

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.

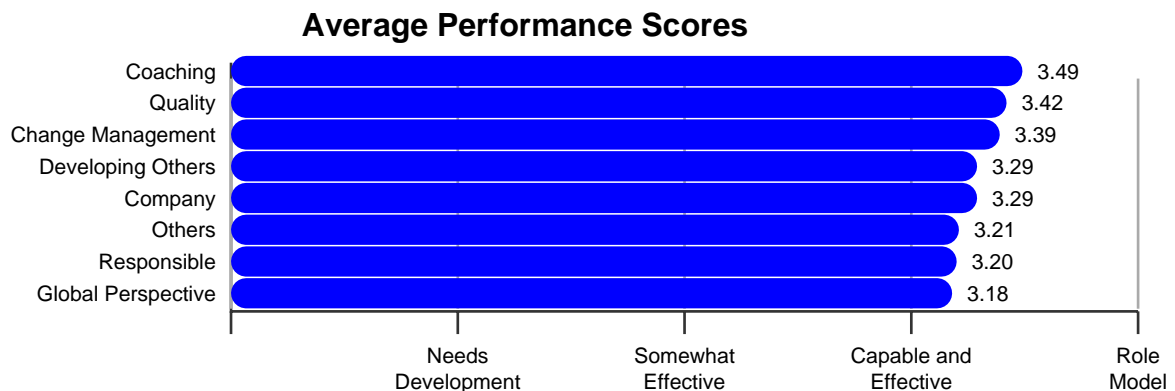
What to Do with Your Feedback

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

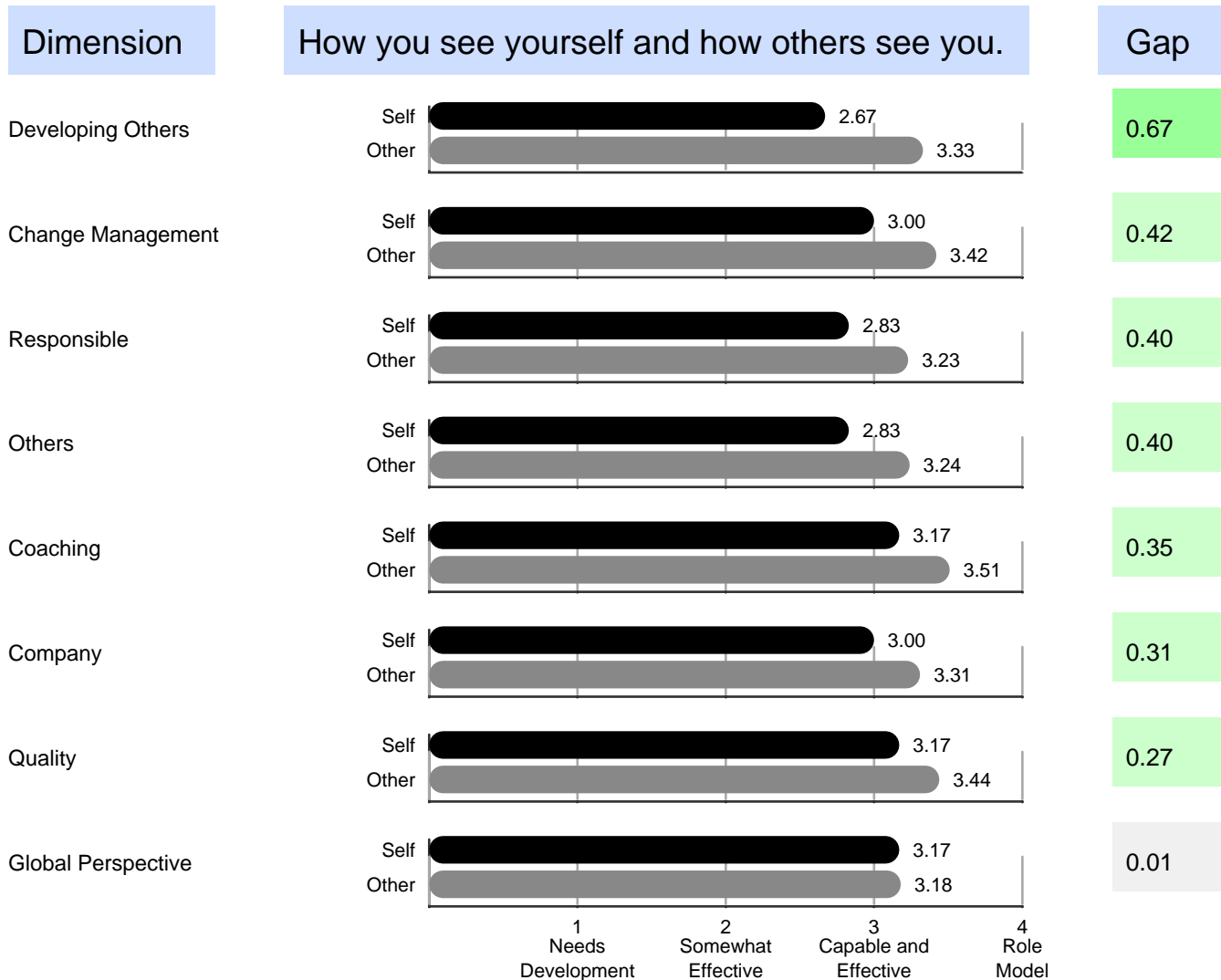
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Quality

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. Corrects issues in a timely manner.	15	3.20	93.3	7%	67%		27%
2. Encourages others to achieve high quality standards.	15	3.87	100.0	13%	87%		
3. Encourages others to produce the highest quality work products.	15	3.33	93.3	7%	53%		40%
4. Encourages employees to produce the best quality products.	15	3.60	93.3	7%	27%	67%	
5. Always strives to produce the highest quality work products.	15	3.33	93.3	7%	53%		40%
6. Analyze what occurred and re-adjusts accordingly when goals are not met.	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. Corrects issues in a timely manner.	3.29	3.20	-0.09 ▼
2. Encourages others to achieve high quality standards.	3.65	3.87	+0.22 ▲
3. Encourages others to produce the highest quality work products.	3.18	3.33	+0.16 ▲
4. Encourages employees to produce the best quality products.	3.41	3.60	+0.19 ▲
5. Always strives to produce the highest quality work products.	3.24	3.33	+0.10 ▲
6. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.24	3.20	-0.04 ▼

Comments:

- ___ has grown and proven herself to be an effective leader in the imaging department.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- I know that ___ cares about me as a total individual not just as a professional.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.

Change 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
7. Effective in dealing with ambiguous and challenging situations.	15	3.20	86.7	13%	53%	33%	
8. Supports new initiatives for organizational changes to improve effectiveness.	15	3.40	93.3	7%	47%	47%	
9. Assists others in understanding changes to the organization.	15	3.47	93.3	7%	40%	53%	
10. Works cooperatively with others to implement changes.	15	3.47	93.3	7%	40%	53%	
11. Addresses organizational and departmental resistance to changes.	15	3.53	100.0		47%	53%	
12. Supports the Company's efforts to implement changes.	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. Effective in dealing with ambiguous and challenging situations.	3.41	3.20	-0.21 ▼
8. Supports new initiatives for organizational changes to improve effectiveness.	3.24	3.40	+0.16 ▲
9. Assists others in understanding changes to the organization.	3.18	3.47	+0.29 ▲
10. Works cooperatively with others to implement changes.	3.35	3.47	+0.11 ▲
11. Addresses organizational and departmental resistance to changes.	3.47	3.53	+0.06 ▲
12. Supports the Company's efforts to implement changes.	3.47	3.27	-0.20 ▼

Comments:

- I can depend on her with whatever is needed.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- She values our feedback and takes our recommendations seriously.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
13. Acts as a resource without removing individual responsibility.	15	3.33	100.0		67%		33%
14. ...takes personal responsibility for results.	15	3.13	86.7	13%	60%		27%
15. Works in a way that makes others want to work with her/him.	15	3.07	80.0	20%	53%		27%
16. Sets a good example	15	3.40	93.3	7%	47%		47%
17. Sets high personal standards of performance.	15	3.27	93.3	7%	60%		33%
18. Completes assigned work tasks.	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. Acts as a resource without removing individual responsibility.	3.35	3.33	-0.02 ▼
14. ...takes personal responsibility for results.	3.18	3.13	-0.04 ▼
15. Works in a way that makes others want to work with her/him.	3.00	3.07	+0.07 ▲
16. Sets a good example	3.65	3.40	-0.25 ▼
17. Sets high personal standards of performance.	3.47	3.27	-0.20 ▼
18. Completes assigned work tasks.	3.12	3.00	-0.12 ▼

Comments:

- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- It is often difficult to contact ___ and email communication may take a long period for a reply.
- Always has the company's best interest at heart.
- She provided coaching and support to improve this individual's performance.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.

Developing 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
19. Supports the successes of other employees.	15	3.47	100.0		53%	47%	
20. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.40	93.3	7%	47%	47%	
21. Assesses employees' developmental needs.	15	3.53	100.0		47%	53%	
22. Encourages employees through recognition of positive changes in behavior.	15	3.00	80.0	20%	60%	20%	
23. Recognizes and celebrates accomplishments of others.	15	2.87	80.0	20%	73%	7%	
24. Tries to ensure employees are ready to move to the next level.	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. Supports the successes of other employees.	3.59	3.47	-0.12 ▼
20. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.29	3.40	+0.11 ▲
21. Assesses employees' developmental needs.	3.35	3.53	+0.18 ▲
22. Encourages employees through recognition of positive changes in behavior.	3.00	3.00	
23. Recognizes and celebrates accomplishments of others.	2.88	2.87	-0.02 ▼
24. Tries to ensure employees are ready to move to the next level.	3.00	3.47	+0.47 ▲

Comments:

- She presents a clear picture of where the department is now and where we need to be headed.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- She offers up ideas of how I could have handled something differently in a constructive manner.
- She seems to be well respected from members of her own team as well.
- ___ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- I think ___ is doing to great job! The learning curve is steep and she is growing to meet the challenge.

Coaching

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. Helps employees to understand responsibilities, authority, and expectations.	15	3.67	100.0	33%	67%		
26. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.40	93.3	7%	47%	47%	
27. Develops the skills and capabilities of others.	15	3.33	93.3	7%	53%	40%	
28. Addresses employee behavior problems effectively.	15	3.53	100.0	47%	53%		
29. Provides clear, motivating, and constructive feedback.	15	3.67	100.0	33%	67%		
30. Meets regularly with employees to coach them on areas that will enhance their performance	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. Helps employees to understand responsibilities, authority, and expectations.	3.76	3.67	-0.10 ▼
26. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.53	3.40	-0.13 ▼
27. Develops the skills and capabilities of others.	3.12	3.33	+0.22 ▲
28. Addresses employee behavior problems effectively.	3.41	3.53	+0.12 ▲
29. Provides clear, motivating, and constructive feedback.	3.59	3.67	+0.08 ▲
30. Meets regularly with employees to coach them on areas that will enhance their performance	3.41	3.33	-0.08 ▼

Comments:

- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- 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.
- ___ has a strong work ethic and is consistently working with the mindset that customers come first.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Works across boundaries within the organization.	15	3.20	86.7	13%	53%	33%	
32. Helpful	15	3.40	100.0		60%	40%	
33. Respects the opinions of other employees.	15	3.20	86.7	13%	53%	33%	
34. Includes others in the decision making processes.	15	3.27	93.3	7%	60%	33%	
35. Works effectively with people from other departments.	15	3.00	80.0	20%	60%	20%	
36. Able to see issues from others' perspectives.	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. Works across boundaries within the organization.	3.18	3.20	+0.02 ▲
32. Helpful	3.35	3.40	+0.05 ▲
33. Respects the opinions of other employees.	3.18	3.20	+0.02 ▲
34. Includes others in the decision making processes.	2.88	3.27	+0.38 ▲
35. Works effectively with people from other departments.	3.18	3.00	-0.18 ▼
36. Able to see issues from others' perspectives.	3.18	3.20	+0.02 ▲

Comments:

- Constantly working on improving the customer experience.
- Demonstrates an ability to remain focused on outcomes.
- ___ continues to be a wonderful boss and mentor.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- Provide more frequent development feedback.

Company

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
37. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.27	93.3	7%	60%		33%
38. Follows existing procedures and processes.	15	3.27	86.7	13%	47%		40%
39. Understands the use of [Company] products and services.	15	3.13	86.7	13%	60%		27%
40. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.40	93.3	7%	47%		47%
41. Attends [Company] gatherings and social events.	15	3.33	93.3	7%	53%		40%
42. Understands the "basics" as to how [Company] functions/operates.	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
37. Understands how decisions impact other business units beyond their immediate department of work group.	3.35	3.27	-0.09 ▼
38. Follows existing procedures and processes.	3.24	3.27	+0.03 ▲
39. Understands the use of [Company] products and services.	3.59	3.13	-0.45 ▼
40. Expresses loyalty and dedication to [Company] in interactions with others.	3.29	3.40	+0.11 ▲
41. Attends [Company] gatherings and social events.	3.29	3.33	+0.04 ▲
42. Understands the "basics" as to how [Company] functions/operates.	3.41	3.33	-0.08 ▼

Comments:

- Look up collaboration and you'll find ___'s picture beside the word.
- She is well respected.
- 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.
- ___ exemplifies all of these qualities.
- She is also very enthusiastic and energetic.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
43. Attends training seminars and conferences to increase skills in working with others globally.	15	3.13	86.7	13%	60%	27%	
44. Aligns personal vision with global strategies.	15	3.00	86.7	13%	73%	13%	
45. Communicates effectively on a multi-lingual basis.	15	3.53	100.0		47%	53%	
46. Able to work with others from different cultures and countries.	15	3.00	86.7	13%	73%	13%	
47. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	3.20	93.3	7%	60%	33%	
48. Works well with others from different cultural backgrounds.	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
43. Attends training seminars and conferences to increase skills in working with others globally.	3.35	3.13	-0.22 ▼
44. Aligns personal vision with global strategies.	3.18	3.00	-0.18 ▼
45. Communicates effectively on a multi-lingual basis.	3.35	3.53	+0.18 ▲
46. Able to work with others from different cultures and countries.	3.24	3.00	-0.24 ▼
47. Accepts setbacks and challenges in foreign markets as improvement opportunities	3.00	3.20	+0.20 ▲
48. Works well with others from different cultural backgrounds.	3.18	3.20	+0.02 ▲

Comments:

- She is an advocate for [CompanyName].
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- ___'s dedication and leadership in the management development program is evident.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.

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?

- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- She is continually looking for ways to improve our service to our customers.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- ___ does an excellent job in her role.
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.

What do you like best about working with this individual?

- It shows that ___ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- ___, more than most, takes what we've learned and implements changes.
- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].

What do you like least about working with this individual?

- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.

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

- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- ___ 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.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- She is very relatable and I believe it helps with the initial contact with the prospects.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.

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

- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- ___ is very professional in dealing with her peers and the staff.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- She strives to be an effective and available leader.
- ___ encourages our staff to strive to be the best that we can be.

Any final comments?

- ___ is so attentive to the needs of our department and to the needs of individuals.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- She communicates clearly, and is always willing to listen attentively.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.