



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.

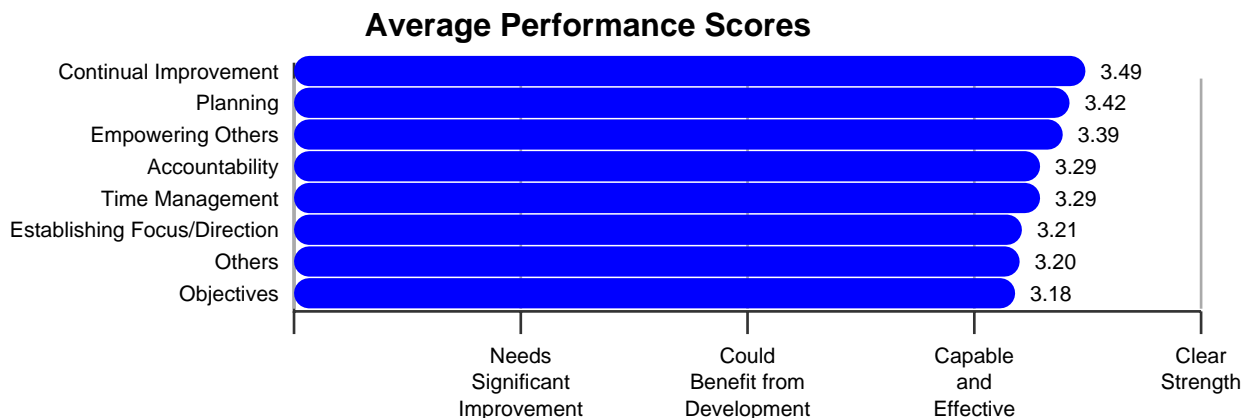
What to Do with Your Feedback

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

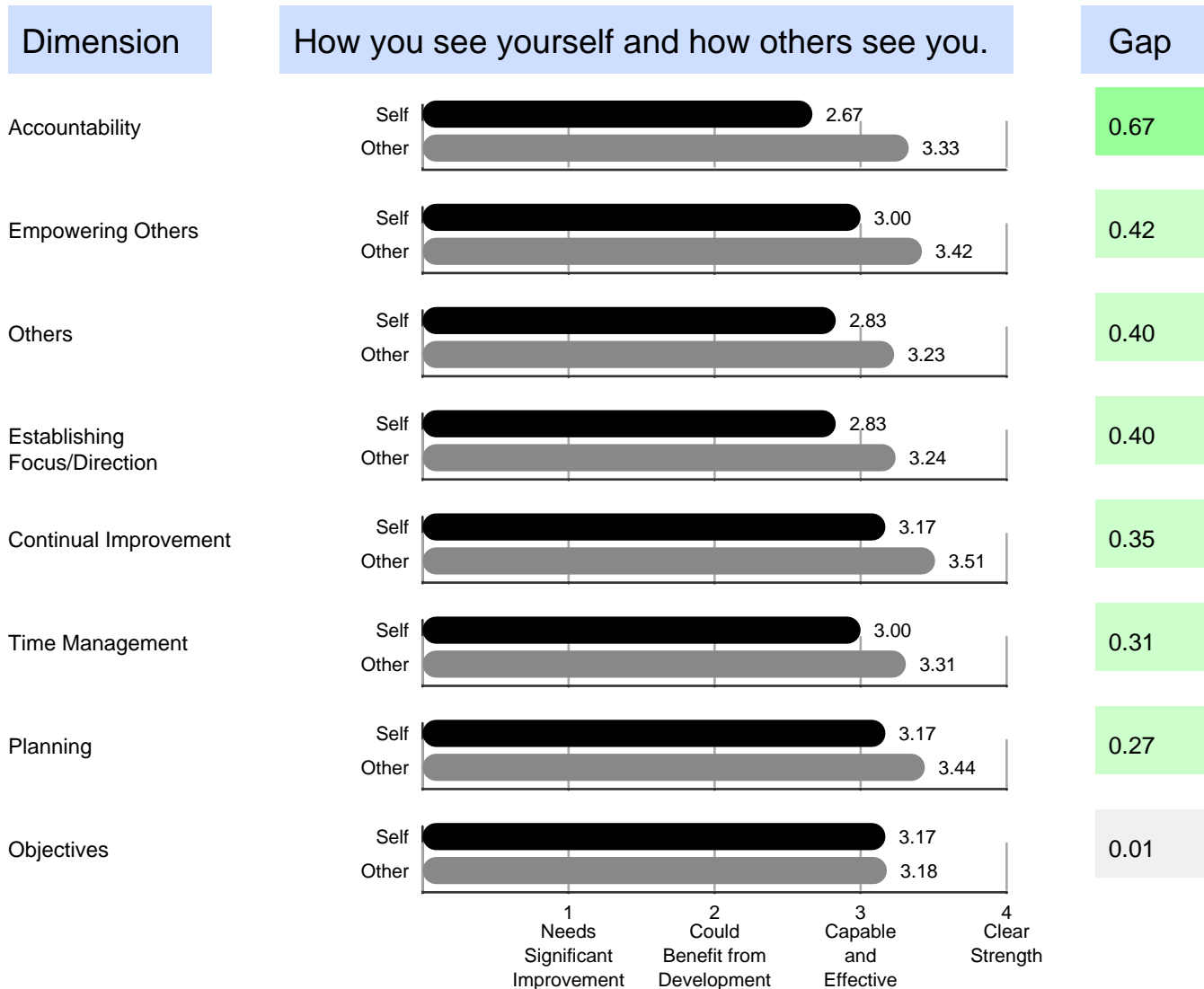
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Able to identify the needs of the department before a major change.	15	3.20	93.3	7%	67%		27%
2. Works in an organized manner	15	3.87	100.0	13%		87%	
3. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.33	93.3	7%	53%		40%
4. Anticipates obstacles and ways to overcome them.	15	3.60	93.3	7%	27%	67%	
5. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.33	93.3	7%	53%		40%
6. Delegates role to team members to accomplish goals.	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. Able to identify the needs of the department before a major change.	3.29	3.20	-0.09 ▼
2. Works in an organized manner	3.65	3.87	+0.22 ▲
3. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.18	3.33	+0.16 ▲
4. Anticipates obstacles and ways to overcome them.	3.41	3.60	+0.19 ▲
5. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.24	3.33	+0.10 ▲
6. Delegates role to team members to accomplish goals.	3.24	3.20	-0.04 ▼

Comments:

- I enjoy working with _____ and look forward to future opportunities for collaboration.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- Demonstrates an ability to remain focused on outcomes.
- Does excellent job, always.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
7. Set clear goals for assignments.	15	3.20	86.7	13%	53%	33%	
8. Trusts employees to complete tasks assigned.	15	3.40	93.3	7%	47%	47%	
9. Avoids micromanaging their employees.	15	3.47	93.3	7%	40%	53%	
10. Assigns tasks that are within the skill levels of employees.	15	3.47	93.3	7%	40%	53%	
11. Distributes the workload to subordinates.	15	3.53	100.0		47%	53%	
12. Supports the decisions of others.	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. Set clear goals for assignments.	3.41	3.20	-0.21 ▼
8. Trusts employees to complete tasks assigned.	3.24	3.40	+0.16 ▲
9. Avoids micromanaging their employees.	3.18	3.47	+0.29 ▲
10. Assigns tasks that are within the skill levels of employees.	3.35	3.47	+0.11 ▲
11. Distributes the workload to subordinates.	3.47	3.53	+0.06 ▲
12. Supports the decisions of others.	3.47	3.27	-0.20 ▼

Comments:

- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- _____ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.
- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- He always takes the time to listen to all of us and never gives you the impression that he's rushing you. He doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that he will really HEAR YOU!

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
13. Consistently demonstrates ability and willingness to trust others.	15	3.33	100.0		67%		33%
14. Treats others with respect and dignity.	15	3.13	86.7	13%	60%		27%
15. Works effectively with people from other departments.	15	3.07	80.0	20%	53%		27%
16. Supports the efforts of other employees in implementing solutions to problems.	15	3.40	93.3	7%	47%		47%
17. ...treats others with respect and dignity.	15	3.27	93.3	7%	60%		33%
18. Constructively receives criticism and suggestions from 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. Consistently demonstrates ability and willingness to trust others.	3.35	3.33	-0.02 ▼
14. Treats others with respect and dignity.	3.18	3.13	-0.04 ▼
15. Works effectively with people from other departments.	3.00	3.07	+0.07 ▲
16. Supports the efforts of other employees in implementing solutions to problems.	3.65	3.40	-0.25 ▼
17. ...treats others with respect and dignity.	3.47	3.27	-0.20 ▼
18. Constructively receives criticism and suggestions from others.	3.12	3.00	-0.12 ▼

Comments:

- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- Always appreciate _____'s organized approach to coordinating service opportunities between departments
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- I admire _____ for showing courage, compassion and committment during his recent team sessions.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
19. Is someone you can trust.	15	3.47	100.0		53%	47%	
20. Is someone who is there when you need them.	15	3.40	93.3	7%	47%	47%	
21. Acts like an owner when they make decisions.	15	3.53	100.0		47%	53%	
22. Defines roles, rights, and responsibilities of the team.	15	3.00	80.0	20%	60%		20%
23. Able to effectively limit risk-taking while maintaining optimal performance.	15	2.87	80.0	20%	73%		7%
24. Keeps their word and does what they say they will do.	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. Is someone you can trust.	3.59	3.47	-0.12 ▼
20. Is someone who is there when you need them.	3.29	3.40	+0.11 ▲
21. Acts like an owner when they make decisions.	3.35	3.53	+0.18 ▲
22. Defines roles, rights, and responsibilities of the team.	3.00	3.00	
23. Able to effectively limit risk-taking while maintaining optimal performance.	2.88	2.87	-0.02 ▼
24. Keeps their word and does what they say they will do.	3.00	3.47	+0.47 ▲

Comments:

- Sometimes his decisions aren't thought through from a financial perspective.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- _____ has made good judgements in hiring top notch employees.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- Based on his customer satisfaction scores it is clear he has a strong team in place.

Continual Improvement

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Analyzes processes to determine areas for improvement.	15	3.67	100.0	33%	67%		
26. Continually seeks opportunities to improve efficiency.	15	3.40	93.3	7%	47%	47%	
27. Investigates the root causes of problems.	15	3.33	93.3	7%	53%	40%	
28. Pursues efforts to improve by seeking feedback from others.	15	3.53	100.0	47%	53%		
29. Evaluates the effectiveness of improvements.	15	3.67	100.0	33%	67%		
30. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	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. Analyzes processes to determine areas for improvement.	3.76	3.67	-0.10 ▼
26. Continually seeks opportunities to improve efficiency.	3.53	3.40	-0.13 ▼
27. Investigates the root causes of problems.	3.12	3.33	+0.22 ▲
28. Pursues efforts to improve by seeking feedback from others.	3.41	3.53	+0.12 ▲
29. Evaluates the effectiveness of improvements.	3.59	3.67	+0.08 ▲
30. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.41	3.33	-0.08 ▼

Comments:

- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- His professionalism is beyond reproach and he is fair and just.
- Is viewed by many as a strong organizational resource.
- He listens to the team.
- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.

Establishing Focus/Direction

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Aligns the department's goals with the goals of the organization.	15	3.20	86.7	13%	53%	33%	
32. Stays focused even when under pressure and stress.	15	3.40	100.0		60%	40%	
33. Excellent at managing time.	15	3.20	86.7	13%	53%	33%	
34. Helps guide employees with prioritizing tasks.	15	3.27	93.3	7%	60%	33%	
35. Makes sure that employees understand and identify with the team's mission.	15	3.00	80.0	20%	60%	20%	
36. Maintains focus when handling several problems or tasks simultaneously.	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

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Item	2022	2023	Change
31. Aligns the department's goals with the goals of the organization.	3.18	3.20	+0.02 ▲
32. Stays focused even when under pressure and stress.	3.35	3.40	+0.05 ▲
33. Excellent at managing time.	3.18	3.20	+0.02 ▲
34. Helps guide employees with prioritizing tasks.	2.88	3.27	+0.38 ▲
35. Makes sure that employees understand and identify with the team's mission.	3.18	3.00	-0.18 ▼
36. Maintains focus when handling several problems or tasks simultaneously.	3.18	3.20	+0.02 ▲

Comments:

- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- _____ is consistent in his messaging about how we best serve the customers.
- _____ did a great job with the new employee program development and he should be proud of his accomplishments.
- He has hired good people, and developed strong relationships with finance.
- I think _____ is doing a great job! The learning curve is steep and he is growing to meet the challenge.

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. Leaves time in the schedule for unplanned contingencies.	15	3.27	93.3	7%	60%	33%	
38. Keeps and maintains a To-Do list.	15	3.27	86.7	13%	47%	40%	
39. Avoids distractions in the workplace.	15	3.13	86.7	13%	60%	27%	
40. Completes tasks ahead of schedule.	15	3.40	93.3	7%	47%	47%	
41. Deals effectively with interruptions.	15	3.33	93.3	7%	53%	40%	
42. Prioritizes new tasks according to their relative importance.	15	3.33	93.3	7%	53%	40%	

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Item	2022	2023	Change
37. Leaves time in the schedule for unplanned contingencies.	3.35	3.27	-0.09 ▼
38. Keeps and maintains a To-Do list.	3.24	3.27	+0.03 ▲
39. Avoids distractions in the workplace.	3.59	3.13	-0.45 ▼
40. Completes tasks ahead of schedule.	3.29	3.40	+0.11 ▲
41. Deals effectively with interruptions.	3.29	3.33	+0.04 ▲
42. Prioritizes new tasks according to their relative importance.	3.41	3.33	-0.08 ▼

Comments:

- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- I value _____ for so much more than his negotiating skills which are outstanding.
- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.

Objectives

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
43. Establishes goals and objectives.	15	3.13	86.7	13%	60%	27%	
44. Assures [Company] principles are understood, employed & pursued.	15	3.00	86.7	13%	73%	13%	
45. Ability to establish realistic goals.	15	3.53	100.0		47%	53%	
46. Encourages me to take on greater responsibility.	15	3.00	86.7	13%	73%	13%	
47. Organizes and schedules events, activities, and resources.	15	3.20	93.3	7%	60%	33%	
48. Consistently provides me with timely feedback for improving my performance.	15	3.20	93.3	7%	67%	27%	

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Item	2022	2023	Change
43. Establishes goals and objectives.	3.35	3.13	-0.22 ▼
44. Assures [Company] principles are understood, employed & pursued.	3.18	3.00	-0.18 ▼
45. Ability to establish realistic goals.	3.35	3.53	+0.18 ▲
46. Encourages me to take on greater responsibility.	3.24	3.00	-0.24 ▼
47. Organizes and schedules events, activities, and resources.	3.00	3.20	+0.20 ▲
48. Consistently provides me with timely feedback for improving my performance.	3.18	3.20	+0.02 ▲

Comments:

- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- _____ has nothing but [CompanyName]'s best interest at heart.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- He strives for self improvement and is heavily invested in the same for others.
- Is empathetic, understanding, and dependable.
- He is determined to find the answer to any problem or obstacle in his way.

Comments

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

What would help make you a more effective leader?

- He is, quite simply, the best boss I've ever had.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- I have not seen a lot of shared decision making. What I have seen 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.
- He is willing to fill in with daily workload when we are short staffed.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

What do you like best about working with this individual?

- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- He is the only manager in the department to help us when we are short.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- There are two items above that will be part of my goals for the coming year.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- There is apprehension with all the changes, but still a lot of engagement and positivity.

What do you like least about working with this individual?

- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- I enjoy working with _____; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- Always has a positive, cheerful, and strong attitude.
- _____ always has the customer at the center of focus.
- _____ teams with others to improve communication and process.

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

- He is an excellent Manager!
- I have not had any issues with _____ since I have been working for him.
- _____ always remains professional in his interactions and I appreciate his direct style of communication.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.

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

- He has been a great addition to the company.
- Good Team Player! Good decision making skills. A hard worker.
- He seems to be well respected from members of his own team as well.
- Without a doubt, _____ is the best director I have worked for in my 30+ year carrer at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- _____ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

Any final comments?

- I think staff would respect _____ more as a leader in the department if he would adhere to meeting deadlines and be respective of the amount of staff time required to keep bugging him to finish something.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- _____ exemplifies all of the above.
- _____ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- He has established credibility and trust with all the directors and managers.
- He would benefit from soliciting more feedback and pushing others to do more.