



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.

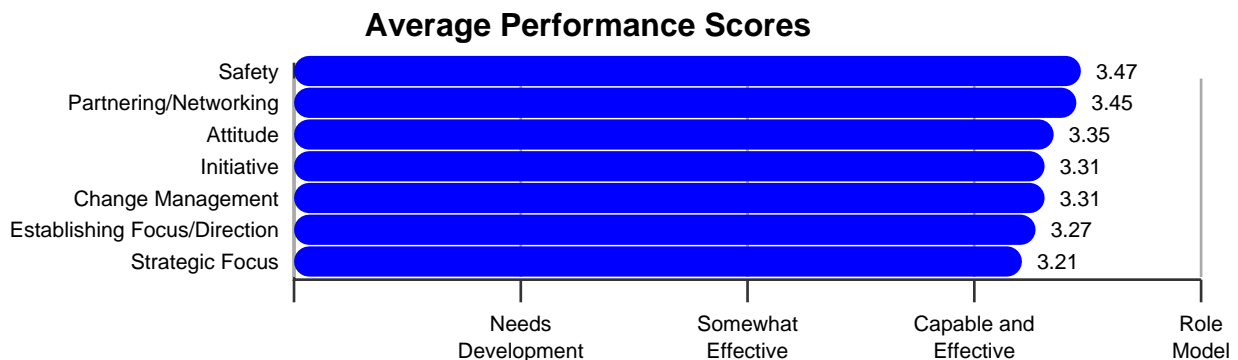
What to Do with Your Feedback

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

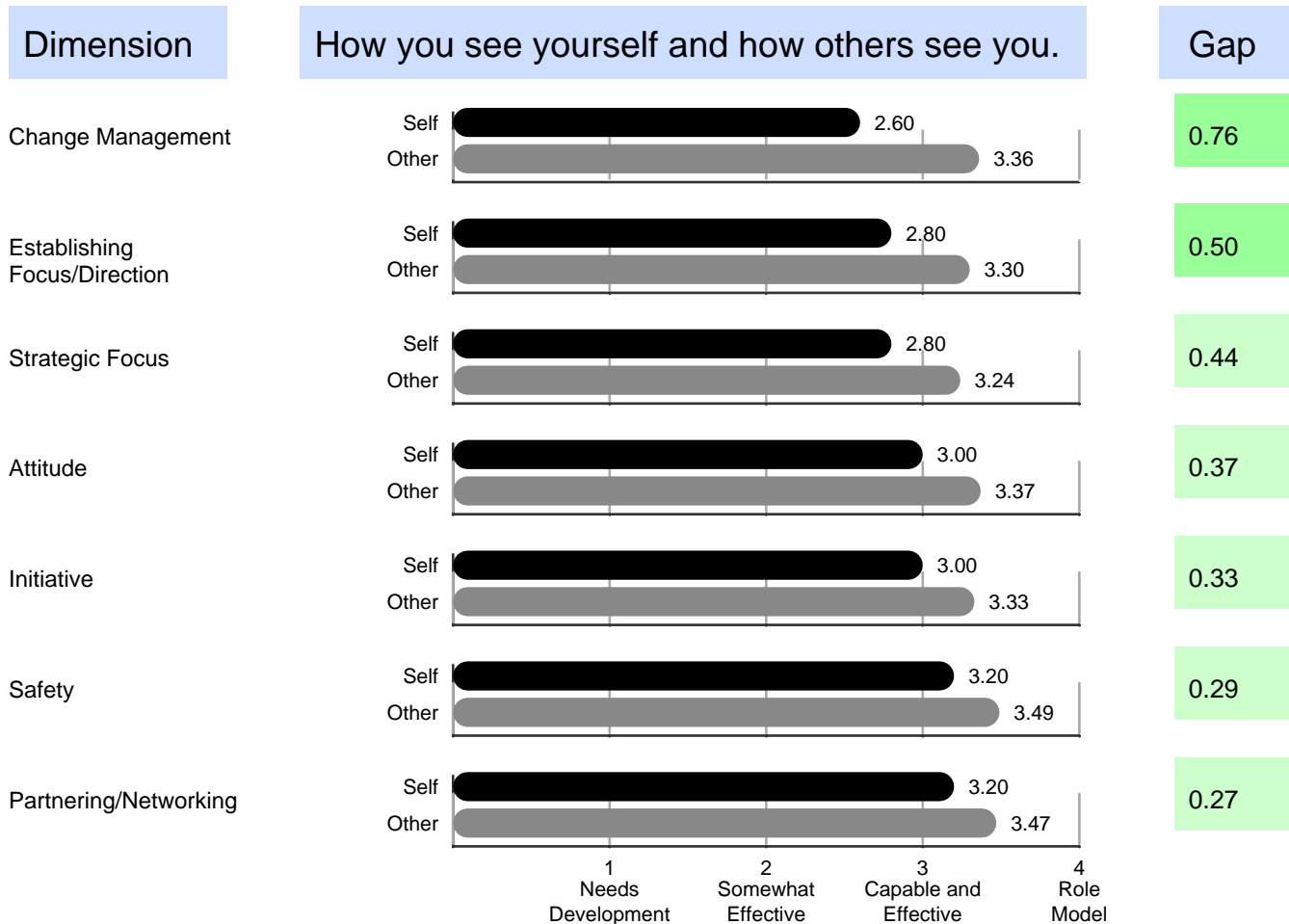
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Safety

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Seeks to reduce the likelihood of accidents.	15	3.20	93.3	7%	67%		27%
2. Is aware of OSHA safety guidelines.	15	3.87	100.0	13%	87%		
3. Encourages others to attend safety training.	15	3.33	93.3	7%	53%		40%
4. Is not afraid to question a potential safety issue observed in the workplace.	15	3.60	93.3	7%	27%	67%	
5. Participates in safety training when available.	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. Seeks to reduce the likelihood of accidents.	3.29	3.20	-0.09 ▼
2. Is aware of OSHA safety guidelines.	3.65	3.87	+0.22 ▲
3. Encourages others to attend safety training.	3.18	3.33	+0.16 ▲
4. Is not afraid to question a potential safety issue observed in the workplace.	3.41	3.60	+0.19 ▲
5. Participates in safety training when available.	3.24	3.33	+0.10 ▲

Comments:

- I appreciate his perspective and guidance on a variety of things.
- There are two items above that will be part of my goals for the coming year.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- _____ is excellent about offering support if needed but he also allows us to work and he does not micro manage.

Attitude

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Shows by their actions that they trust in the positive intentions of others.	15	3.20	93.3	7%	60%	33%	
7. Contributes to a positive work environment.	15	3.20	86.7	13%	53%	33%	
8. Contributes to a positive and fun work environment.	15	3.40	93.3	7%	47%	47%	
9. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.47	93.3	7%	40%	53%	
10. Is gracious and professional in their interactions with others.	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. Shows by their actions that they trust in the positive intentions of others.	3.24	3.20	-0.04 ▼
7. Contributes to a positive work environment.	3.41	3.20	-0.21 ▼
8. Contributes to a positive and fun work environment.	3.24	3.40	+0.16 ▲
9. Works to eliminate unnecessary work or barriers that get in others' way.	3.18	3.47	+0.29 ▲
10. Is gracious and professional in their interactions with others.	3.35	3.47	+0.11 ▲

Comments:

- _____ provides the appropriate amount of direction without being too hands-off or overbearing.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- _____ exceeds in above in all he does.
- I believe I need to give him a chance to get into his position.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.

Establishing Focus/Direction

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Sets appropriate goals for employees.	15	3.53	100.0	47%	53%		
12. Maintains focus when handling several problems or tasks simultaneously.	15	3.27	100.0	73%	27%		
13. Functions well under stress, deadlines, and/or significant workloads.	15	3.33	100.0	67%	33%		
14. Aligns the department's goals with the goals of the organization.	15	3.13	86.7	13%	60%	27%	
15. Excellent at managing time.	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. Sets appropriate goals for employees.	3.47	3.53	+0.06 ▲
12. Maintains focus when handling several problems or tasks simultaneously.	3.47	3.27	-0.20 ▼
13. Functions well under stress, deadlines, and/or significant workloads.	3.35	3.33	-0.02 ▼
14. Aligns the department's goals with the goals of the organization.	3.18	3.13	-0.04 ▼
15. Excellent at managing time.	3.00	3.07	+0.07 ▲

Comments:

- Always steps up if help is needed.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- Additional feedback and communication.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.

Initiative

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Immediately works to complete goals well before their deadline.	15	3.40	93.3	7%	47%	47%	
17. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	3.27	93.3	7%	60%	33%	
18. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	14	3.00	92.9	7%	79%	14%	
19. Takes action without being asked.	15	3.47	100.0		53%	47%	
20. Goes above and beyond the stated 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. Immediately works to complete goals well before their deadline.	3.65	3.40	-0.25 ▼
17. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	3.47	3.27	-0.20 ▼
18. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.12	3.00	-0.12 ▼
19. Takes action without being asked.	3.59	3.47	-0.12 ▼
20. Goes above and beyond the stated goals.	3.29	3.40	+0.11 ▲

Comments:

- He couldn't be more engaged if he tried.
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- _____ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.

Change Management

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Supports the Company's efforts to implement changes.	15	3.53	100.0	47%	53%		
22. Effective in implementing new organizational vision and values.	15	3.00	80.0	20%	60%	20%	
23. Supports new initiatives for organizational changes to improve effectiveness.	15	2.87	80.0	20%	73%	7%	
24. Assists others in understanding changes to the organization.	15	3.47	100.0	53%	47%		
25. Adopts changes to set and example for others to follow.	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. Supports the Company's efforts to implement changes.	3.35	3.53	+0.18 ▲
22. Effective in implementing new organizational vision and values.	3.00	3.00	
23. Supports new initiatives for organizational changes to improve effectiveness.	2.88	2.87	-0.02 ▼
24. Assists others in understanding changes to the organization.	3.00	3.47	+0.47 ▲
25. Adopts changes to set and example for others to follow.	3.76	3.67	-0.10 ▼

Comments:

- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- _____ is a good leader because he gives examples through his own behavior.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Promotes the understanding of how the department affects the organization overall.	15	3.40	93.3	7%	47%	47%	
27. Creates value within the Company by building networks.	15	3.33	93.3	7%	53%	40%	
28. Partners with peers to obtain influence within the Company.	15	3.53	100.0		47%	53%	
29. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	3.67	100.0	33%	67%		
30. Develops a sense of trust in subordinates so they can freely interact and share information with others.	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. Promotes the understanding of how the department affects the organization overall.	3.53	3.40	-0.13 ▼
27. Creates value within the Company by building networks.	3.12	3.33	+0.22 ▲
28. Partners with peers to obtain influence within the Company.	3.41	3.53	+0.12 ▲
29. Capitalizes on partnerships and networks to enhance the Company's bottom line.	3.59	3.67	+0.08 ▲
30. Develops a sense of trust in subordinates so they can freely interact and share information with others.	3.41	3.33	-0.08 ▼

Comments:

- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- Is viewed by many as a strong organizational resource.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- _____ is a great manager. Very supportive of his staff.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Able to decline a poor strategy by proposing alternate strategies.	15	3.20	86.7	13%	53%	33%	
32. Understands their role within the organization.	15	3.40	100.0		60%	40%	
33. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.20	86.7	13%	53%	33%	
34. Looks for opportunities to enhance contributions to the bottom line.	15	3.27	93.3	7%	60%	33%	
35. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	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 their role within the organization.	3.35	3.40	+0.05 ▲
33. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.18	3.20	+0.02 ▲
34. Looks for opportunities to enhance contributions to the bottom line.	2.88	3.27	+0.38 ▲
35. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	3.18	3.00	-0.18 ▼

Comments:

- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.
- _____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- _____ not only values and listens to his staff he also gives them the support they need.
- Demonstrates a focus on the business goals through task prioritization.
- He can always be counted on to do what he commits to.

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?

- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- We are striving to meet best practice standards.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- Whenever I go to _____ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.
- Our organization is a better place because of his and his future focus.
- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.

What do you like best about working with this individual?

- I work with _____ regularly and see his interactions with other leaders frequently.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.
- There is room for improvement in all these elements.

What do you like least about working with this individual?

- _____ could also improve his ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- _____ is very approachable and ensures the best for all employees in the department.
- _____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- _____ is a very positive addition to our Management team.

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

- I do very much appreciate that _____ will support me in a decision when needed.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- Need to take in all opinions, not just those of employees who are not always truthful....
- 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's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.

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

- _____ is a great leader and supports his staff.
- _____'s job performance exceeds all the elements.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which _____ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- _____ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.

Any final comments?

- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- _____ is very clear about his expectations and I appreciate this.
- Closes off discussions with action plans.
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.