

Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

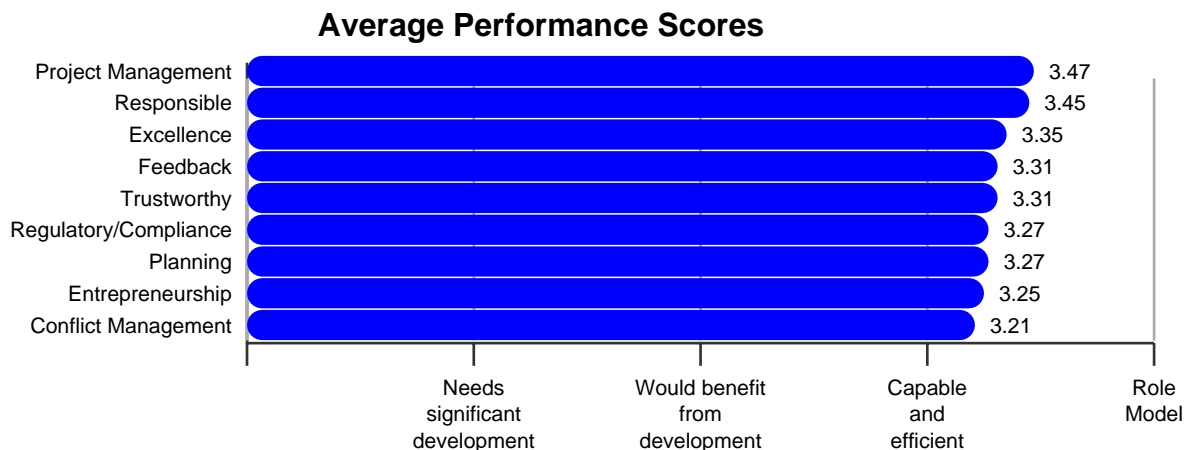
What to Do with Your Feedback

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

Summary

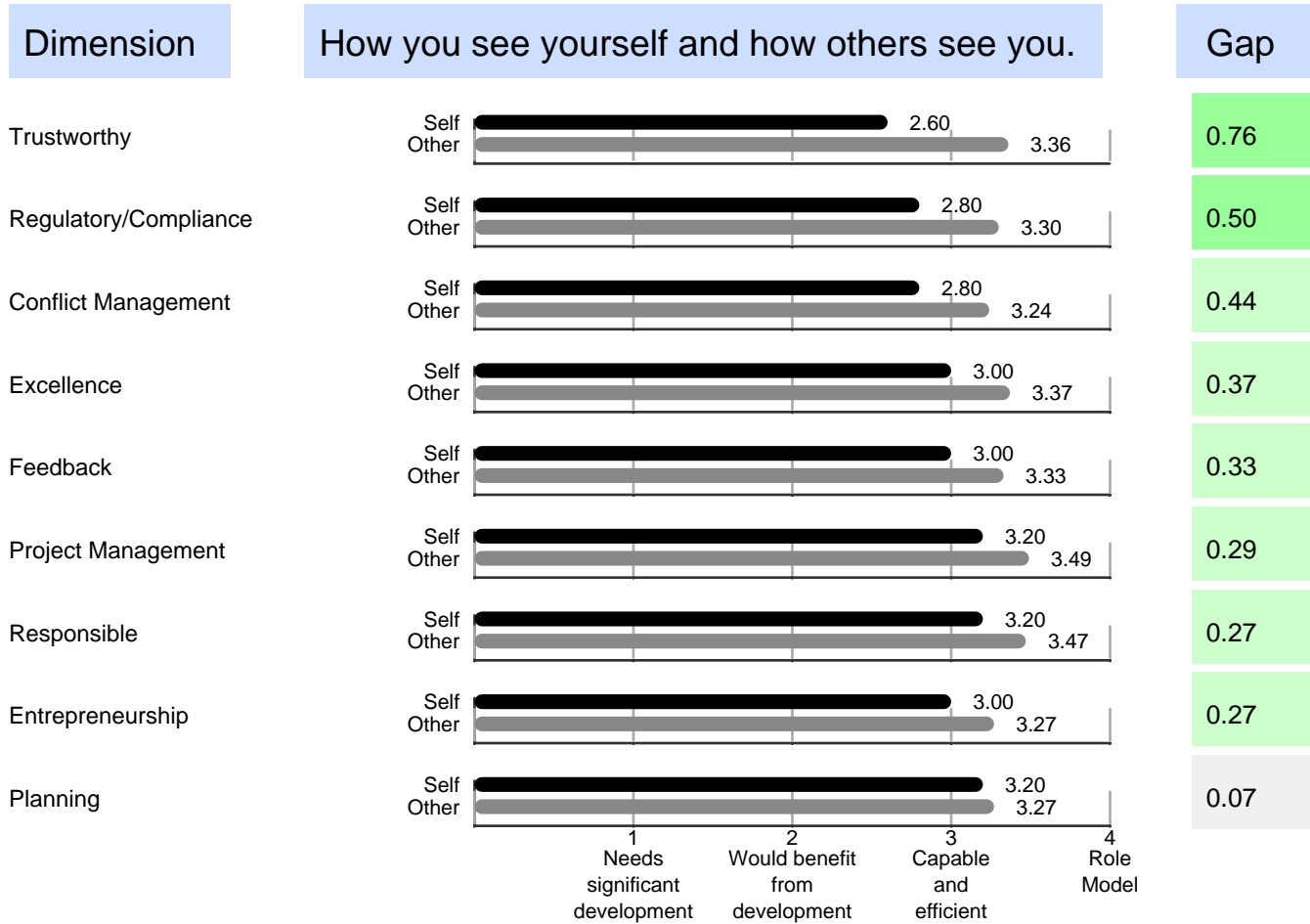
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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



Gap Analysis

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



Project 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
1. Anticipates potential problems and institutes controls and contingency plans to address them.	15	3.20	93.3	7%	67%		27%
2. Maintains costs and expenses within budget limits.	15	3.87	100.0	13%	87%		
3. Develops performance measures for various aspects of the project.	15	3.33	93.3	7%	53%		40%
4. Defines project outcomes based on customer requirements.	15	3.60	93.3	7%	27%	67%	
5. Organizes work and sets priorities as needed.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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

Item	2022	2023	Change
1. Anticipates potential problems and institutes controls and contingency plans to address them.	3.29	3.20	-0.09 ▼
2. Maintains costs and expenses within budget limits.	3.65	3.87	+0.22 ▲
3. Develops performance measures for various aspects of the project.	3.18	3.33	+0.16 ▲
4. Defines project outcomes based on customer requirements.	3.41	3.60	+0.19 ▲
5. Organizes work and sets priorities as needed.	3.24	3.33	+0.10 ▲

Comments:

- _____ is organized and thorough.
- He has great sense of vision and purpose for the division and organization as a whole.
- He is a joy to work for.
- I think _____ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- _____ uses his available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Takes a lot of pride in their work.	15	3.20	93.3	7%	60%	33%	
7. Produces high quality work.	15	3.20	86.7	13%	53%	33%	
8. Can be counted on to add value wherever they are involved.	15	3.40	93.3	7%	47%	47%	
9. Demonstrates the analytical skills to do their job.	15	3.47	93.3	7%	40%	53%	
10. Keeps themselves and others focused on constant improvement.	15	3.47	93.3	7%	40%	53%	

Time Comparisons by Item

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

Item	2022	2023	Change
6. Takes a lot of pride in their work.	3.24	3.20	-0.04 ▼
7. Produces high quality work.	3.41	3.20	-0.21 ▼
8. Can be counted on to add value wherever they are involved.	3.24	3.40	+0.16 ▲
9. Demonstrates the analytical skills to do their job.	3.18	3.47	+0.29 ▲
10. Keeps themselves and others focused on constant improvement.	3.35	3.47	+0.11 ▲

Comments:

- He recognized where I needed help and supported me in making the case to get it.
- He is friendly, courteous, and kind all while being very professional.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- _____ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- _____ is an extremely competent leader and I am enjoying learning by his example.
- _____ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.

Regulatory/Compliance

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Maintains a state of readiness to address new and changing regulations and procedures.	15	3.53	100.0	47%	53%		
12. Maintains compliance with federal, state, and local laws.	15	3.27	100.0	73%	27%		
13. Complies with trade agreements affecting international companies.	15	3.33	100.0	67%	33%		
14. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	15	3.13	86.7	13%	60%	27%	
15. Offers training on various subjects to help ensure employees are aware of regulations.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
11. Maintains a state of readiness to address new and changing regulations and procedures.	3.47	3.53	+0.06 ▲
12. Maintains compliance with federal, state, and local laws.	3.47	3.27	-0.20 ▼
13. Complies with trade agreements affecting international companies.	3.35	3.33	-0.02 ▼
14. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	3.18	3.13	-0.04 ▼
15. Offers training on various subjects to help ensure employees are aware of regulations.	3.00	3.07	+0.07 ▲

Comments:

- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- He has integrity, dependability, and a desire to constantly improve.
- _____ excels at keeping in touch with all aspects of her, and our jobs.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.

Feedback

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Asks others for their ideas and opinions.	15	3.40	93.3	7%	47%	47%	
17. Seeks feedback to enhance performance.	15	3.27	93.3	7%	60%	33%	
18. Is visible and approachable.	14	3.00	92.9	7%	79%	14%	
19. Actively seeks feedback from others.	15	3.47	100.0		53%	47%	
20. Shares past experiences with others as learning opportunities.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2022	2023	Change
16. Asks others for their ideas and opinions.	3.65	3.40	-0.25 ▼
17. Seeks feedback to enhance performance.	3.47	3.27	-0.20 ▼
18. Is visible and approachable.	3.12	3.00	-0.12 ▼
19. Actively seeks feedback from others.	3.59	3.47	-0.12 ▼
20. Shares past experiences with others as learning opportunities.	3.29	3.40	+0.11 ▲

Comments:

- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- _____ always presents himself in the most professional manner.
- As mentioned above, good collaboration.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- I really appreciate and respect _____'s leadership and his ability to perceive issues and intricate insights into working toward solutions.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.

Trustworthy

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Works in a way that makes others want to work with her/him.	15	3.53	100.0	47%	53%		
22. Is trustworthy; is someone I can trust.	15	3.00	80.0	20%	60%	20%	
23. Demonstrates congruence between statements and actions.	15	2.87	80.0	20%	73%	7%	
24. Takes ownership, delivers on commitments	15	3.47	100.0	53%	47%		
25. Demonstrates a sense of responsibility and commitment to public trust.	15	3.67	100.0	33%	67%		

Time Comparisons by Item

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

Item	2022	2023	Change
21. Works in a way that makes others want to work with her/him.	3.35	3.53	+0.18 ▲
22. Is trustworthy; is someone I can trust.	3.00	3.00	
23. Demonstrates congruence between statements and actions.	2.88	2.87	-0.02 ▼
24. Takes ownership, delivers on commitments	3.00	3.47	+0.47 ▲
25. Demonstrates a sense of responsibility and commitment to public trust.	3.76	3.67	-0.10 ▼

Comments:

- He has consistently been a strong advocate for me and my team.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- Provide more clarity. Increase your technical knowledge.
- Expectations are not always clearly communicated/outlined.
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- Uses visual aids to communicate progress to your team.

Responsible

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Responsible for setting the vision of the department.	15	3.40	93.3	7%	47%	47%	
27. Acts as a resource without removing individual responsibility.	15	3.33	93.3	7%	53%	40%	
28. Is a person you can trust.	15	3.53	100.0		47%	53%	
29. Holds herself / himself accountable to goals / objectives	15	3.67	100.0		33%	67%	
30. Sets a good example	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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

Item	2022	2023	Change
26. Responsible for setting the vision of the department.	3.53	3.40	-0.13 ▼
27. Acts as a resource without removing individual responsibility.	3.12	3.33	+0.22 ▲
28. Is a person you can trust.	3.41	3.53	+0.12 ▲
29. Holds herself / himself accountable to goals / objectives	3.59	3.67	+0.08 ▲
30. Sets a good example	3.41	3.33	-0.08 ▼

Comments:

- _____ continues to be a wonderful boss and mentor.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- He tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- I think he is the kind of manager our department has needed and will continue to need.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- Timely follow through.

Conflict Management

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Clearly expresses expectations to others.	15	3.20	86.7	13%	53%	33%	
32. Assists team members by helping them see the other point of view.	15	3.40	100.0		60%	40%	
33. Helps employees to think through alternative ways to resolve conflict situations.	15	3.20	86.7	13%	53%	33%	
34. Identifies and takes steps to prevent potential confrontations.	15	3.27	93.3	7%	60%	33%	
35. Discusses conflict situations with supervisor.	15	3.00	80.0	20%	60%	20%	

Time Comparisons by Item

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

Item	2022	2023	Change
31. Clearly expresses expectations to others.	3.18	3.20	+0.02 ▲
32. Assists team members by helping them see the other point of view.	3.35	3.40	+0.05 ▲
33. Helps employees to think through alternative ways to resolve conflict situations.	3.18	3.20	+0.02 ▲
34. Identifies and takes steps to prevent potential confrontations.	2.88	3.27	+0.38 ▲
35. Discusses conflict situations with supervisor.	3.18	3.00	-0.18 ▼

Comments:

- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- _____ could also improve his ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- Timeliness and accountability of projects.
- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.

Entrepreneurship

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. Exhibits determination and passion in completion of goals.	15	3.20	93.3	7%	67%		27%
37. Balances risks and rewards when making decisions.	15	3.27	93.3	7%	60%		33%
38. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.27	86.7	13%	47%		40%
39. Able to adapt the department to changing business demands and climate.	15	3.13	86.7	13%	60%		27%
40. Finds unique ways to go around barriers to success.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change
36. Exhibits determination and passion in completion of goals.	3.18	3.20	+0.02 ▲
37. Balances risks and rewards when making decisions.	3.35	3.27	-0.09 ▼
38. Devotes a certain amount of time and effort to developing new business opportunities.	3.24	3.27	+0.03 ▲
39. Able to adapt the department to changing business demands and climate.	3.59	3.13	-0.45 ▼
40. Finds unique ways to go around barriers to success.	3.29	3.40	+0.11 ▲

Comments:

- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- Provide regular updates on the progress of work/tasks/projects.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
41. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.33	93.3	7%	53%	40%	
42. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.33	93.3	7%	53%	40%	
43. Makes plans and follows through.	15	3.13	86.7	13%	60%	27%	
44. Anticipates obstacles and ways to overcome them.	15	3.00	86.7	13%	73%	13%	
45. Works in an organized manner	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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

Item	2022	2023	Change
41. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.29	3.33	+0.04 ▲
42. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.41	3.33	-0.08 ▼
43. Makes plans and follows through.	3.35	3.13	-0.22 ▼
44. Anticipates obstacles and ways to overcome them.	3.18	3.00	-0.18 ▼
45. Works in an organized manner	3.35	3.53	+0.18 ▲

Comments:

- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- He is a great teammate.
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- _____ is a great role model and leader. Others could learn from his style.
- He has been a great addition to the company.

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?

- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- Always has the company's best interest at heart.
- Has a "go getter" attitude!
- _____ is a great manager, committed to each employee in our department.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.

What do you like best about working with this individual?

- _____ is highly professional in his everyday work.
- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.

What do you like least about working with this individual?

- He often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- He does not settle- but will continue a search until the right fit is found.
- He is always looking to and listening to the staff for their and needs.
- I like _____, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.

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

- _____ does a great job in supporting and engaging all of his employees.
- _____ has also come down to help our department when we have been very busy and needed help.
- _____ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- _____ has a calm and professional style.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.

- I think that _____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- _____ has also come down to help our department when we have been very busy and needed help.
- Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

Any final comments?

- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- Our department continues to have a very low loss rate.
- He has always encouraged others and provided tools for the employee to do so.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- I honestly cannot think of anything to recommend that would help him to improve at this point.