Feedback

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

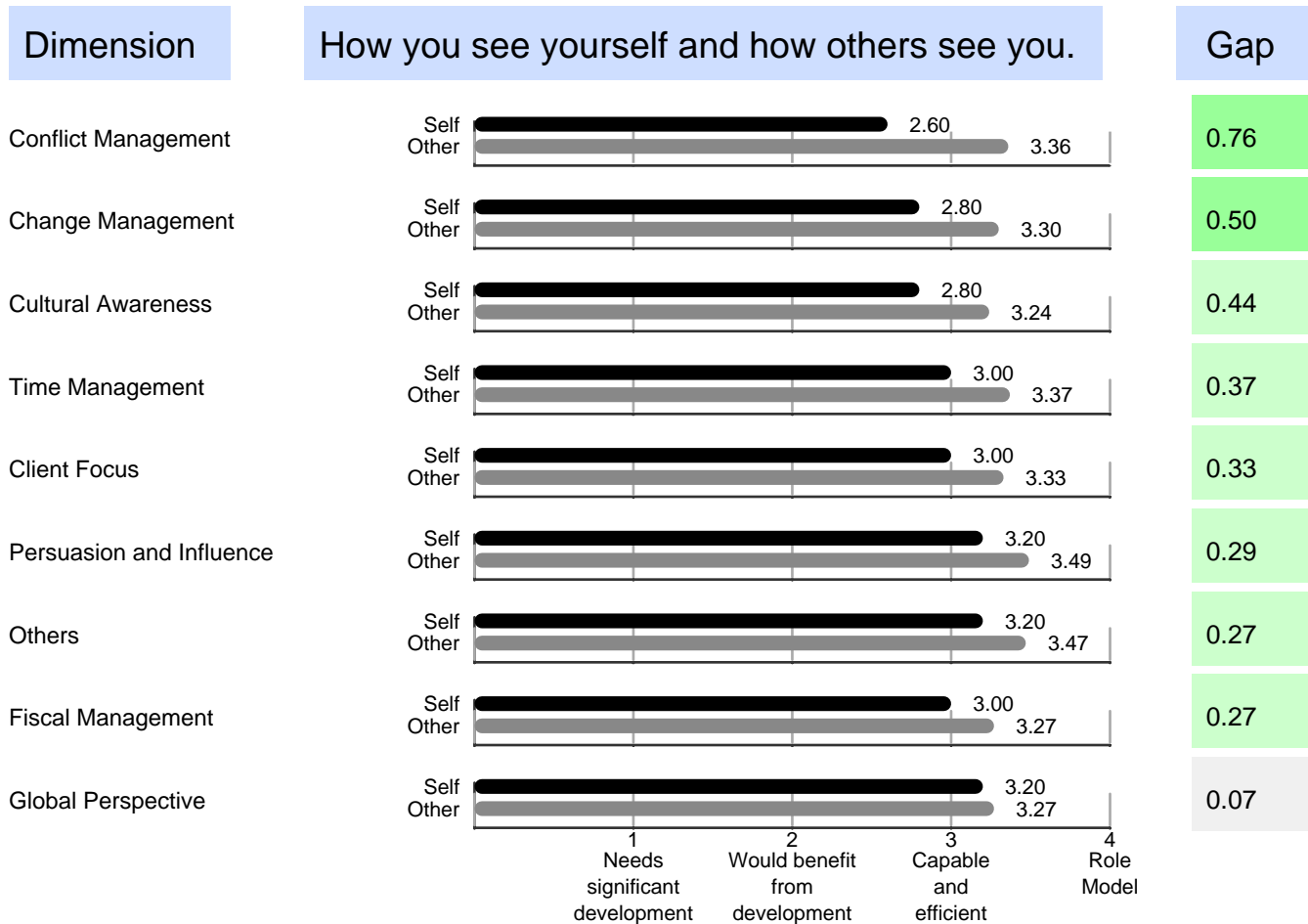
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Persuasion and Influence

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. Develops a good rapport with others.	15	3.20	93.3	7%	67%		27%
2. Attempts to persuade others rather than simply control them.	15	3.87	100.0	13%	87%		
3. Able to express own goals and needs.	15	3.33	93.3	7%	53%		40%
4. Communicates effectively with others.	15	3.60	93.3	7%	27%	67%	
5. Seeks to obtain consensus or compromise.	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. Develops a good rapport with others.	3.29	3.20	-0.09 ▼
2. Attempts to persuade others rather than simply control them.	3.65	3.87	+0.22 ▲
3. Able to express own goals and needs.	3.18	3.33	+0.16 ▲
4. Communicates effectively with others.	3.41	3.60	+0.19 ▲
5. Seeks to obtain consensus or compromise.	3.24	3.33	+0.10 ▲

Comments:

- _____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- Uses his people skills to change negative situations into positive.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Keeps and maintains a To-Do list.	15	3.20	93.3	7%	60%	33%	
7. Focuses on tasks that have high priority.	15	3.20	86.7	13%	53%	33%	
8. Makes time for developing plans and schedules.	15	3.40	93.3	7%	47%	47%	
9. Prioritizes new tasks according to their relative importance.	15	3.47	93.3	7%	40%	53%	
10. Sets a good balance between work and family life.	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. Keeps and maintains a To-Do list.	3.24	3.20	-0.04 ▼
7. Focuses on tasks that have high priority.	3.41	3.20	-0.21 ▼
8. Makes time for developing plans and schedules.	3.24	3.40	+0.16 ▲
9. Prioritizes new tasks according to their relative importance.	3.18	3.47	+0.29 ▲
10. Sets a good balance between work and family life.	3.35	3.47	+0.11 ▲

Comments:

- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- _____ is professional in communication verbally, but misses hearing some important items that are verbalized to him.
- I have not had any issues with _____ since I have been working for him.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role

Change 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. Works cooperatively with others to implement changes.	15	3.53	100.0	47%	53%		
12. Supports new initiatives for organizational changes to improve effectiveness.	15	3.27	100.0	73%	27%		
13. Adopts changes to set and example for others to follow.	15	3.33	100.0	67%	33%		
14. Effective in dealing with ambiguous and challenging situations.	15	3.13	86.7	13%	60%	27%	
15. Assists others in understanding changes to the organization.	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. Works cooperatively with others to implement changes.	3.47	3.53	+0.06 ▲
12. Supports new initiatives for organizational changes to improve effectiveness.	3.47	3.27	-0.20 ▼
13. Adopts changes to set and example for others to follow.	3.35	3.33	-0.02 ▼
14. Effective in dealing with ambiguous and challenging situations.	3.18	3.13	-0.04 ▼
15. Assists others in understanding changes to the organization.	3.00	3.07	+0.07 ▲

Comments:

- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- _____ works to keep up but a lot of new concepts.
- _____ 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.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- He quickly addresses any challenges that may arise.

Client 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. Ensures client commitments and requirements are met or exceeded	15	3.40	93.3	7%	47%	47%	
17. Is pro-active in dealing with clients and addressing their needs.	15	3.27	93.3	7%	60%	33%	
18. Forms strong client relationships	14	3.00	92.9	7%	79%	14%	
19. Maintains strong relationships with clients.	15	3.47	100.0		53%	47%	
20. Satisfies client needs.	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. Ensures client commitments and requirements are met or exceeded	3.65	3.40	-0.25 ▼
17. Is pro-active in dealing with clients and addressing their needs.	3.47	3.27	-0.20 ▼
18. Forms strong client relationships	3.12	3.00	-0.12 ▼
19. Maintains strong relationships with clients.	3.59	3.47	-0.12 ▼
20. Satisfies client needs.	3.29	3.40	+0.11 ▲

Comments:

- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.

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
21. Discusses conflict situations with supervisor.	15	3.53	100.0	47%	53%		
22. Clearly expresses expectations to others.	15	3.00	80.0	20%	60%	20%	
23. Assists team members by helping them see the other point of view.	15	2.87	80.0	20%	73%	7%	
24. Identifies and takes steps to prevent potential confrontations.	15	3.47	100.0	53%	47%		
25. Tries to understand others' point of view before making judgments	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. Discusses conflict situations with supervisor.	3.35	3.53	+0.18 ▲
22. Clearly expresses expectations to others.	3.00	3.00	
23. Assists team members by helping them see the other point of view.	2.88	2.87	-0.02 ▼
24. Identifies and takes steps to prevent potential confrontations.	3.00	3.47	+0.47 ▲
25. Tries to understand others' point of view before making judgments	3.76	3.67	-0.10 ▼

Comments:

- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- 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.
- He cares deeply about the engagement of his staff and has concern for those in need.

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
26. Supports the efforts of other employees in implementing solutions to problems.	15	3.40	93.3	7%	47%	47%	
27. Works effectively with people from other departments.	15	3.33	93.3	7%	53%	40%	
28. Includes others in the decision making processes.	15	3.53	100.0		47%	53%	
29. Able to see issues from others' perspectives.	15	3.67	100.0		33%	67%	
30. Constructively receives criticism and suggestions from others.	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. Supports the efforts of other employees in implementing solutions to problems.	3.53	3.40	-0.13 ▼
27. Works effectively with people from other departments.	3.12	3.33	+0.22 ▲
28. Includes others in the decision making processes.	3.41	3.53	+0.12 ▲
29. Able to see issues from others' perspectives.	3.59	3.67	+0.08 ▲
30. Constructively receives criticism and suggestions from others.	3.41	3.33	-0.08 ▼

Comments:

- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- When there are any issues, I can take them to _____ and together we are able to work out the issues.
- 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.
- _____ 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 is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- He sets a good example for personal growth.

Cultural Awareness

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
31. Recognizes and values individual and cultural differences.	15	3.20	86.7	13%	53%	33%	
32. Values the opinions of diverse groups and individual.	15	3.40	100.0		60%	40%	
33. Respects others regardless of age, race, gender, nationality, or disability.	15	3.20	86.7	13%	53%	33%	
34. Encourages a work environment where individual differences are valued.	15	3.27	93.3	7%	60%	33%	
35. Fosters a diverse workforce free from discrimination and harassment.	15	3.00	80.0	20%	60%	20%	

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. Recognizes and values individual and cultural differences.	3.18	3.20	+0.02 ▲
32. Values the opinions of diverse groups and individual.	3.35	3.40	+0.05 ▲
33. Respects others regardless of age, race, gender, nationality, or disability.	3.18	3.20	+0.02 ▲
34. Encourages a work environment where individual differences are valued.	2.88	3.27	+0.38 ▲
35. Fosters a diverse workforce free from discrimination and harassment.	3.18	3.00	-0.18 ▼

Comments:

- If feel _____ meets/exceeds in all of the Elements of Performance listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication skills, team work, engagement and ethics.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- He is in an often times impossible position and is doing well all things considered
- _____ could also improve his ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.

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
36. Monitors expenses and verifies the need for items purchased.	15	3.20	93.3	7%	67%		27%
37. Provides budgeting and accounting support to the Company.	15	3.27	93.3	7%	60%		33%
38. Keeps excellent records for financial transparency.	15	3.27	86.7	13%	47%		40%
39. Monitors spending.	15	3.13	86.7	13%	60%		27%
40. Effective in using Company's resources.	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
36. Monitors expenses and verifies the need for items purchased.	3.18	3.20	+0.02 ▲
37. Provides budgeting and accounting support to the Company.	3.35	3.27	-0.09 ▼
38. Keeps excellent records for financial transparency.	3.24	3.27	+0.03 ▲
39. Monitors spending.	3.59	3.13	-0.45 ▼
40. Effective in using Company's resources.	3.29	3.40	+0.11 ▲

Comments:

- He recognized where I needed help and supported me in making the case to get it.
- I find him to be a stellar asset to our team at [CompanyName].
- He collaborates with all departments and operates under shared governance.
- You could check for clarity in expectations more frequently.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.

Global Perspective

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
41. Works well with others from different cultural backgrounds.	15	3.33	93.3	7%	53%	40%	
42. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	3.33	93.3	7%	53%	40%	
43. Builds working relationships with others across cultures.	15	3.13	86.7	13%	60%	27%	
44. Is able to work with individuals having different backgrounds and cultures.	15	3.00	86.7	13%	73%	13%	
45. Able to work with others from different cultures and countries.	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	2022	2023	Change
41. Works well with others from different cultural backgrounds.	3.29	3.33	+0.04 ▲
42. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	3.41	3.33	-0.08 ▼
43. Builds working relationships with others across cultures.	3.35	3.13	-0.22 ▼
44. Is able to work with individuals having different backgrounds and cultures.	3.18	3.00	-0.18 ▼
45. Able to work with others from different cultures and countries.	3.35	3.53	+0.18 ▲

Comments:

- _____ has excellent job and people skills.
- Provide more clarity. Increase your technical knowledge.
- He has been and is a mentor for me.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- He clearly assigns our responsibilities by our individual strengths.
- _____ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.

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?

- Demonstrates a focus on the business goals through task prioritization.
- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- The advice and direction I receive from _____ is often on point and helps to provide positive outcomes. Over the last year as I have grown _____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.

What do you like best about working with this individual?

- He could help teammates by becoming more proficient in some areas.
- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- _____ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.

What do you like least about working with this individual?

- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- _____ has nothing but [CompanyName]'s best interest at heart.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- _____ treats all employees with respect and in a very professional manner.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.

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

- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- Demonstrates an ability to remain focused on outcomes.
- _____ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.

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

- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.

- He could benefit from understanding about how to create resolution and clarity.
- He leads by example, not reputation.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.

Any final comments?

- _____ takes people where they want to go and pushes them to be their own success.
- _____ 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.
- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- He correctly sets limits, and expectations of his managers.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- I truly enjoy working with _____ on a daily basis.