



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

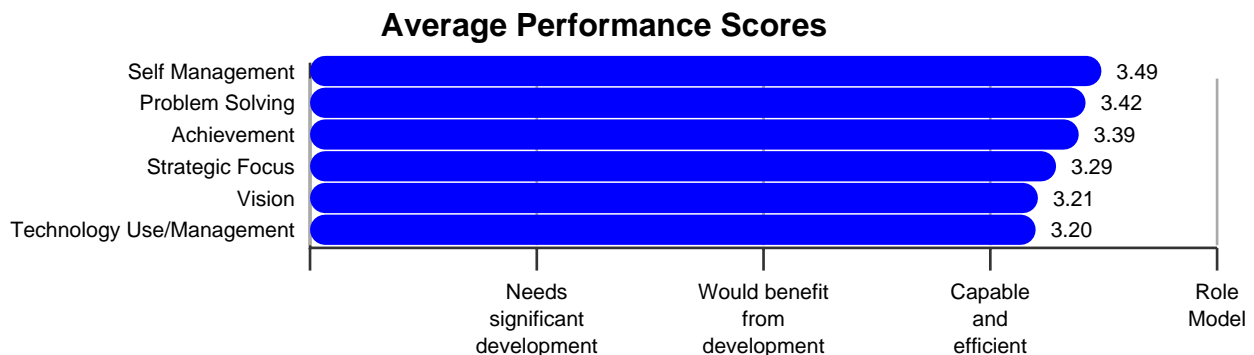
What to Do with Your Feedback

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

Summary

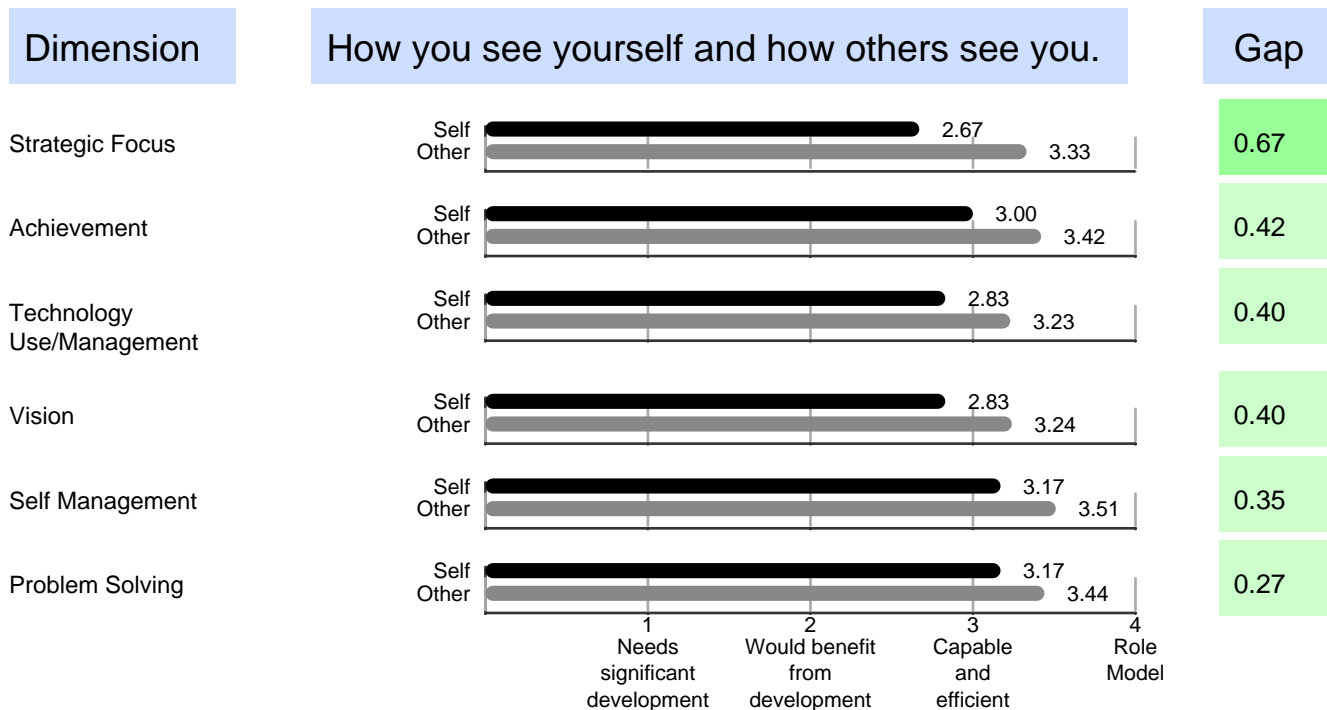
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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



Gap Analysis

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



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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Ability to develop innovative solutions to problems.	15	3.20	93.3	7%	67%		27%
2. Ability to solve problems at root cause rather than at symptom level.	15	3.87	100.0	13%	87%		
3. Actively seeks the root cause of a problem.	15	3.33	93.3	7%	53%		40%
4. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	3.60	93.3	7%	27%	67%	
5. Understands the root causes of problems.	15	3.33	93.3	7%	53%		40%
6. Effective in solving problems.	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. Ability to develop innovative solutions to problems.	3.29	3.20	-0.09 ▼
2. Ability to solve problems at root cause rather than at symptom level.	3.65	3.87	+0.22 ▲
3. Actively seeks the root cause of a problem.	3.18	3.33	+0.16 ▲
4. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.41	3.60	+0.19 ▲
5. Understands the root causes of problems.	3.24	3.33	+0.10 ▲
6. Effective in solving problems.	3.24	3.20	-0.04 ▼

Comments:

- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- ___ is the best employee the department has employed.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
7. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	3.20	86.7	13%	53%	33%	
8. Uses established goals and performance measures to keep track of performance.	15	3.40	93.3	7%	47%	47%	
9. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.47	93.3	7%	40%	53%	
10. Follows-up and takes action when goals are not met to ensure better results in the future.	15	3.47	93.3	7%	40%	53%	
11. Completes work to a high technical standard	15	3.53	100.0		47%	53%	
12. Establishes stretch goals to advance skills and output.	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. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	3.41	3.20	-0.21 ▼
8. Uses established goals and performance measures to keep track of performance.	3.24	3.40	+0.16 ▲
9. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	3.18	3.47	+0.29 ▲
10. Follows-up and takes action when goals are not met to ensure better results in the future.	3.35	3.47	+0.11 ▲
11. Completes work to a high technical standard	3.47	3.53	+0.06 ▲
12. Establishes stretch goals to advance skills and output.	3.47	3.27	-0.20 ▼

Comments:

- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- I have enjoyed working with ___ and will miss her support and direction.
- I would encourage ___ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- ___ is a very good leader.
- Manager routinely demonstrates all of the above characteristics, as marked

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
13. Supports technical training and development of employees.	15	3.33	100.0		67%		33%
14. Supports employee training and development initiatives regarding implementation of technology.	15	3.13	86.7	13%	60%		27%
15. Understands and is committed to implementing new technologies.	15	3.07	80.0	20%	53%		27%
16. Adopts the implementation of new technology into the workplace.	15	3.40	93.3	7%	47%		47%
17. Maximizes the use of new technology to deliver products and services.	15	3.27	93.3	7%	60%		33%
18. Proficient in the use of technical systems and processes.	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. Supports technical training and development of employees.	3.35	3.33	-0.02 ▼
14. Supports employee training and development initiatives regarding implementation of technology.	3.18	3.13	-0.04 ▼
15. Understands and is committed to implementing new technologies.	3.00	3.07	+0.07 ▲
16. Adopts the implementation of new technology into the workplace.	3.65	3.40	-0.25 ▼
17. Maximizes the use of new technology to deliver products and services.	3.47	3.27	-0.20 ▼
18. Proficient in the use of technical systems and processes.	3.12	3.00	-0.12 ▼

Comments:

- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- I think she is the kind of manager our department has needed and will continue to need.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- She cares deeply for what she does and it shows.

Strategic Focus

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
19. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	3.47	100.0		53%	47%	
20. Looks for opportunities to enhance contributions to the bottom line.	15	3.40	93.3	7%	47%	47%	
21. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	3.53	100.0		47%	53%	
22. Understands & contributes to development of strategic goals.	15	3.00	80.0	20%	60%	20%	
23. Understands their role within the organization.	15	2.87	80.0	20%	73%	7%	
24. Communicates goals and objectives to employees.	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. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.59	3.47	-0.12 ▼
20. Looks for opportunities to enhance contributions to the bottom line.	3.29	3.40	+0.11 ▲
21. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	3.35	3.53	+0.18 ▲
22. Understands & contributes to development of strategic goals.	3.00	3.00	
23. Understands their role within the organization.	2.88	2.87	-0.02 ▼
24. Communicates goals and objectives to employees.	3.00	3.47	+0.47 ▲

Comments:

- She can always be counted on to do what she commits to.
- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- Additional feedback and communication.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
25. Steps away from a situation to process appropriate response.	15	3.67	100.0	33%	67%		
26. Consciously controls own negative emotions in order to keep team morale up.	15	3.40	93.3	7%	47%	47%	
27. Analyzes interpersonal problems instead of reacting to them.	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. Does not allow own emotions to interfere with the performance of others.	15	3.67	100.0	33%	67%		
30. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	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. Steps away from a situation to process appropriate response.	3.76	3.67	-0.10 ▼
26. Consciously controls own negative emotions in order to keep team morale up.	3.53	3.40	-0.13 ▼
27. Analyzes interpersonal problems instead of reacting to them.	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. Does not allow own emotions to interfere with the performance of others.	3.59	3.67	+0.08 ▲
30. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.41	3.33	-0.08 ▼

Comments:

- ___ is a great manager. Very supportive of her staff.
- She is well respected by her peers and it is clear to see why.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- ___ is very reliable, respectful and ethical in her leadership.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.20	86.7	13%	53%	33%	
32. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.40	100.0		60%	40%	
33. Creates a positive vision of the future for the Company.	15	3.20	86.7	13%	53%	33%	
34. Demonstrates consistency between words and actions	15	3.27	93.3	7%	60%	33%	
35. Communicates a vision of where the Company needs to be in the future.	15	3.00	80.0	20%	60%	20%	
36. Develops action plans to align his/her work with the goals of the organization	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
31. Understands the vision of the Company and promotes it ahead of any self-interests.	3.18	3.20	+0.02 ▲
32. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.35	3.40	+0.05 ▲
33. Creates a positive vision of the future for the Company.	3.18	3.20	+0.02 ▲
34. Demonstrates consistency between words and actions	2.88	3.27	+0.38 ▲
35. Communicates a vision of where the Company needs to be in the future.	3.18	3.00	-0.18 ▼
36. Develops action plans to align his/her work with the goals of the organization	3.18	3.20	+0.02 ▲

Comments:

- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- ___ 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.
- She has confidence in leading and making decisions improving rapidly.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!

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?

- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- ___ has been very helpful to me as a new manager this year.
- Positive energy and a team player.

What do you like best about working with this individual?

- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- ___ exemplifies all of the above.
- Confidence, Attitude, Desire to learn.

What do you like least about working with this individual?

- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- ___ is a great manager, committed to each employee in our department.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.

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

- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Works hard to build a team environment.
- Manager engages in all categories described above as marked.

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

- ___'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.
- ___ does an excellent job in her role.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- She seems to be well respected from members of her own team as well.
- Before ___ came into the position it seemed that the department was a dump.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.

Any final comments?

- Manager routinely demonstrates all of the above characteristics, as marked
- ___ 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.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- ___ 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.