



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.

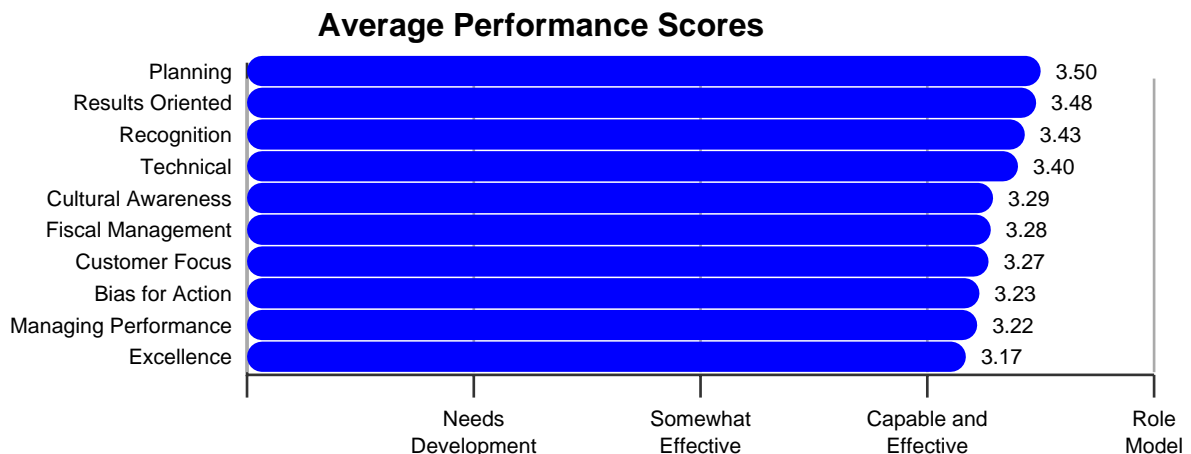
What to Do with Your Feedback

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 10 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Able to identify the needs of the department before a major change.	15	3.20	93.3	7%	67%		27%
2. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.87	100.0	13%		87%	
3. Works in an organized manner	15	3.33	93.3	7%	53%		40%
4. Makes plans and follows through.	15	3.60	93.3	7%	27%	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
1. Able to identify the needs of the department before a major change.	3.29	3.20	-0.09 ▼
2. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.65	3.87	+0.22 ▲
3. Works in an organized manner	3.18	3.33	+0.16 ▲
4. Makes plans and follows through.	3.41	3.60	+0.19 ▲

Comments:

- Management skills progressing well with experience.
- I have truly appreciated her guidance.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- ___ continually devotes her attention to opportunities for process improvement and professional growth.
- Participates in training to learn Core Competency processes.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
5. Keeps excellent records for financial transparency.	15	3.33	93.3	7%	53%	40%	
6. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.20	93.3	7%	60%	33%	
7. Provides budgeting and accounting support to the Company.	15	3.20	86.7	13%	53%	33%	
8. Develops of the department's annual budget.	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
5. Keeps excellent records for financial transparency.	3.24	3.33	+0.10 ▲
6. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.24	3.20	-0.04 ▼
7. Provides budgeting and accounting support to the Company.	3.41	3.20	-0.21 ▼
8. Develops of the department's annual budget.	3.24	3.40	+0.16 ▲

Comments:

- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.

Recognition

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
9. Offers recognition in a timely manner.	15	3.47	93.3	7%	40%	53%	
10. Says "thank you" to show appreciation for work of others.	15	3.47	93.3	7%	40%	53%	
11. Reinforces and rewards employees for accomplishing necessary goals.	15	3.53	100.0		47%	53%	
12. Readily shares credit and gives others opportunity for visibility.	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
9. Offers recognition in a timely manner.	3.18	3.47	+0.29 ▲
10. Says "thank you" to show appreciation for work of others.	3.35	3.47	+0.11 ▲
11. Reinforces and rewards employees for accomplishing necessary goals.	3.47	3.53	+0.06 ▲
12. Readily shares credit and gives others opportunity for visibility.	3.47	3.27	-0.20 ▼

Comments:

- ___ has done tremendous work this past year in the Finance team.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- As a new manager she is progressing very well.
- Delegates often with little to no direction.
- ___ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.

Bias for Action

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
13. Completes work on time	15	3.33	100.0		67%		33%
14. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.13	86.7	13%	60%		27%
15. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.07	80.0	20%	53%		27%
16. Completes a large volume of work.	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
13. Completes work on time	3.35	3.33	-0.02 ▼
14. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.18	3.13	-0.04 ▼
15. Seeks and utilizes opportunities for continuous learning and self-development.	3.00	3.07	+0.07 ▲
16. Completes a large volume of work.	3.65	3.40	-0.25 ▼

Comments:

- ___ has excellent job and people skills.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- ___ has been very supportive of me and the Institute.
- She is very effective and she has learned so much about our product.
- She lets us develop our own style and inspires us to do our best.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
17. Seeks out different viewpoints and benefits from different perspectives.	15	3.27	93.3	7%	60%	33%	
18. Treats others with dignity and respect.	14	3.00	92.9	7%	79%	14%	
19. Recognizes and values individual and cultural differences.	15	3.47	100.0		53%	47%	
20. Respects others regardless of age, race, gender, nationality, or disability.	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
17. Seeks out different viewpoints and benefits from different perspectives.	3.47	3.27	-0.20 ▼
18. Treats others with dignity and respect.	3.12	3.00	-0.12 ▼
19. Recognizes and values individual and cultural differences.	3.59	3.47	-0.12 ▼
20. Respects others regardless of age, race, gender, nationality, or disability.	3.29	3.40	+0.11 ▲

Comments:

- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- ___ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.

Managing 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Ensures team members understand the department goals.	15	3.53	100.0	47%	53%		
22. Sets long and short term goals.	15	3.00	80.0	20%	60%	20%	
23. Makes sure commitments are understood and met.	15	2.87	80.0	20%	73%	7%	
24. Presents performance feedback in a clear and concise manner.	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
21. Ensures team members understand the department goals.	3.35	3.53	+0.18 ▲
22. Sets long and short term goals.	3.00	3.00	
23. Makes sure commitments are understood and met.	2.88	2.87	-0.02 ▼
24. Presents performance feedback in a clear and concise manner.	3.00	3.47	+0.47 ▲

Comments:

- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- ___ has improved with her follow-up assignments from meetings.

Results Oriented

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
25. Provides clear expectations for employees.	15	3.67	100.0	33%	67%		
26. Explains the "whys" behind organizational objectives	15	3.40	93.3	7%	47%	47%	
27. Stays focused on meeting the needs of customers.	15	3.33	93.3	7%	53%	40%	
28. Works toward achievement of goals even when confronted with obstacles.	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
25. Provides clear expectations for employees.	3.76	3.67	-0.10 ▼
26. Explains the "whys" behind organizational objectives	3.53	3.40	-0.13 ▼
27. Stays focused on meeting the needs of customers.	3.12	3.33	+0.22 ▲
28. Works toward achievement of goals even when confronted with obstacles.	3.41	3.53	+0.12 ▲

Comments:

- ___ has the talent to use different Leadership styles to fit the situation.
- ___ is great about approaching and including staff input with decision making within the department.
- ___ sets high standards for her team and ensures they perform professionally.
- When dealing with HR issues my HR business partner is always involved.
- I think she is doing really good work and I found that to be one area I could list that might help.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.

Technical

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Willingly shares information and expertise; sought out as resource by others	15	3.67	100.0	33%	67%		
30. Knows how to produce high quality products/work.	15	3.33	100.0		67%		33%
31. Willingly shares his/her technical expertise; sought out as resource by others	15	3.20	86.7	13%	53%		33%
32. Is knowledgeable of procedures or systems necessary for the job.	15	3.40	100.0		60%		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
29. Willingly shares information and expertise; sought out as resource by others	3.59	3.67	+0.08 ▲
30. Knows how to produce high quality products/work.	3.41	3.33	-0.08 ▼
31. Willingly shares his/her technical expertise; sought out as resource by others	3.18	3.20	+0.02 ▲
32. Is knowledgeable of procedures or systems necessary for the job.	3.35	3.40	+0.05 ▲

Comments:

- ___ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. ___ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- Overall I think she does a great job and she is very approachable.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- Is empathetic, understanding, and dependable.

Excellence

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
33. Takes a lot of pride in their work.	15	3.20	86.7	13%	53%	33%	
34. Can be counted on to add value wherever they are involved.	15	3.27	93.3	7%	60%	33%	
35. Produces high quality work.	15	3.00	80.0	20%	60%	20%	
36. Demonstrates the functional or technical skills necessary to do their job.	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
33. Takes a lot of pride in their work.	3.18	3.20	+0.02 ▲
34. Can be counted on to add value wherever they are involved.	2.88	3.27	+0.38 ▲
35. Produces high quality work.	3.18	3.00	-0.18 ▼
36. Demonstrates the functional or technical skills necessary to do their job.	3.18	3.20	+0.02 ▲

Comments:

- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- Sometimes you want a little more direction from ___, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- She challenges me every day to be my best and I appreciate that.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.

Customer 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
37. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.27	93.3	7%	60%		33%
38. Ensures all customer commitments and requirements are met or exceeded.	15	3.27	86.7	13%	47%		40%
39. ...friendliness and courtesy	15	3.13	86.7	13%	60%		27%
40. Develops strong customer relationships.	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
37. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.35	3.27	-0.09 ▼
38. Ensures all customer commitments and requirements are met or exceeded.	3.24	3.27	+0.03 ▲
39. ...friendliness and courtesy	3.59	3.13	-0.45 ▼
40. Develops strong customer relationships.	3.29	3.40	+0.11 ▲

Comments:

- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- ___ is a true asset to [CompanyName].
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.

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?

- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- She is the only manager in the department to help us when we are short.
- ___ does an excellent job in her role.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- She 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.

What do you like best about working with this individual?

- ___ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- Closes off discussions with action plans.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.

What do you like least about working with this individual?

- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- She is a great manager and person to work for/with.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- We have a very strong team in finance. There has been significant turnover but the efforts ___ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- ___ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.

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

- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- ___ works with a very diverse group and treats everyone the same while respecting that diversity.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.
- ___ makes great hiring choices. she is clear on what needs to be done.
- ___ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contributions to the department.

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

- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- Your initiative influences others in a positive way.
- You can always count on ___ to respond to emails and telephone calls and follow through with committments.

Any final comments?

- ___ is an outstanding manager.
- Great to have you on the team!
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- ___ is trusting her team, and expecting high standards of behavior from all employees.