



---

Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

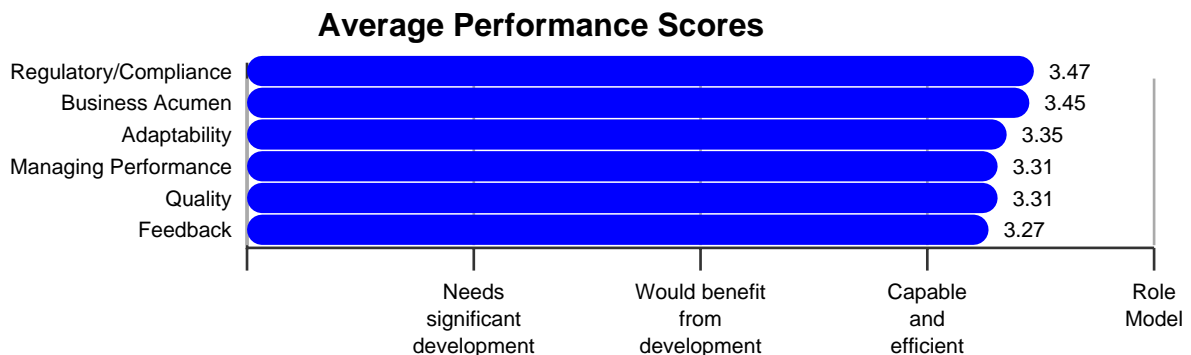
## What to Do with Your Feedback

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

# Summary

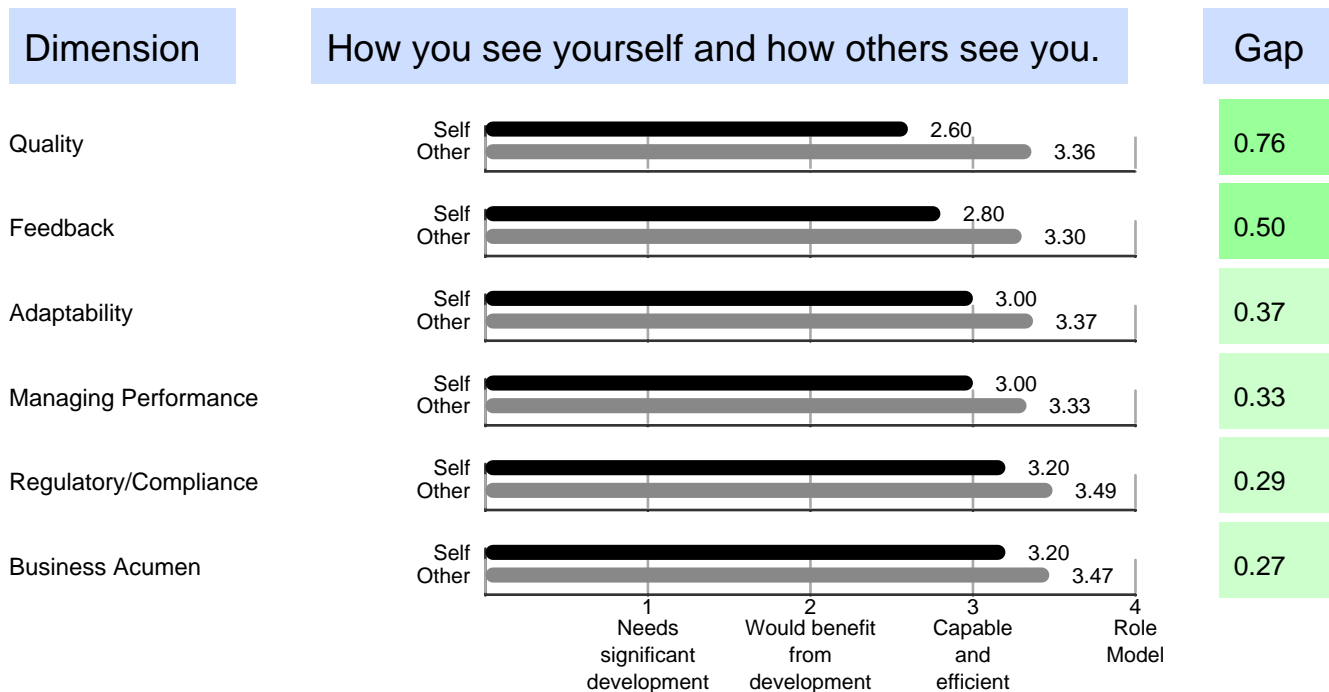
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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



# Gap Analysis

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



## 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
1. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	15	3.20	93.3	7%	67%		27%
2. Is professional and courteous in interactions with auditors and regulators.	15	3.87	100.0	13%	87%		
3. Offers training on various subjects to help ensure employees are aware of regulations.	15	3.33	93.3	7%	53%		40%
4. Implements regulatory changes in a timely manner.	15	3.60	93.3	7%	27%	67%	
5. Knows who to contact at various regulatory agencies if 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. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	3.29	3.20	-0.09 ▼
2. Is professional and courteous in interactions with auditors and regulators.	3.65	3.87	+0.22 ▲
3. Offers training on various subjects to help ensure employees are aware of regulations.	3.18	3.33	+0.16 ▲
4. Implements regulatory changes in a timely manner.	3.41	3.60	+0.19 ▲
5. Knows who to contact at various regulatory agencies if needed.	3.24	3.33	+0.10 ▲

### Comments:

- She has a vast storehouse of knowledge about the facility and our policies.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- I admire \_\_\_'s decision making skills when it comes to hiring new employees for our department.
- She uses the strengths of everyone around her to get the best solutions possible.
- \_\_\_ 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.
- I think staff would respect \_\_\_ more as a leader in the department if she would adhere to meeting deadlines and be respective of the amount of staff time required to keep bugging her to finish something.

## Adaptability

### 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. Is proactive and takes steps to prepare for changes in the workplace.	15	3.20	93.3	7%	60%		33%
7. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.20	86.7	13%	53%		33%
8. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.40	93.3	7%	47%		47%
9. Is flexible and open minded in dealing with others.	15	3.47	93.3	7%	40%		53%
10. Able to work effectively with new people and new teams.	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. Is proactive and takes steps to prepare for changes in the workplace.	3.24	3.20	-0.04 ▼
7. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.41	3.20	-0.21 ▼
8. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.24	3.40	+0.16 ▲
9. Is flexible and open minded in dealing with others.	3.18	3.47	+0.29 ▲
10. Able to work effectively with new people and new teams.	3.35	3.47	+0.11 ▲

#### Comments:

- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- I am always impressed by \_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- \_\_\_ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- \_\_\_'s style of leading a team is both refreshing and different than what I have experienced in the past.
- \_\_\_ has made good judgements in hiring top notch employees.

## 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
11. Shares past experiences with others as learning opportunities.	15	3.53	100.0	47%	53%		
12. Accepts the views of others.	15	3.27	100.0	73%	27%		
13. Is easy to approach with ideas and opinions.	15	3.33	100.0	67%	33%		
14. Considers other's opinion and suggestions.	15	3.13	86.7	13%	60%	27%	
15. Actively seeks feedback from others.	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. Shares past experiences with others as learning opportunities.	3.47	3.53	+0.06 ▲
12. Accepts the views of others.	3.47	3.27	-0.20 ▼
13. Is easy to approach with ideas and opinions.	3.35	3.33	-0.02 ▼
14. Considers other's opinion and suggestions.	3.18	3.13	-0.04 ▼
15. Actively seeks feedback from others.	3.00	3.07	+0.07 ▲

#### Comments:

- I like that she challenges me.
- \_\_\_ is the best employee the department has employed.
- Everyone who works with \_\_\_ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- \_\_\_'s department has changed considerably over the last year, yet she still managed to serve her customers.
- 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.
- \_\_\_ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.

## Managing Performance

### 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. Sets specific and measurable goals for others and follows through to completion.	15	3.40	93.3	7%	47%	47%	
17. Routinely holds audits of performance on a weekly or monthly basis.	15	3.27	93.3	7%	60%	33%	
18. Ensures that team goals are met 85 percent of the time.	14	3.00	92.9	7%	79%	14%	
19. Acknowledges employee contributions that support the bottom line.	15	3.47	100.0		53%	47%	
20. Sets long and short term goals.	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. Sets specific and measurable goals for others and follows through to completion.	3.65	3.40	-0.25 ▼
17. Routinely holds audits of performance on a weekly or monthly basis.	3.47	3.27	-0.20 ▼
18. Ensures that team goals are met 85 percent of the time.	3.12	3.00	-0.12 ▼
19. Acknowledges employee contributions that support the bottom line.	3.59	3.47	-0.12 ▼
20. Sets long and short term goals.	3.29	3.40	+0.11 ▲

### Comments:

- She makes me feel like an important and valued team member.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- \_\_\_ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- \_\_\_ teams with others to improve communication and process.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- \_\_\_ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.

## 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Encourages others to produce the highest quality work products.	15	3.53	100.0	47%	53%		
22. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.00	80.0	20%	60%	20%	
23. Corrects issues in a timely manner.	15	2.87	80.0	20%	73%	7%	
24. Encourages others to achieve high quality standards.	15	3.47	100.0	53%	47%		
25. Holds employees accountable for their quality of work.	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. Encourages others to produce the highest quality work products.	3.35	3.53	+0.18 ▲
22. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.00	3.00	
23. Corrects issues in a timely manner.	2.88	2.87	-0.02 ▼
24. Encourages others to achieve high quality standards.	3.00	3.47	+0.47 ▲
25. Holds employees accountable for their quality of work.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_ is a great manager. Very supportive of her staff.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- She is a very diligent hard worker.
- In the area of 'Communication skills' I would like to see \_\_\_ be more direct in her oral delivery.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- \_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.



## Business Acumen

### 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. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.40	93.3	7%	47%	47%	
27. Understands complex issues and problems.	15	3.33	93.3	7%	53%	40%	
28. Applies the knowledge of work processes to influence the achievement of business goals	15	3.53	100.0		47%	53%	
29. Asks the 'right' questions to size up or evaluate situations.	15	3.67	100.0		33%	67%	
30. Able to align resources to meet the business needs of the company.	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. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.53	3.40	-0.13 ▼
27. Understands complex issues and problems.	3.12	3.33	+0.22 ▲
28. Applies the knowledge of work processes to influence the achievement of business goals	3.41	3.53	+0.12 ▲
29. Asks the 'right' questions to size up or evaluate situations.	3.59	3.67	+0.08 ▲
30. Able to align resources to meet the business needs of the company.	3.41	3.33	-0.08 ▼

### Comments:

- I appreciate that my leader keeps her focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- She does follow up and follow through.
- I honestly cannot think of anything that she could improve on.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- We have made improvements in our documentation and have decreased duplicate reporting.
- She has worked hard to understand people's strengths and what they need from her.

## 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?

- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- Personality. Great Mentor and Leader. Talented.
- \_\_\_ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- \_\_\_ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- \_\_\_ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- \_\_\_ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.

### What do you like best about working with this individual?

- \_\_\_ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. \_\_\_ also helps her team recognize areas of improvement and works to improve those areas as well.
- \_\_\_ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- \_\_\_ is very friendly and expresses genuine care for the staff when she is present.
- I feel \_\_\_ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- \_\_\_ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.

### What do you like least about working with this individual?

- Is extremely knowledgeable and is always continuing her education to stay up to date.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- \_\_\_ encourages our staff to strive to be the best that we can be.
- Additional feedback and communication.
- \_\_\_ 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.
- Great to have you on the team!

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

- \_\_\_ has been very effective with writing up the scheduling protocols for schedulers, using both perspectives from staff and a 'new' scheduler in order to make the protocols very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us who have not gone through all the training yet. I really appreciate \_\_\_!
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Timely follow through.
- \_\_\_ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- \_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- \_\_\_'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate \_\_\_'s approachability.

There is nothing off limits - honesty and open communication are expected and valued.

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

- \_\_\_ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- She is very knowledgeable and is always willing to lend a helping hand!
- \_\_\_ 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.
- Over the past year I've noticed that \_\_\_ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- I have appreciated \_\_\_'s approach to simplify department tasks, goals, and initiatives.

### Any final comments?

- \_\_\_ always remembers the customer is at the center of what we do.
- She is well respected by her peers and it is clear to see why.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- \_\_\_ takes the time to understand her team and the strengths that each team member brings to the organization.
- \_\_\_ is a strong leader and passionate about her customers, staff and safety.