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.
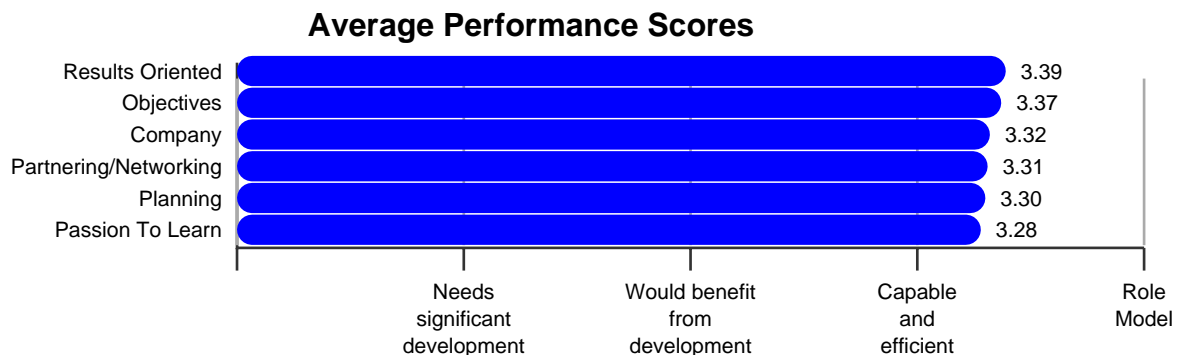
**What to Do with Your Feedback**

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.
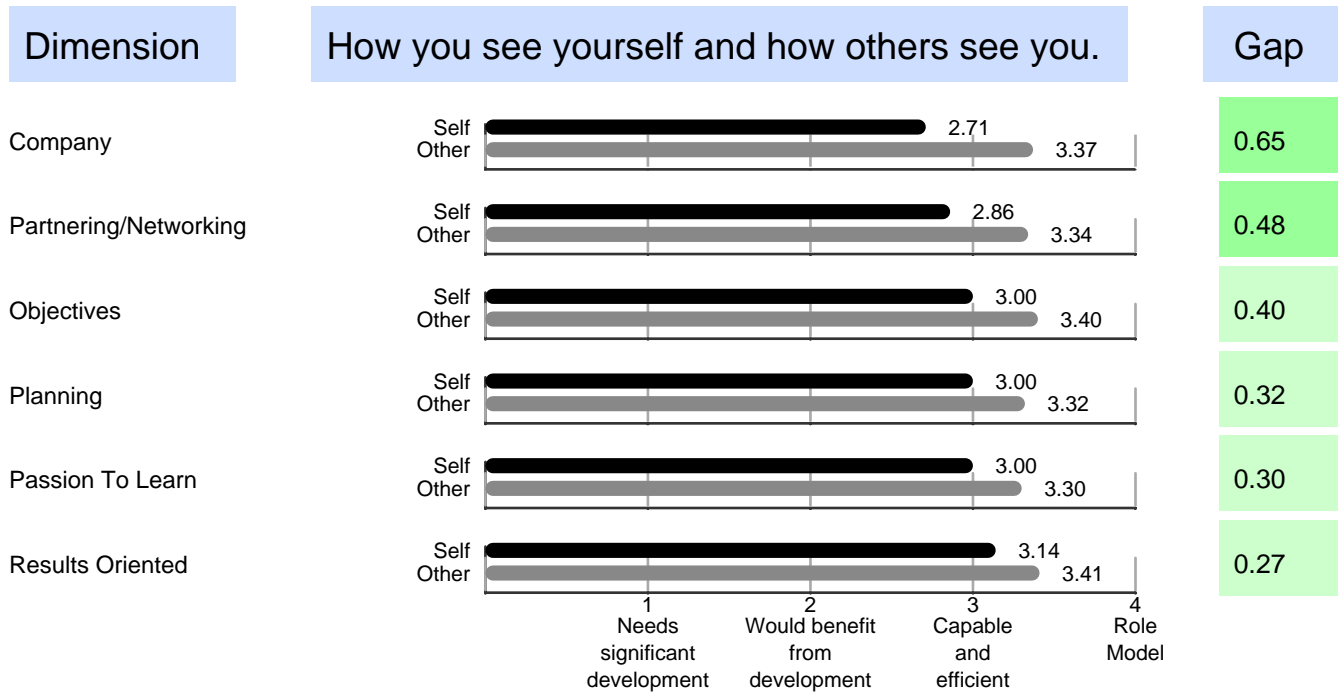
# Summary

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 |
|---|---|
| Results Oriented | 3.39 |
| Objectives | 3.37 |
| Company | 3.32 |
| Partnering/Networking | 3.31 |
| Planning | 3.30 |
| Passion To Learn | 3.28 |

Scale: Needs significant development — Would benefit from development — Capable and efficient — 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 |
|---|---|---|
| Company | Self 2.71 / Other 3.37 | 0.65 |
| Partnering/Networking | Self 2.86 / Other 3.34 | 0.48 |
| Objectives | Self 3.00 / Other 3.40 | 0.40 |
| Planning | Self 3.00 / Other 3.32 | 0.32 |
| Passion To Learn | Self 3.00 / Other 3.30 | 0.30 |
| Results Oriented | Self 3.14 / Other 3.41 | 0.27 |

Scale:
1 — Needs significant development
2 — Would benefit from development
3 — Capable and efficient
4 — Role Model

# Results Oriented

## 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. Sets challenging personal and organizational goals. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. Demonstrates the personal confidence to "stay the course," even when faced with difficulty | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Provides clear expectations for employees. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. Holds employees accountable for completing required work. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Embraces setbacks and challenges as opportunities to learn. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 6. Exhibits high energy and a positive attitude on the job with others | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 7. Explains the "whys" behind organizational objectives | 15 | 3.20 | 86.7 | 13% | 53% | | 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. Sets challenging personal and organizational goals. | 3.29 | 3.20 | -0.09 | ▼ |
| 2. Demonstrates the personal confidence to "stay the course," even when faced with difficulty | 3.65 | 3.87 | +0.22 | ▲ |
| 3. Provides clear expectations for employees. | 3.18 | 3.33 | +0.16 | ▲ |
| 4. Holds employees accountable for completing required work. | 3.41 | 3.60 | +0.19 | ▲ |
| 5. Embraces setbacks and challenges as opportunities to learn. | 3.24 | 3.33 | +0.10 | ▲ |
| 6. Exhibits high energy and a positive attitude on the job with others | 3.24 | 3.20 | -0.04 | ▼ |
| 7. Explains the "whys" behind organizational objectives | 3.41 | 3.20 | -0.21 | ▼ |

Comments:
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- ___ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- ___ has been an excellent assistant manager.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- You could check for clarity in expectations more frequently.

# Objectives

## 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 |
|------|---|-----|-----|------|------|------|------|
| 8. Encourages me to take on greater responsibility. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 9. Communicates goals and objectives to employees. | 15 | 3.47 | 93.3 | 7% | 40% | | 53% |
| 10. Organizes and schedules events, activities, and resources. | 15 | 3.47 | 93.3 | 7% | 40% | | 53% |
| 11. Effectively organizes resources and plans | 15 | 3.53 | 100.0 | | 47% | | 53% |
| 12. Establishes goals and objectives. | 15 | 3.27 | 100.0 | | 73% | | 27% |
| 13. Able to organize work. | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 14. Ability to establish realistic goals. | 15 | 3.13 | 86.7 | 13% | 60% | | 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 |
|------|------|------|--------|
| 8. Encourages me to take on greater responsibility. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Communicates goals and objectives to employees. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Organizes and schedules events, activities, and resources. | 3.35 | 3.47 | +0.11 ▲ |
| 11. Effectively organizes resources and plans | 3.47 | 3.53 | +0.06 ▲ |
| 12. Establishes goals and objectives. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Able to organize work. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Ability to establish realistic goals. | 3.18 | 3.13 | -0.04 ▼ |

Comments:
- I cannot say if she challenges others.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- There are two items above that will be part of my goals for the coming year.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- Your initiative influences others in a positive way.
- ___ can be counted on for her reliability.

# Partnering/Networking

## 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 |
|------|---|-----|-----|------|------|------|------|
| 15. Maintains infrastructure to support partnerships and networks. | 15 | 3.07 | 80.0 | 20% | 53% | | 27% |
| 16. Forges mutually beneficial relationships between individuals with diverse backgrounds. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 17. Builds alliances between departments and teams. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 18. Creates value within the Company by building networks. | 14 | 3.00 | 92.9 | 7% | 79% | | 14% |
| 19. Supports and encourages relationships that are created by diverse team members. | 15 | 3.47 | 100.0 | | 53% | | 47% |
| 20. Collaborates with others to accomplish goals and objectives. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 21. Capitalizes on partnerships and networks to enhance the Company's bottom line. | 15 | 3.53 | 100.0 | | 47% | | 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 | |
|------|------|------|--------|---|
| 15. Maintains infrastructure to support partnerships and networks. | 3.00 | 3.07 | +0.07 | ▲ |
| 16. Forges mutually beneficial relationships between individuals with diverse backgrounds. | 3.65 | 3.40 | -0.25 | ▼ |
| 17. Builds alliances between departments and teams. | 3.47 | 3.27 | -0.20 | ▼ |
| 18. Creates value within the Company by building networks. | 3.12 | 3.00 | -0.12 | ▼ |
| 19. Supports and encourages relationships that are created by diverse team members. | 3.59 | 3.47 | -0.12 | ▼ |
| 20. Collaborates with others to accomplish goals and objectives. | 3.29 | 3.40 | +0.11 | ▲ |
| 21. Capitalizes on partnerships and networks to enhance the Company's bottom line. | 3.35 | 3.53 | +0.18 | ▲ |

Comments:
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- 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.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- She cares deeply for what she does and it shows.
- Does above and beyond work consistently
- 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.

# 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 significant development) to green (Role Model).

| Item | n | Avg | LOA | Needs significant development | Would benefit from development | Capable and efficient | Role Model |
|---|---|---|---|---|---|---|---|
| 22. Impresses upon others the important aspects of [Company]. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 23. Supports [Company]'s marketing efforts. | 15 | 2.87 | 80.0 | 20% | 73% | | 7% |
| 24. Follows existing procedures and processes. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 25. Effectively represents the department in company gatherings. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 26. Understands the "basics" as to how [Company] functions/operates. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 27. Understands the use of [Company] products and services. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 28. Attends [Company] gatherings and social events. | 15 | 3.53 | 100.0 | | 47% | 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 | |
|---|---|---|---|---|
| 22. Impresses upon others the important aspects of [Company]. | 3.00 | 3.00 | | |
| 23. Supports [Company]'s marketing efforts. | 2.88 | 2.87 | -0.02 | ▼ |
| 24. Follows existing procedures and processes. | 3.00 | 3.47 | +0.47 | ▲ |
| 25. Effectively represents the department in company gatherings. | 3.76 | 3.67 | -0.10 | ▼ |
| 26. Understands the "basics" as to how [Company] functions/operates. | 3.53 | 3.40 | -0.13 | ▼ |
| 27. Understands the use of [Company] products and services. | 3.12 | 3.33 | +0.22 | ▲ |
| 28. Attends [Company] gatherings and social events. | 3.41 | 3.53 | +0.12 | ▲ |

Comments:
- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- She is the only manager in the department to help us when we are short.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- Constantly working on improving the customer experience.
- She involves our team and holds us accountable out of respect.

# Planning

## 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 |
|------|---|-----|-----|---|---|---|---|
| 29. Works in an organized manner | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 30. Able to identify the needs of the department before a major change. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 31. Anticipates potential challenges, develops plan to overcome them and then carries out the plan. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. Able to look ahead (beyond the present) when addressing the work/needs of the department. | 15 | 3.40 | 100.0 | | 60% | 40% | |
| 33. Makes plans and follows through. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 34. Anticipates obstacles and ways to overcome them. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 35. Delegates role to team members to accomplish goals. | 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 |
|------|------|------|--------|
| 29. Works in an organized manner | 3.59 | 3.67 | +0.08 ▲ |
| 30. Able to identify the needs of the department before a major change. | 3.41 | 3.33 | -0.08 ▼ |
| 31. Anticipates potential challenges, develops plan to overcome them and then carries out the plan. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Able to look ahead (beyond the present) when addressing the work/needs of the department. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Makes plans and follows through. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Anticipates obstacles and ways to overcome them. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Delegates role to team members to accomplish goals. | 3.18 | 3.00 | -0.18 ▼ |

Comments:
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me an others.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She 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.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- ___ is a great manager, committed to each employee in our department.
- She provided coaching and support to improve this individual's performance.
- 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.

# Passion To Learn

## 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. Embraces new technology and procedures. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Constantly enhances product knowledge through experimentation and play. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 38. Is highly motivated to learn new skills. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 39. Willing to learn new procedures for working with the equipment. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 40. Demonstrates through personal behavior the commitment to high standards of performance. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 41. Enhances value to the company through additional training and development. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 42. Demonstrates a willingness to learn new things. | 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 |
|------|------|------|--------|
| 36. Embraces new technology and procedures. | 3.18 | 3.20 | +0.02 ▲ |
| 37. Constantly enhances product knowledge through experimentation and play. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Is highly motivated to learn new skills. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Willing to learn new procedures for working with the equipment. | 3.59 | 3.13 | -0.45 ▼ |
| 40. Demonstrates through personal behavior the commitment to high standards of performance. | 3.29 | 3.40 | +0.11 ▲ |
| 41. Enhances value to the company through additional training and development. | 3.29 | 3.33 | +0.04 ▲ |
| 42. Demonstrates a willingness to learn new things. | 3.41 | 3.33 | -0.08 ▼ |

Comments:
- Always has the company's best interest at heart.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- I know that ___ cares about me as a total individual not just as a professional.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement.   If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader.   We would love to help her!
- She includes appropriate people in her decisions and follows through on decisions made.

# 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?

- Has the experience needed.
- She is a great teammate!
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- She often involves her team in decision making and to determine how to achieve outcomes.
- I think she is an asset to HR.

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

- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- Very service oriented.   Responds to issues and concerns in a timely manner.   Is always willing to help whenever / however possible.
- ___ is a very supportive co-worker who is quick to assist others in need.   She's a great teammate.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- Our department continues to have a very low loss rate.
- ___ is trusting her team, and expecting high standards of behavior from all employees.

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

- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your Awesome.
- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- ___ is the shinning example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely proffesional and competent, compasionate and caring, and dedicated to this unit heart and soul.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- She can always be counted on to do what she commits to.
- I appreciate the straight forward style of leadership ___ uses.

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

- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.
- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- ___ knows her team very well and is gaining the same knowledge in regards to her team
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.

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

- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.

- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- I appreciate her style and support.

## Any final comments?

- I value ___'s advice and support as we realigned my department a few times this year.
- Allocates resources in advance to ensure the required work can be completed.
- ___ is very reliable, respectful and ethical in her leadership.
- Ready to tackle any given problem and help others finish 1st
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.