Feedback Results

Your CompanyName Here

2025

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots."   This feedback may help us to understand the negative impact our actions may unintentionally have on others.
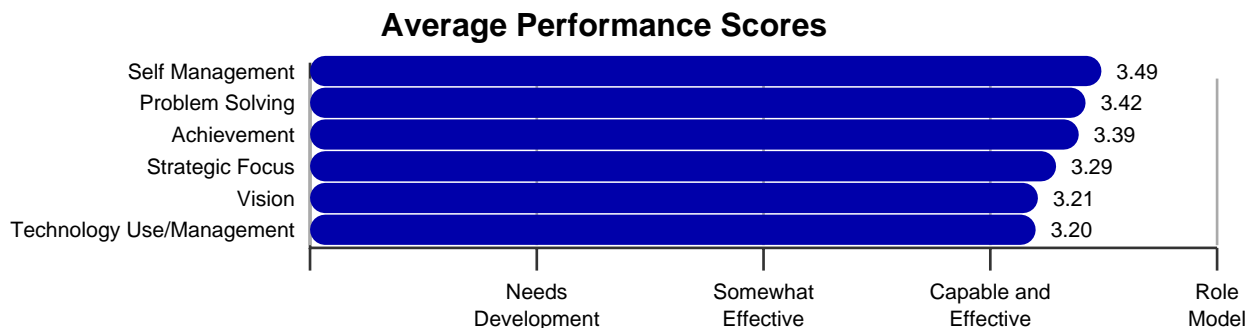
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.
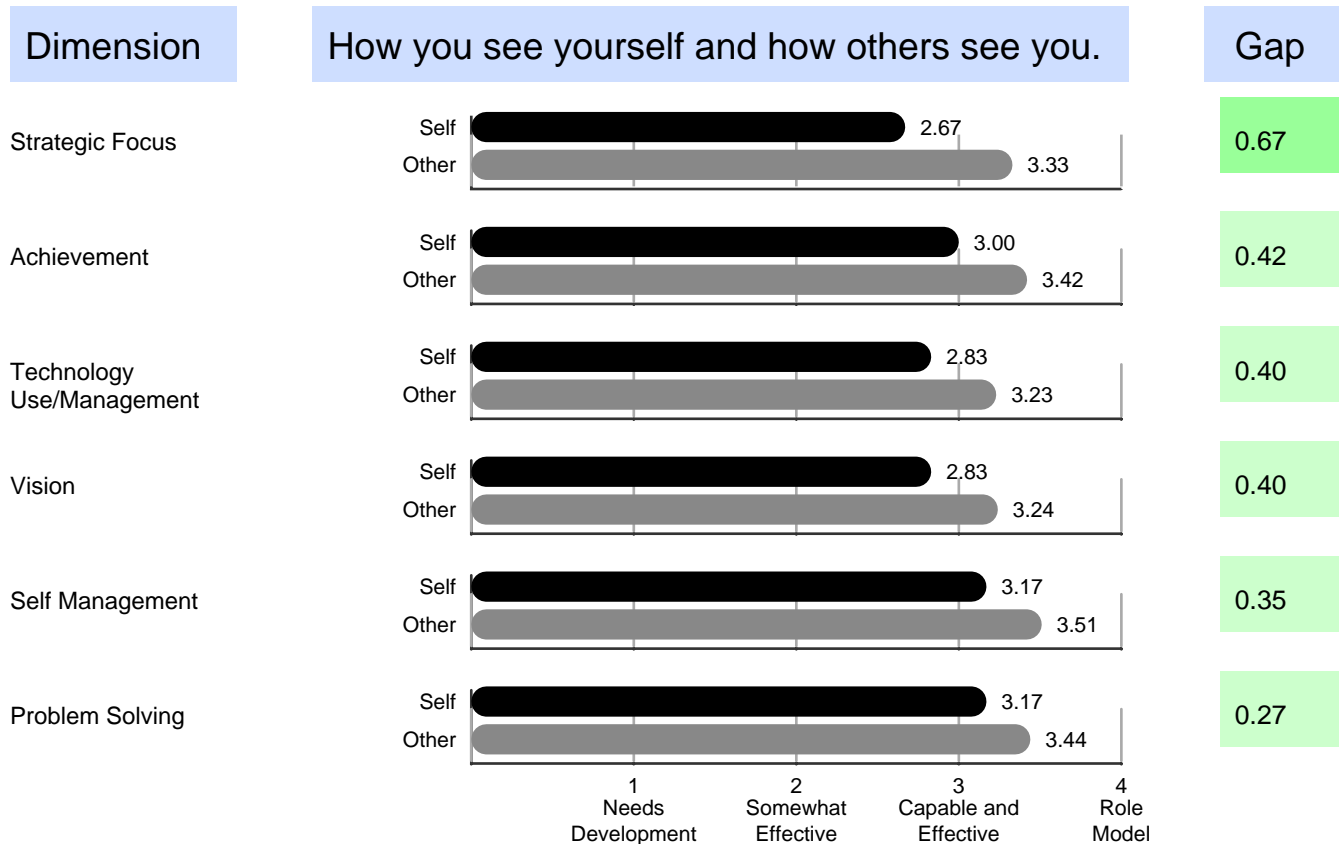
Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.

Average Performance Scores

Dimension	Score
Self Management	3.49
Problem Solving	3.42
Achievement	3.39
Strategic Focus	3.29
Vision	3.21
Technology Use/Management	3.20

Scale: Needs Development — Somewhat Effective — Capable and Effective — Role Model

Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.

Dimension	How you see yourself and how others see you.	Gap
Strategic Focus	Self 2.67 / Other 3.33	0.67
Achievement	Self 3.00 / Other 3.42	0.42
Technology Use/Management	Self 2.83 / Other 3.23	0.40
Vision	Self 2.83 / Other 3.24	0.40
Self Management	Self 3.17 / Other 3.51	0.35
Problem Solving	Self 3.17 / Other 3.44	0.27

Scale:
1 Needs Development
2 Somewhat Effective
3 Capable and Effective
4 Role Model

Problem Solving

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. Allocates resources strategically to areas with higher risk potential.	15	3.20	93.3	7%	67%		27%
2. Works diligently until the problem is solved.	15	3.87	100.0		13%	87%	
3. Develops a schedule and gathers the necessary materials and tools.	15	3.33	93.3	7%	53%	40%	
4. Decides which alternative solutions would have the greatest chance of success.	15	3.60	93.3	7%	27%	67%	
5. Continuously monitors performance after implementing a solution to ensure it remains effective.	15	3.33	93.3	7%	53%	40%	
6. Determines the order in which the action steps need to be completed including steps that may be dependent on others.	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	2023	2024	Change
1. Allocates resources strategically to areas with higher risk potential.	3.29	3.20	-0.09 ▼
2. Works diligently until the problem is solved.	3.65	3.87	+0.22 ▲
3. Develops a schedule and gathers the necessary materials and tools.	3.18	3.33	+0.16 ▲
4. Decides which alternative solutions would have the greatest chance of success.	3.41	3.60	+0.19 ▲
5. Continuously monitors performance after implementing a solution to ensure it remains effective.	3.24	3.33	+0.10 ▲
6. Determines the order in which the action steps need to be completed including steps that may be dependent on others.	3.24	3.20	-0.04 ▼

Comments:
- She also has always been thankful for any help that I have given her.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- Provide more frequent development feedback.
- ___ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.

Achievement

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
7. Successfully completed the orientation training program.	15	3.20	86.7	13%	53%		33%
8. Sets challenging goals for the department.	15	3.40	93.3	7%	47%	47%	
9. Driven to complete assignments on time.	15	3.47	93.3	7%	40%	53%	
10. Is determined to complete tasks regardless of obstacles that may occur.	15	3.47	93.3	7%	40%	53%	
11. Created impactful reports for the re-organization committee.	15	3.53	100.0		47%	53%	
12. Works at a quick pace to complete a high volume of work.	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	2023	2024	Change	
7. Successfully completed the orientation training program.	3.41	3.20	-0.21	▼
8. Sets challenging goals for the department.	3.24	3.40	+0.16	▲
9. Driven to complete assignments on time.	3.18	3.47	+0.29	▲
10. Is determined to complete tasks regardless of obstacles that may occur.	3.35	3.47	+0.11	▲
11. Created impactful reports for the re-organization committee.	3.47	3.53	+0.06	▲
12. Works at a quick pace to complete a high volume of work.	3.47	3.27	-0.20	▼

Comments:
- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- She provides essential data in order to help explain decisions.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.

Technology Use/Management

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
13. Proficient in the use of technical systems and processes.	15	3.33	100.0		67%		33%
14. Uses technology in decision making and problem solving.	15	3.13	86.7	13%	60%		27%
15. Supports technical training and development of employees.	15	3.07	80.0	20%	53%		27%
16. Maximizes the use of new technology to deliver products and services.	15	3.40	93.3	7%	47%		47%
17. Applies complex rules and regulations to maintain optimal system performance.	15	3.27	93.3	7%	60%		33%
18. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	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	2023	2024	Change
13. Proficient in the use of technical systems and processes.	3.35	3.33	-0.02 ▼
14. Uses technology in decision making and problem solving.	3.18	3.13	-0.04 ▼
15. Supports technical training and development of employees.	3.00	3.07	+0.07 ▲
16. Maximizes the use of new technology to deliver products and services.	3.65	3.40	-0.25 ▼
17. Applies complex rules and regulations to maintain optimal system performance.	3.47	3.27	-0.20 ▼
18. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.12	3.00	-0.12 ▼

Comments:
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- Brings an exorbitant amount of positive energy to the team.   It's very inspiring.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Based on her customer satisfaction scores it is clear she has a strong team in place.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
19. Uses strategic thinking to make better strategic decisions.	15	3.47	100.0		53%	47%	
20. Makes quick and creative decisions to adjust the strategy to meet the demands of changing situations.	15	3.40	93.3	7%	47%	47%	
21. Strategically focuses efforts to improve operational efficiencies.	15	3.53	100.0		47%	53%	
22. Able to formulate strategy at the corporate level.	15	3.00	80.0	20%	60%	20%	
23. Communicates the company's strategic goals and decisions to teams and departments.	15	2.87	80.0	20%	73%		7%
24. Identifies and focuses resources on strategic growth opportunities.	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	2023	2024	Change
19. Uses strategic thinking to make better strategic decisions.	3.59	3.47	-0.12 ▼
20. Makes quick and creative decisions to adjust the strategy to meet the demands of changing situations.	3.29	3.40	+0.11 ▲
21. Strategically focuses efforts to improve operational efficiencies.	3.35	3.53	+0.18 ▲
22. Able to formulate strategy at the corporate level.	3.00	3.00	
23. Communicates the company's strategic goals and decisions to teams and departments.	2.88	2.87	-0.02 ▼
24. Identifies and focuses resources on strategic growth opportunities.	3.00	3.47	+0.47 ▲

Comments:
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- I was impressed with the time she spent both working on the issue and with the individual.   I believe these efforts will pay off.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- She has an open door policy and is available when needed.
- 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.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.

Self 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
25. Consciously controls own negative emotions in order to keep team morale up.	15	3.67	100.0		33%	67%	
26. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.40	93.3	7%	47%	47%	
27. Does not allow own emotions to interfere with the performance of others.	15	3.33	93.3	7%	53%	40%	
28. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.53	100.0		47%	53%	
29. Analyzes interpersonal problems instead of reacting to them.	15	3.67	100.0		33%	67%	
30. Steps away from a situation to process appropriate response.	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	2023	2024	Change
25. Consciously controls own negative emotions in order to keep team morale up.	3.76	3.67	-0.10 ▼
26. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.53	3.40	-0.13 ▼
27. Does not allow own emotions to interfere with the performance of others.	3.12	3.33	+0.22 ▲
28. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.41	3.53	+0.12 ▲
29. Analyzes interpersonal problems instead of reacting to them.	3.59	3.67	+0.08 ▲
30. Steps away from a situation to process appropriate response.	3.41	3.33	-0.08 ▼

Comments:
- I honestly cannot think of of anything to recommend that would help her to improve at this point.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- ___ is the consummate professional and pleasure to work with.
- ___ is a wonderful person to work for.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- ___ has high expectations of herself and her employees.   She does an excellent job of managing the department.

Vision

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
31. Is able to diagnose issues and problems and to create a vision for their solutions.	15	3.20	86.7	13%	53%		33%
32. Crafts a compelling roadmap for the department's future.	15	3.40	100.0		60%		40%
33. Creates a vision to align employees around a long-term goal for the department.	15	3.20	86.7	13%	53%		33%
34. Provides a detailed schedule that specifies key milestones and deadlines, guiding the organization step-by-step towards achieving its long-term goals and overall vision.	15	3.27	93.3	7%	60%		33%
35. Develops action plans to align his/her work with the goals of the organization.	15	3.00	80.0	20%	60%		20%
36. Designs strategies that mirror the organization's unified vision.	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	2023	2024	Change
31. Is able to diagnose issues and problems and to create a vision for their solutions.	3.18	3.20	+0.02 ▲
32. Crafts a compelling roadmap for the department's future.	3.35	3.40	+0.05 ▲
33. Creates a vision to align employees around a long-term goal for the department.	3.18	3.20	+0.02 ▲
34. Provides a detailed schedule that specifies key milestones and deadlines, guiding the organization step-by-step towards achieving its long-term goals and overall vision.	2.88	3.27	+0.38 ▲
35. Develops action plans to align his/her work with the goals of the organization.	3.18	3.00	-0.18 ▼
36. Designs strategies that mirror the organization's unified vision.	3.18	3.20	+0.02 ▲

Comments:
- A willingness and flexibility to pitch in help where needed is important.
- ___'s management style is excellent.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally   received.
- She takes the time to explain to staff the rationale of changes being made.
- 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.
- ___ is approachable and professional in her interaction with staff and with customers.

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?

- ___ 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.
- ___ has a Competency mindset.   She is always looking for how we as an organization and specifically her department can improve.
- ___ sets high standards for her team and ensures they perform professionally.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.   Additionally, it illustrates her genuine commitment to the organization.
- Her integrity is never in question.   I appreciate her ability to partner with me on issues between the VP and my unit.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.

What do you like best about working with this individual?

- ___ 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.
- ___ has a Competency mindset.   She is always looking for how we as an organization and specifically her department can improve.
- Is empathetic, understanding, and dependable.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- Committment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- She is a great teammate!

What do you like least about working with this individual?

- ___ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once.   It can inadertently give off the aura that she is not engaged in the project meeting that was missed.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- ___ is a solid performer knows her stuff.
- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- ___ works very well with other departments.

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

- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- The most important attribute that ___ demonstrates is making sure there is a solid, vibrant leadership team.   When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire.   She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason.   At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- She leads by example.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.

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

- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the deptartment. and roles of various employees.   Her support during this transition was extremely helpful to me.
- ___ does an exceptional job at running the department.
- ___ is a great boss and director.   ___ has been a great resource to me with my struggles as I grow professionally.   ___ is respected greatly by myself and the staff I work with.   She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- Need to continue to take action when needed, although have improved. . .
- ___ is able to multitask in a variety of ways.

Any final comments?

- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- ___ is approachable and professional in her interaction with staff and with customers.
- She is open to new ideas and ways to improve the service we provide.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.