

Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

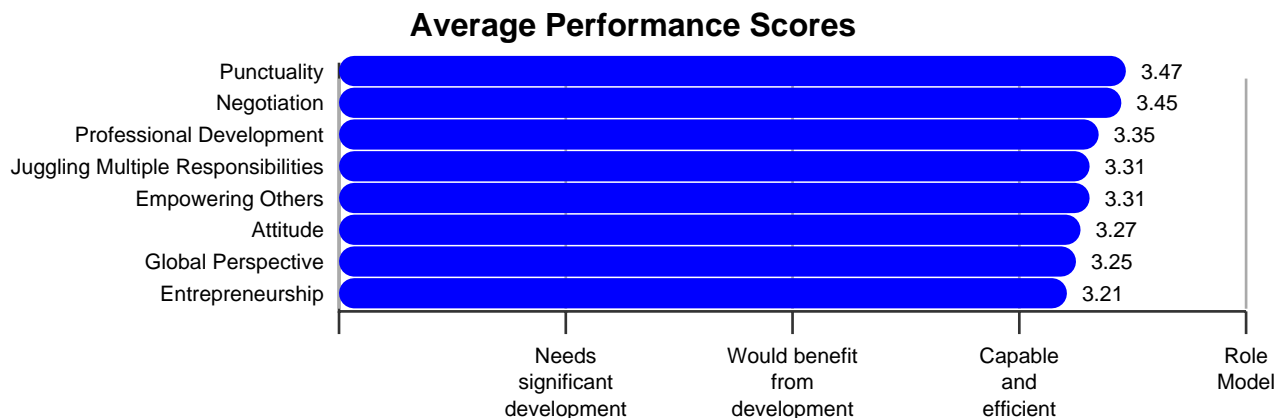
What to Do with Your Feedback

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

Summary

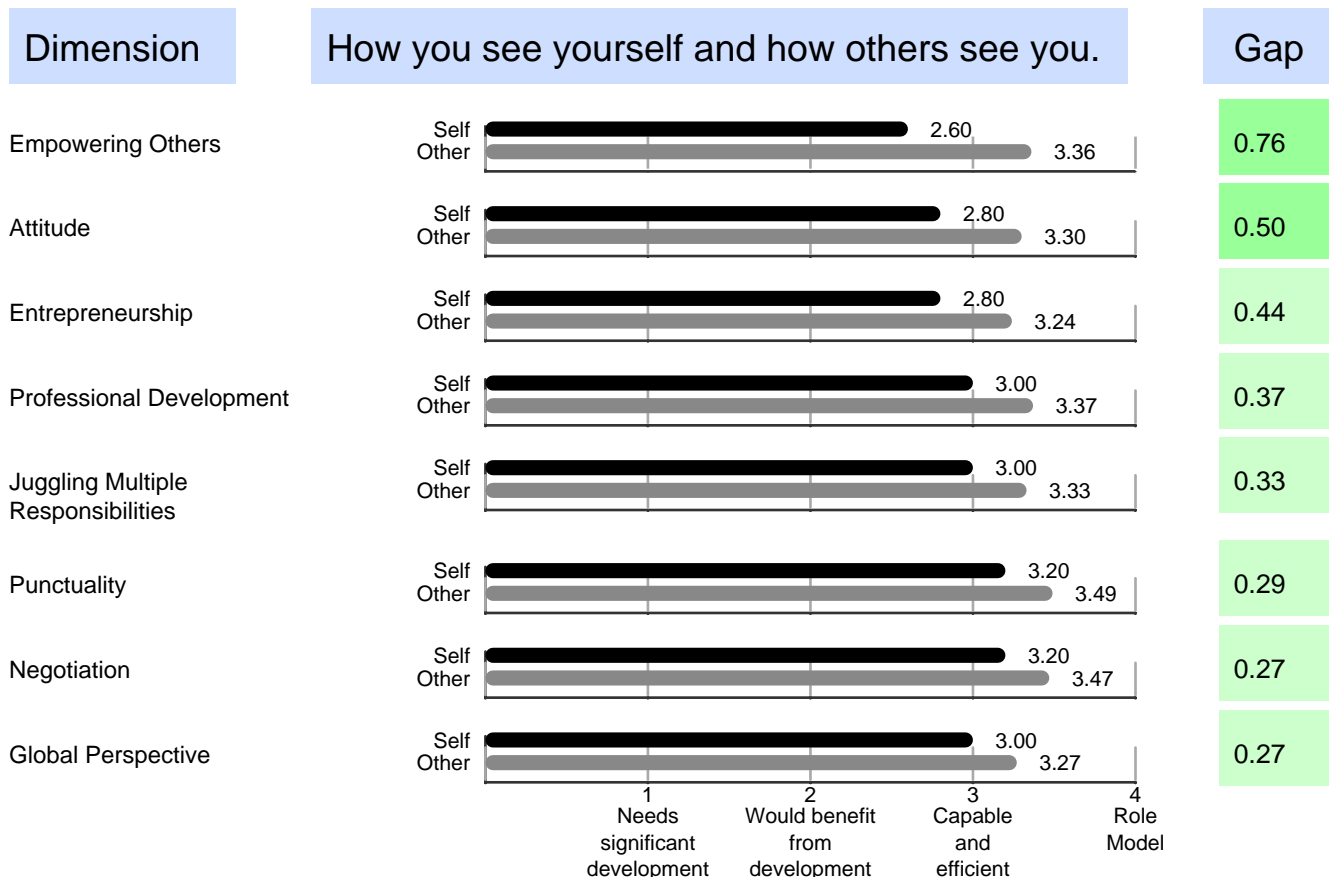
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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



Gap Analysis

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



Punctuality

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. Maintains an efficient schedule of activities.	15	3.20	93.3	7%	67%		27%
2. Responds to requests for information in a timely manner.	15	3.87	100.0	13%	87%		
3. Starts meetings on time.	15	3.33	93.3	7%	53%		40%
4. Conducts appointments at scheduled start time.	15	3.60	93.3	7%	27%	67%	
5. Arrives to meetings on time.	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. Maintains an efficient schedule of activities.	3.29	3.20	-0.09 ▼
2. Responds to requests for information in a timely manner.	3.65	3.87	+0.22 ▲
3. Starts meetings on time.	3.18	3.33	+0.16 ▲
4. Conducts appointments at scheduled start time.	3.41	3.60	+0.19 ▲
5. Arrives to meetings on time.	3.24	3.33	+0.10 ▲

Comments:

- she understands where our opportunities for savings in the employee benefits plan may be.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- She gives you confidence knowing she always has your back.
- ___ takes pride in her department. Her follow through is excellent. ___ leads by example.
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.

Professional Development

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. Quickly acquire and apply new knowledge and skills when needed	15	3.20	93.3	7%	60%		33%
7. Keep themselves up-to-date of technical/professional issues	15	3.20	86.7	13%	53%		33%
8. Seeks opportunities for continuous learning.	15	3.40	93.3	7%	47%		47%
9. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.47	93.3	7%	40%		53%
10. Allows employees to fully participate in employee training and professional development.	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. Quickly acquire and apply new knowledge and skills when needed	3.24	3.20	-0.04 ▼
7. Keep themselves up-to-date of technical/professional issues	3.41	3.20	-0.21 ▼
8. Seeks opportunities for continuous learning.	3.24	3.40	+0.16 ▲
9. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.18	3.47	+0.29 ▲
10. Allows employees to fully participate in employee training and professional development.	3.35	3.47	+0.11 ▲

Comments:

- I have not had any issues with ___ since I have been working for her.
- ___ has been so helpful to me as a new manager.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- ___ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- Sometimes the desired outcomes and expectations are not clearly communicated.

Attitude

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. Treats all people fairly and with respect.	15	3.53	100.0	47%	53%		
12. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.27	100.0	73%	27%		
13. Is gracious and professional in their interactions with others.	15	3.33	100.0	67%	33%		
14. Contributes to a positive work environment.	15	3.13	86.7	13%	60%	27%	
15. Contributes to a positive and fun work environment.	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. Treats all people fairly and with respect.	3.47	3.53	+0.06 ▲
12. Works to eliminate unnecessary work or barriers that get in others' way.	3.47	3.27	-0.20 ▼
13. Is gracious and professional in their interactions with others.	3.35	3.33	-0.02 ▼
14. Contributes to a positive work environment.	3.18	3.13	-0.04 ▼
15. Contributes to a positive and fun work environment.	3.00	3.07	+0.07 ▲

Comments:

- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- ___ is willing to understand how a current process works before wanting to incorporate changes.
- As a leader, I can clearly see that ___ is open to growth as she 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 she gains leadership experience and mentoring.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.

Juggling Multiple Responsibilities

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. Completes multiple tasks simultaneously.	15	3.40	93.3	7%	47%	47%	
17. Coordinates the work of a team by assigning tasks to other team members.	15	3.27	93.3	7%	60%	33%	
18. Switches attention to more urgent tasks when necessary.	14	3.00	92.9	7%	79%	14%	
19. Assesses current capabilities before committing to new requests from customers.	15	3.47	100.0		53%	47%	
20. Organizes tasks for the most efficient order of completion.	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. Completes multiple tasks simultaneously.	3.65	3.40	-0.25 ▼
17. Coordinates the work of a team by assigning tasks to other team members.	3.47	3.27	-0.20 ▼
18. Switches attention to more urgent tasks when necessary.	3.12	3.00	-0.12 ▼
19. Assesses current capabilities before committing to new requests from customers.	3.59	3.47	-0.12 ▼
20. Organizes tasks for the most efficient order of completion.	3.29	3.40	+0.11 ▲

Comments:

- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- ___ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly define outcomes and expectations.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- ___ routinely goes out of her way to make work a more engaging experience.

Empowering Others

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Allows employees to make their own decisions.	15	3.53	100.0	47%	53%		
22. Supports the decisions of others.	15	3.00	80.0	20%	60%	20%	
23. Allows individuals to be responsible for their decisions.	15	2.87	80.0	20%	73%	7%	
24. Assigns tasks that are within the skill levels of employees.	15	3.47	100.0	53%	47%		
25. Expresses confidence in the abilities of others.	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. Allows employees to make their own decisions.	3.35	3.53	+0.18 ▲
22. Supports the decisions of others.	3.00	3.00	
23. Allows individuals to be responsible for their decisions.	2.88	2.87	-0.02 ▼
24. Assigns tasks that are within the skill levels of employees.	3.00	3.47	+0.47 ▲
25. Expresses confidence in the abilities of others.	3.76	3.67	-0.10 ▼

Comments:

- Provides team members with frequent informal feedback.
- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- I truly enjoy working with ___. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- I have found ___ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- Seek and provide critical feedback.

Negotiation

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. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	3.40	93.3	7%	47%	47%	
27. Identifies verbal and nonverbal cues to help interpret actions and messages.	15	3.33	93.3	7%	53%	40%	
28. Able to control their emotional responses and correctly gauge the emotions of others.	15	3.53	100.0		47%	53%	
29. Actively listens to conversations to be able to recall important details later.	15	3.67	100.0	33%		67%	
30. Maintains communication channels between parties in the negotiation.	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. Researches the needs of the other party to identify strengths and weaknesses of positions.	3.53	3.40	-0.13 ▼
27. Identifies verbal and nonverbal cues to help interpret actions and messages.	3.12	3.33	+0.22 ▲
28. Able to control their emotional responses and correctly gauge the emotions of others.	3.41	3.53	+0.12 ▲
29. Actively listens to conversations to be able to recall important details later.	3.59	3.67	+0.08 ▲
30. Maintains communication channels between parties in the negotiation.	3.41	3.33	-0.08 ▼

Comments:

- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- Job performance is excellent. Lucky to have ___ on our team.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- She can ask a question and truly listen to the answer before giving feedback.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.

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
31. Has a strategic awareness on how to promote the organization.	15	3.20	86.7	13%	53%	33%	
32. Is comfortable operating in an environment of uncertainty.	15	3.40	100.0		60%	40%	
33. Can work effectively in an environment of uncertainty.	15	3.20	86.7	13%	53%	33%	
34. Finds unique ways to go around barriers to success.	15	3.27	93.3	7%	60%	33%	
35. Seeks and utilizes mentors to help guide professional development.	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. Has a strategic awareness on how to promote the organization.	3.18	3.20	+0.02 ▲
32. Is comfortable operating in an environment of uncertainty.	3.35	3.40	+0.05 ▲
33. Can work effectively in an environment of uncertainty.	3.18	3.20	+0.02 ▲
34. Finds unique ways to go around barriers to success.	2.88	3.27	+0.38 ▲
35. Seeks and utilizes mentors to help guide professional development.	3.18	3.00	-0.18 ▼

Comments:

- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- She is the only manager in the department to help us when we are short.
- ___ consistently asks how the day is going, if she can help us at all.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- ___ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.

Global Perspective

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. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	3.20	93.3	7%	67%		27%
37. Able to work with others from different cultures and countries.	15	3.27	93.3	7%	60%		33%
38. Facilitates open communication with individuals from other countries.	15	3.27	86.7	13%	47%		40%
39. Sets the example for team on importance of cultural awareness.	15	3.13	86.7	13%	60%		27%
40. Is able to work with individuals having different backgrounds and cultures.	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. Accepts setbacks and challenges in foreign markets as improvement opportunities	3.18	3.20	+0.02 ▲
37. Able to work with others from different cultures and countries.	3.35	3.27	-0.09 ▼
38. Facilitates open communication with individuals from other countries.	3.24	3.27	+0.03 ▲
39. Sets the example for team on importance of cultural awareness.	3.59	3.13	-0.45 ▼
40. Is able to work with individuals having different backgrounds and cultures.	3.29	3.40	+0.11 ▲

Comments:

- She quickly addresses any challenges that may arise.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- Lean on team to help reduce burden and establish clear expectations.

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?

- She is very relatable and I believe it helps with the initial contact with the prospects.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- She is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- She is someone that has proven she can be trusted to do what is right.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- ___ has good knowledge and awareness of the strengths and talents within the organization.

What do you like best about working with this individual?

- ___ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, ___ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- Seek and provide critical feedback.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- She is eager to learn and eager to share knowledge.

What do you like least about working with this individual?

- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- Taking everything into consideration, ___ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- ___ has my back and breaks down the barriers when I let her know that need her support.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.
- I love working with her and hope to continue having her as my supervisor!

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

- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- ___ has been very supportive of me and the Institute.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- There are a lot of great features this system has to offer and ___ has challenges at times.

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

- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- She is a strong leader complemented with sound judgement
- ___ encourages our staff to strive to be the best that we can be.
- Employees were not encouraged to do anything besides come to work.
- I can depend on her with whatever is needed.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.

- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- I honestly cannot think of anything that she could improve on.
- ___ is a great manager and has nothing but the greatest interest for her employees and customers.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.