



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.

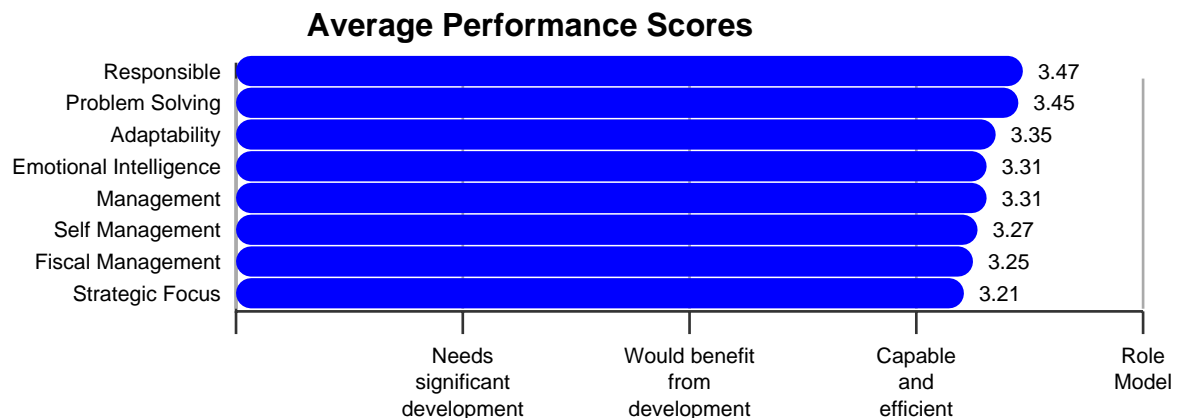
What to Do with Your Feedback

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

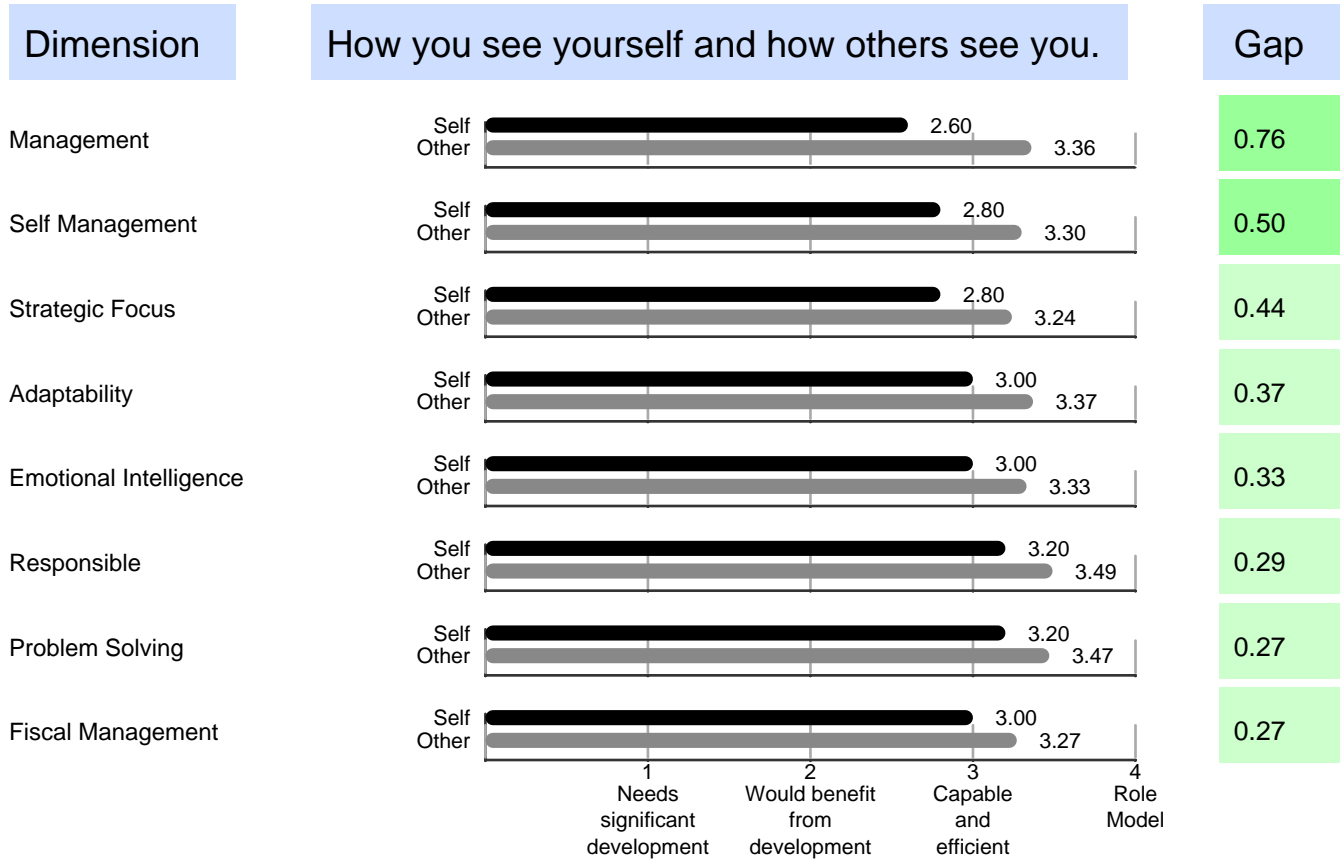
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Responsible

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Behavior is ethical and honest.	15	3.20	93.3	7%	67%		27%
2. Holds herself / himself accountable to goals / objectives	15	3.87	100.0	13%	87%		
3. Sets high personal standards of performance.	15	3.33	93.3	7%	53%		40%
4. Completes assigned work tasks.	15	3.60	93.3	7%	27%	67%	
5. Works in a way that makes others want to work with her/him.	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. Behavior is ethical and honest.	3.29	3.20	-0.09 ▼
2. Holds herself / himself accountable to goals / objectives	3.65	3.87	+0.22 ▲
3. Sets high personal standards of performance.	3.18	3.33	+0.16 ▲
4. Completes assigned work tasks.	3.41	3.60	+0.19 ▲
5. Works in a way that makes others want to work with her/him.	3.24	3.33	+0.10 ▲

Comments:

- She had done amazingly well considering all of the global threats to the product line.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- ___ takes pride in her department. Her follow through is excellent. ___ leads by example.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes gets bogged down in process and needs to just make decisions.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.

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. Works effectively in dynamic and changing work environments.	15	3.20	86.7	13%	53%	33%	
8. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	3.40	93.3	7%	47%	47%	
9. Adjusts priorities to changing business goals.	15	3.47	93.3	7%	40%	53%	
10. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	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. Works effectively in dynamic and changing work environments.	3.41	3.20	-0.21 ▼
8. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	3.24	3.40	+0.16 ▲
9. Adjusts priorities to changing business goals.	3.18	3.47	+0.29 ▲
10. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.35	3.47	+0.11 ▲

Comments:

- Having a routine for schedule and coming to office more frequently
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- ___ 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.
- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- ___ always goes above and beyond in her daily work.

Self Management

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Steps away from a situation to process appropriate response.	15	3.53	100.0	47%	53%		
12. Uses patience and self-control in working with customers and associates.	15	3.27	100.0	73%	27%		
13. Consciously controls own negative emotions in order to keep team morale up.	15	3.33	100.0	67%	33%		
14. Analyzes interpersonal problems instead of reacting to them.	15	3.13	86.7	13%	60%	27%	
15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	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. Steps away from a situation to process appropriate response.	3.47	3.53	+0.06 ▲
12. Uses patience and self-control in working with customers and associates.	3.47	3.27	-0.20 ▼
13. Consciously controls own negative emotions in order to keep team morale up.	3.35	3.33	-0.02 ▼
14. Analyzes interpersonal problems instead of reacting to them.	3.18	3.13	-0.04 ▼
15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.00	3.07	+0.07 ▲

Comments:

- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- ___ juggles a lot of responsibilities and appears to have it all under control.

Emotional Intelligence

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. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.40	93.3	7%	47%	47%	
17. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.27	93.3	7%	60%	33%	
18. Is able to manage their own emotions.	14	3.00	92.9	7%	79%	14%	
19. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.47	100.0		53%	47%	
20. Is able to express themselves clearly.	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. Is attentive to emotional cues and interprets others' feelings correctly.	3.65	3.40	-0.25 ▼
17. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.47	3.27	-0.20 ▼
18. Is able to manage their own emotions.	3.12	3.00	-0.12 ▼
19. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.59	3.47	-0.12 ▼
20. Is able to express themselves clearly.	3.29	3.40	+0.11 ▲

Comments:

- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- 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.
- just know going through the hiring process with her.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- I enjoy working with ___. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- Your initiative influences others in a positive way.

Management

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Makes you feel enthusiastic about your work	15	3.53	100.0	47%	53%		
22. Sets an example for others to follow	15	3.00	80.0	20%	60%	20%	
23. Is ready to offer help	15	2.87	80.0	20%	73%	7%	
24. Delegate tasks effectively	15	3.47	100.0	53%	47%		
25. Takes responsibility for things that go wrong	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. Makes you feel enthusiastic about your work	3.35	3.53	+0.18 ▲
22. Sets an example for others to follow	3.00	3.00	
23. Is ready to offer help	2.88	2.87	-0.02 ▼
24. Delegate tasks effectively	3.00	3.47	+0.47 ▲
25. Takes responsibility for things that go wrong	3.76	3.67	-0.10 ▼

Comments:

- ___ is very friendly and expresses genuine care for the staff when she is present.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- She often involves her team in decision making and to determine how to achieve outcomes.
- ___ is very reliable and collaborates well on projects.

Problem Solving

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. Generates alternative solutions to problems and challenges.	15	3.40	93.3	7%	47%	47%	
27. Ability to solve problems at root cause rather than at symptom level.	15	3.33	93.3	7%	53%	40%	
28. Effective in solving problems.	15	3.53	100.0		47%	53%	
29. Finds creative ways to get things done with limited resources.	15	3.67	100.0		33%	67%	
30. Makes judgments based upon relevant information.	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. Generates alternative solutions to problems and challenges.	3.53	3.40	-0.13 ▼
27. Ability to solve problems at root cause rather than at symptom level.	3.12	3.33	+0.22 ▲
28. Effective in solving problems.	3.41	3.53	+0.12 ▲
29. Finds creative ways to get things done with limited resources.	3.59	3.67	+0.08 ▲
30. Makes judgments based upon relevant information.	3.41	3.33	-0.08 ▼

Comments:

- ___ has nothing but [CompanyName]'s best interest at heart.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- She communicates clearly, and is always willing to listen attentively.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- She is continually looking for ways to improve our service to our customers.

Strategic Focus

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. Able to decline a poor strategy by proposing alternate strategies.	15	3.20	86.7	13%	53%	33%	
32. Understands & contributes to development of strategic goals.	15	3.40	100.0		60%	40%	
33. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	3.20	86.7	13%	53%	33%	
34. Understands their role within the organization.	15	3.27	93.3	7%	60%	33%	
35. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	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. Able to decline a poor strategy by proposing alternate strategies.	3.18	3.20	+0.02 ▲
32. Understands & contributes to development of strategic goals.	3.35	3.40	+0.05 ▲
33. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.18	3.20	+0.02 ▲
34. Understands their role within the organization.	2.88	3.27	+0.38 ▲
35. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	3.18	3.00	-0.18 ▼

Comments:

- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- Timely follow through.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- She is determined to improve her own skillset and knowledge. She is definitely an example is this area.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.

Fiscal Management

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. Provides budgeting and accounting support to the Company.	15	3.20	93.3	7%	67%		27%
37. Develops budgets and plans for various programs and initiatives.	15	3.27	93.3	7%	60%		33%
38. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.27	86.7	13%	47%		40%
39. Monitors spending.	15	3.13	86.7	13%	60%		27%
40. Develops of the department's annual budget.	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. Provides budgeting and accounting support to the Company.	3.18	3.20	+0.02 ▲
37. Develops budgets and plans for various programs and initiatives.	3.35	3.27	-0.09 ▼
38. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.24	3.27	+0.03 ▲
39. Monitors spending.	3.59	3.13	-0.45 ▼
40. Develops of the department's annual budget.	3.29	3.40	+0.11 ▲

Comments:

- Detail oriented
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- She provided coaching and support to improve this individual's performance.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- ___ does an excellent job in her role.

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?

- Each member feels they are a part of the team and knows their contribution is valued.
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- ___ is always working to include staff in a shared decision making processes.
- ___ has been very helpful to me as a new manager this year.

What do you like best about working with this individual?

- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- While encouraging folks to continue with their education, she is also continuing with her education.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- She is a great leader.

What do you like least about working with this individual?

- ___ has good knowledge and awareness of the strengths and talents within the organization.
- Dependability, with whatever is needed.
- 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.
- She is excellent at helping/coaching/problem-solving with others.
- ___ does not always follow through with things (ordering equipment).
- She leads by example, not reputation.

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

- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.

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

- Great addition to our team!
- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- ___ 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.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- ___ has excellent communication skills with both staff and her management team.

Any final comments?

- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- There is room for improvement in all these elements.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- She is an advocate for [CompanyName].
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.