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.
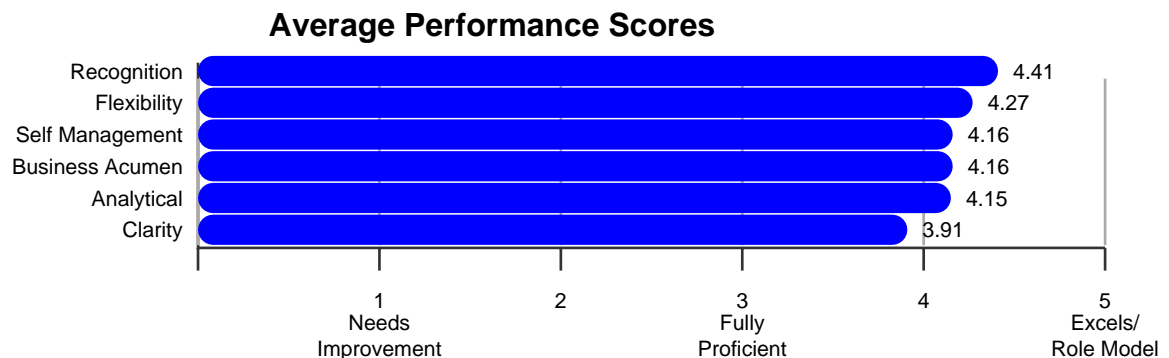
What to Do with Your Feedback

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.

Average Performance Scores

Dimension	Score
Recognition	4.41
Flexibility	4.27
Self Management	4.16
Business Acumen	4.16
Analytical	4.15
Clarity	3.91

Scale:
1 — Needs Improvement
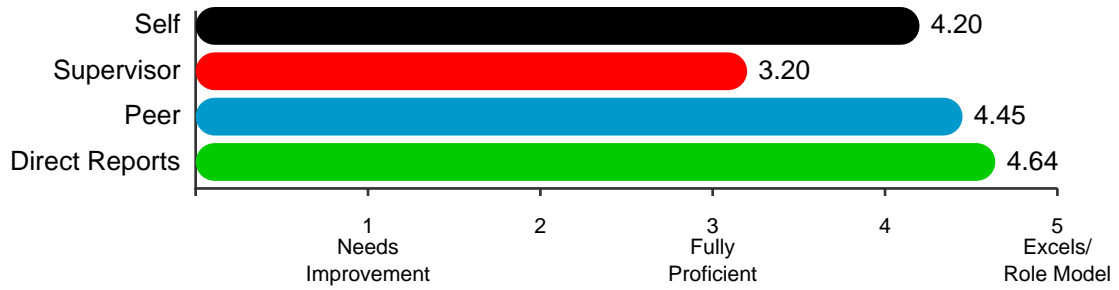3 — Fully Proficient
5 — Excels/ Role Model

Gap Analysis

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

Dimension	How you see yourself and how others see you.	Gap
Self Management	Self 3.80 / Other 4.19	0.39
Clarity	Self 3.60 / Other 3.93	0.33
Flexibility	Self 4.00 / Other 4.29	0.29
Recognition	Self 4.20 / Other 4.43	0.23
Analytical	Self 4.00 / Other 4.16	0.16
Business Acumen	Self 4.20 / Other 4.16	0.04

1 Needs Improvement   2   3 Fully Proficient   4   5 Excels/ Role Model

Recognition

Summary Scores

Self		4.20
Supervisor		3.20
Peer		4.45
Direct Reports		4.64

1 Needs Improvement 2 3 Fully Proficient 4 5 Excels/ Role Model

1. Is sincerely interested in the suggestions of co-workers

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.20

2. Compliments other people when they do good work

Self	5.00
Supervisor	4.00
Peer	4.88
Direct Reports	5.00

3. Finds opportunities to recognize others.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.80

4. Reinforces and rewards employees for accomplishing necessary goals.

Self	4.00
Supervisor	3.00
Peer	4.50
Direct Reports	4.60

5. Readily shares credit and gives others opportunity for visibility.

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.60

1 2 3 4 5
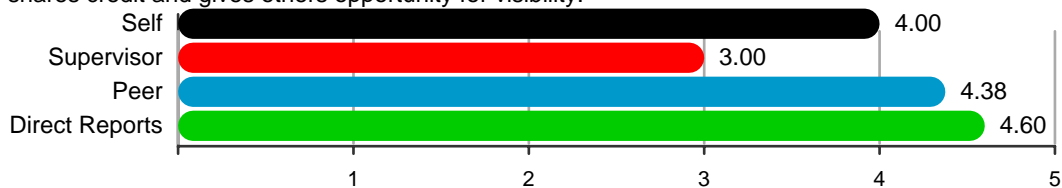
Level of Skill

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 Improvement) to green (Excels/ Role Model).
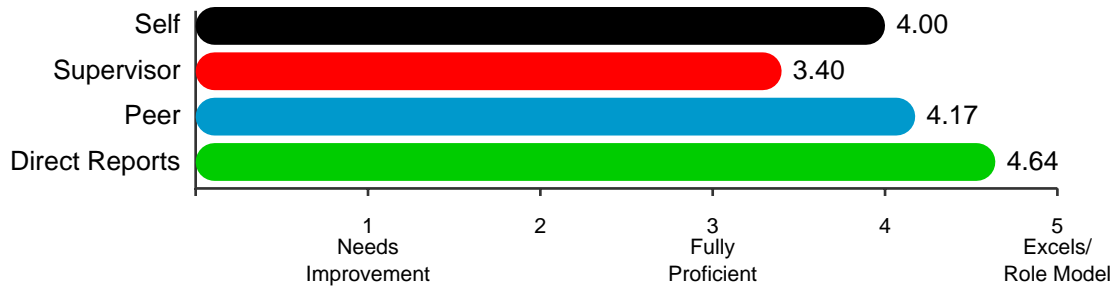
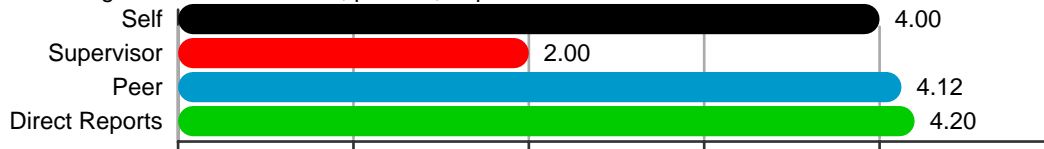| Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
1. Is sincerely interested in the suggestions of co-workers	15	4.20	93.3	7%	67%		27%
2. Compliments other people when they do good work	15	4.87	100.0	13%	87%		
3. Finds opportunities to recognize others.	15	4.27	93.3	7%	60%		33%
4. Reinforces and rewards employees for accomplishing necessary goals.	15	4.40	86.7	13%	33%	53%	
5. Readily shares credit and gives others opportunity for visibility.	15	4.33	93.3	7%	53%		40%

Comments:
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- Stay focused more on the agenda for meetings.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- He is always looking to and listening to the staff for their and needs.

Flexibility

Summary Scores

	Score
Self	4.00
Supervisor	3.40
Peer	4.17
Direct Reports	4.64

1 — Needs Improvement   2   3 — Fully Proficient   4   5 — Excels/ Role Model

6. Adapts to new organizational structures, policies, or procedures.

	Score
Self	4.00
Supervisor	2.00
Peer	4.12
Direct Reports	4.20

7. Acts decisively in frequently changing and uncertain environment.

	Score
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.40

8. Is open to alternative ways to accomplish goals

	Score
Self	4.00
Supervisor	5.00
Peer	4.12
Direct Reports	4.60

9. Adapts to circumstances as needed.

	Score
Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	5.00

10. Identifies new opportunities to achieve goals

	Score
Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	5.00
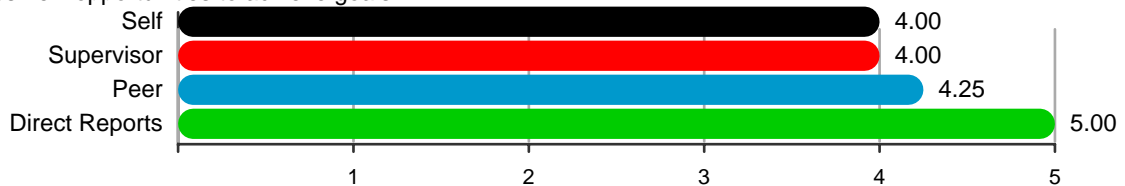
Level of Skill

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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Adapts to new organizational structures, policies, or procedures.	15	4.00	80.0	7%	13%	53%		27%
7. Acts decisively in frequently changing and uncertain environment.	15	4.07	80.0		20%	53%		27%
8. Is open to alternative ways to accomplish goals	15	4.33	93.3	7%	47%		47%	
9. Adapts to circumstances as needed.	15	4.47	93.3	7%	40%		53%	
10. Identifies new opportunities to achieve goals	15	4.47	93.3	7%	40%		53%	

Comments:

- _____ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- _____ established an environment in which teamwork and creativity flourished.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- He walks the walk and talks the talk.
- _____ is an experienced, skilled leader.   He maintains focus on goals and core values in the most challenging situations.   His extensive experience in operations has been a huge asset for the department.   He has been a wonderful teacher for members of the team who lack management experience.

Self Management

Summary Scores
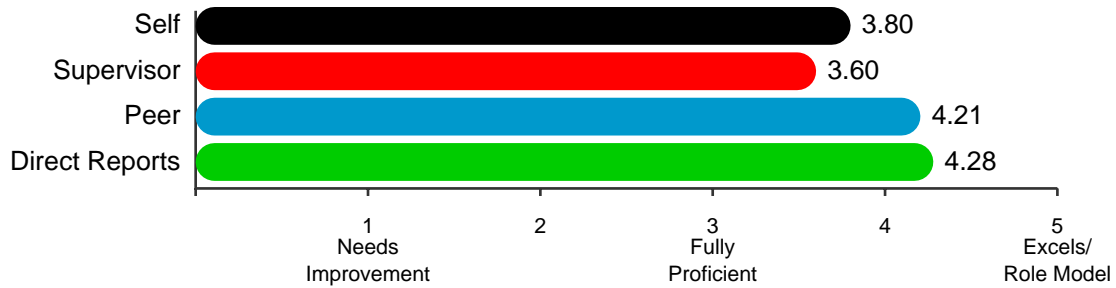
11. Uses patience and self-control in working with customers and associates.

12. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.
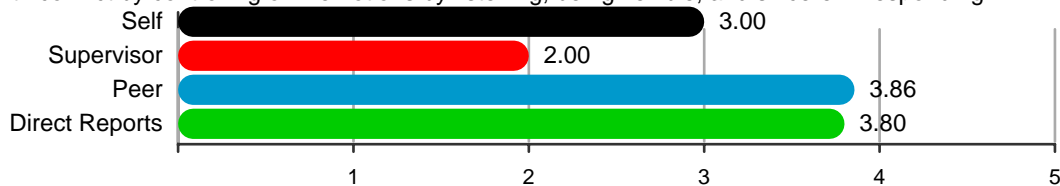

13. Consciously controls own negative emotions in order to keep team morale up.

14. Steps away from a situation to process appropriate response.

15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.

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 Improvement) to green (Excels/ Role Model).
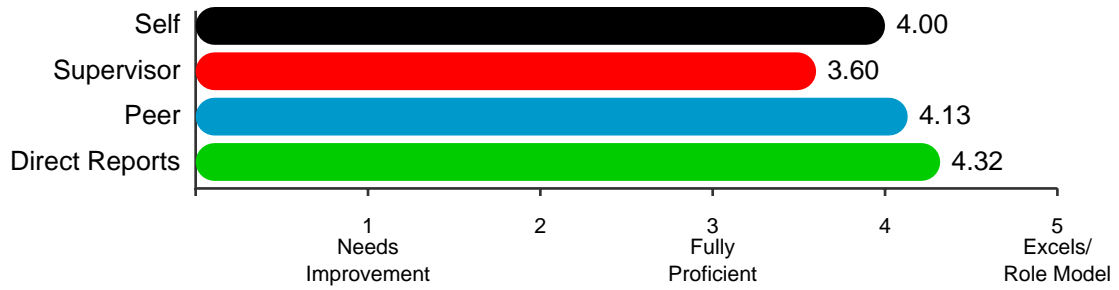
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Uses patience and self-control in working with customers and associates.	15	4.60	100.0		40%		60%	
12. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.27	100.0		73%			27%
13. Consciously controls own negative emotions in order to keep team morale up.	15	4.33	100.0		67%			33%
14. Steps away from a situation to process appropriate response.	15	3.93	73.3	27%		53%		20%
15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	14	3.64	57.1	14%	29%	36%		21%

Comments:
- He identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside his immediate resources.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- He is also very enthusiastic and energetic.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.

Analytical

Summary Scores

Self	4.00
Supervisor	3.60
Peer	4.13
Direct Reports	4.32

1 — Needs Improvement
3 — Fully Proficient
5 — Excels/ Role Model

16. Analyzes data and information from several sources and arrives at logical conclusions.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	5.00

17. Identifies opportunities for progress and innovation.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.20

18. Balances risks and costs with the rewards and probabilities of success when decisions.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.20

19. Prioritizes various actions to be taken when solving a problem.

Self	4.00
Supervisor	4.00
Peer	4.43
Direct Reports	3.80

20. Uses appropriate techniques to solve problems.

Self	4.00
Supervisor	3.00
Peer	3.88
Direct Reports	4.40
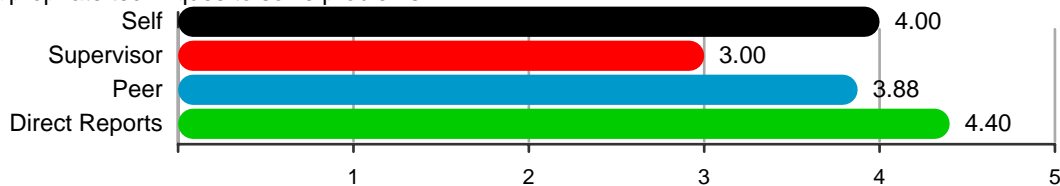
Level of Skill

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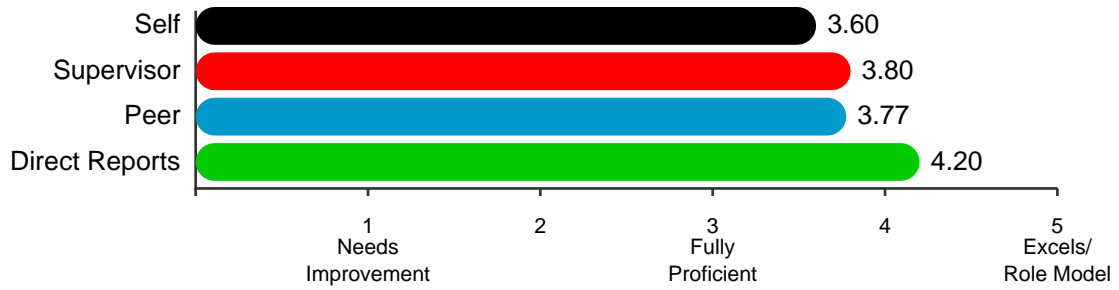
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Analyzes data and information from several sources and arrives at logical conclusions.	15	4.33	86.7	13%	40%		47%
17. Identifies opportunities for progress and innovation.	15	4.27	93.3	7%	60%		33%
18. Balances risks and costs with the rewards and probabilities of success when decisions.	14	4.00	92.9	7%	86%		7%
19. Prioritizes various actions to be taken when solving a problem.	14	4.14	85.7	7% 7%	50%		36%
20. Uses appropriate techniques to solve problems.	15	4.00	66.7	7% 27%	27%		40%

Comments:

- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- _____ 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 he has maintained an open line of communication and remained available to staff who have voiced concerns.
- He make sure the team effort not only succeed on paper.
- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- He always responds in a timely manner and stays organized.

Clarity

Summary Scores

	Score
Self	3.60
Supervisor	3.80
Peer	3.77
Direct Reports	4.20

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         1            2            3            4            5
      Needs                     Fully                   Excels/
    Improvement               Proficient              Role Model
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21. Provides a clear vision for the future.

	Score
Self	4.00
Supervisor	5.00
Peer	3.50
Direct Reports	4.60

22. Uses appropriate grammar and tense in communications.

	Score
Self	3.00
Supervisor	3.00
Peer	3.75
Direct Reports	3.20

23. Adjusts communication methods to the needs of the audience.

	Score
Self	3.00
Supervisor	3.00
Peer	3.38
Direct Reports	4.20

24. Checks details thoroughly.

	Score
Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.20

25. Avoids creating ambiguity or mixed messages.

	Score
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.80

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         1            2            3            4            5
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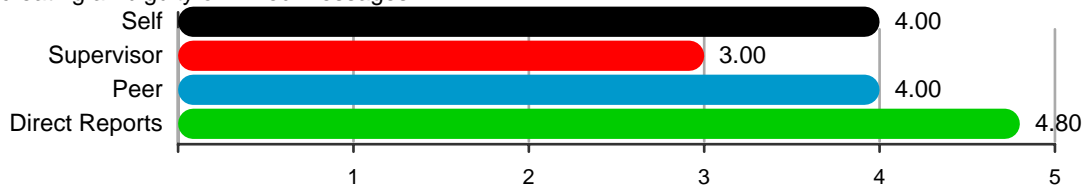
Level of Skill

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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Provides a clear vision for the future.	15	4.00	66.7	13%	20%	20%	47%
22. Uses appropriate grammar and tense in communications.	15	3.47	53.3	13%	33%	47%	7%
23. Adjusts communication methods to the needs of the audience.	15	3.60	66.7	13%	20%	60%	7%
24. Checks details thoroughly.	15	4.27	86.7	7%	7%	40%	47%
25. Avoids creating ambiguity or mixed messages.	15	4.20	80.0	7%	13%	33%	47%

Comments:
- _____ does not beat around the bush nor does he have hidden agendas.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- I have seen improvement and will try to encourage even more growth.
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- 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.
- He is strong and firm in his decisions, but involves his entire team in those decisions.
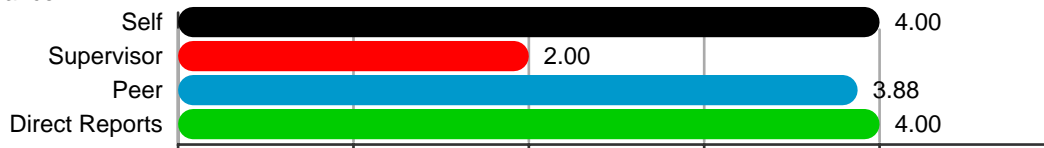
Business Acumen

Summary Scores
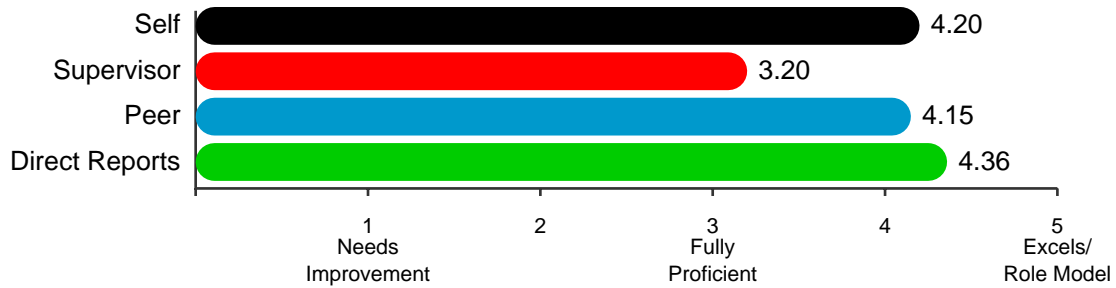
26. Exhibits behavior that is consistent with the vision, mission, and core values of the organization
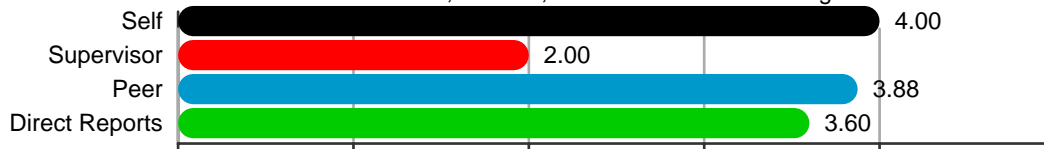
27. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance
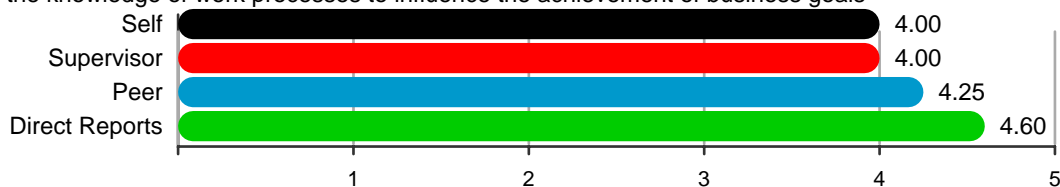

28. Considers impact of actions on other areas of the organization.

29. Able to align resources to meet the business needs of the company.

30. Applies the knowledge of work processes to influence the achievement of business goals

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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.67	66.7	20%	13%	47%	20%
27. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.80	73.3	20%	7%	47%	27%
28. Considers impact of actions on other areas of the organization.	15	4.33	86.7	13%		40%	47%
29. Able to align resources to meet the business needs of the company.	15	4.67	100.0			33%	67%
30. Applies the knowledge of work processes to influence the achievement of business goals	15	4.33	100.0			67%	33%

Comments:
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- _____ is a very clear communicator.   He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals.   He engages his team in decisions and also encourages cross departmental communication.
- Is encouraging to other leaders and offers feedback as appropriate.   Great to work with.

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?

- Is a fantastic source of feedback and growth development.
- _____ is always professional and demonstrates integrity in his daily work.   He is consistently respectful and values other members of the team.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me.   If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me.   I find this to be very valuable.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.

What do you like best about working with this individual?

- Very approachable.   Listens to problems and always willing to assist in coming up with solutions.
- _____ is a pleasure to work with.
- He is a strong leader complemented with sound judgement
- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- _____ is great…He provides valuable insight/opinion when asked and easily makes decisions.
- he is open and willing to share his vision for the team.

What do you like least about working with this individual?

- He knows what his customers needs and seeks to find the best individual to fill those roles.
- He makes me feel like an important and valued team member.
- He is a real advocate for the customers. Excellent department and computer skills
- Team-oriented and goal focused.   Shows continuous desire for improvement.
- Knowledge, experience, and the will to help when help is needed.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.

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

- He is a fantastic resource.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- He has great sense of vision and purpose for the division and organization as a whole.

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

- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- Ithink _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- He has never said he was to busy for me or stated come back later. I think [CompanyName] is very lucky to have his as   a manager.
- Improve communication delivery. Acknowledge what others are saying.
- _____ is a hands on leader in our program.

Any final comments?

- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- _____ is a respected leader and peer.   He manages his unit well and his staff appear to high regard for him as their leader.
- He is a real advocate for the customers. Excellent department and computer skills
- He is, quite simply, the best boss I've ever had.
- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.