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.
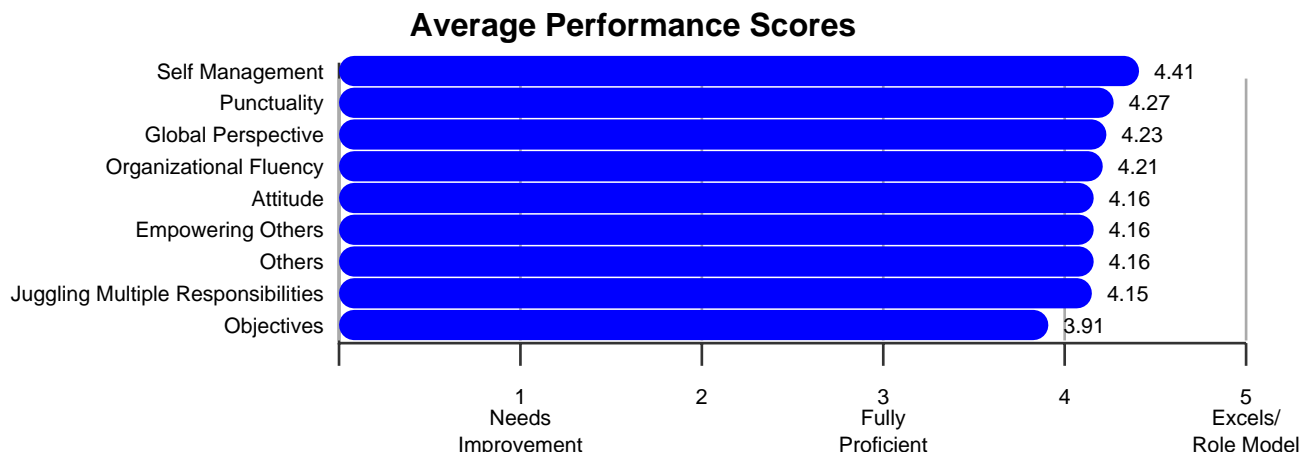
What to Do with Your Feedback

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.
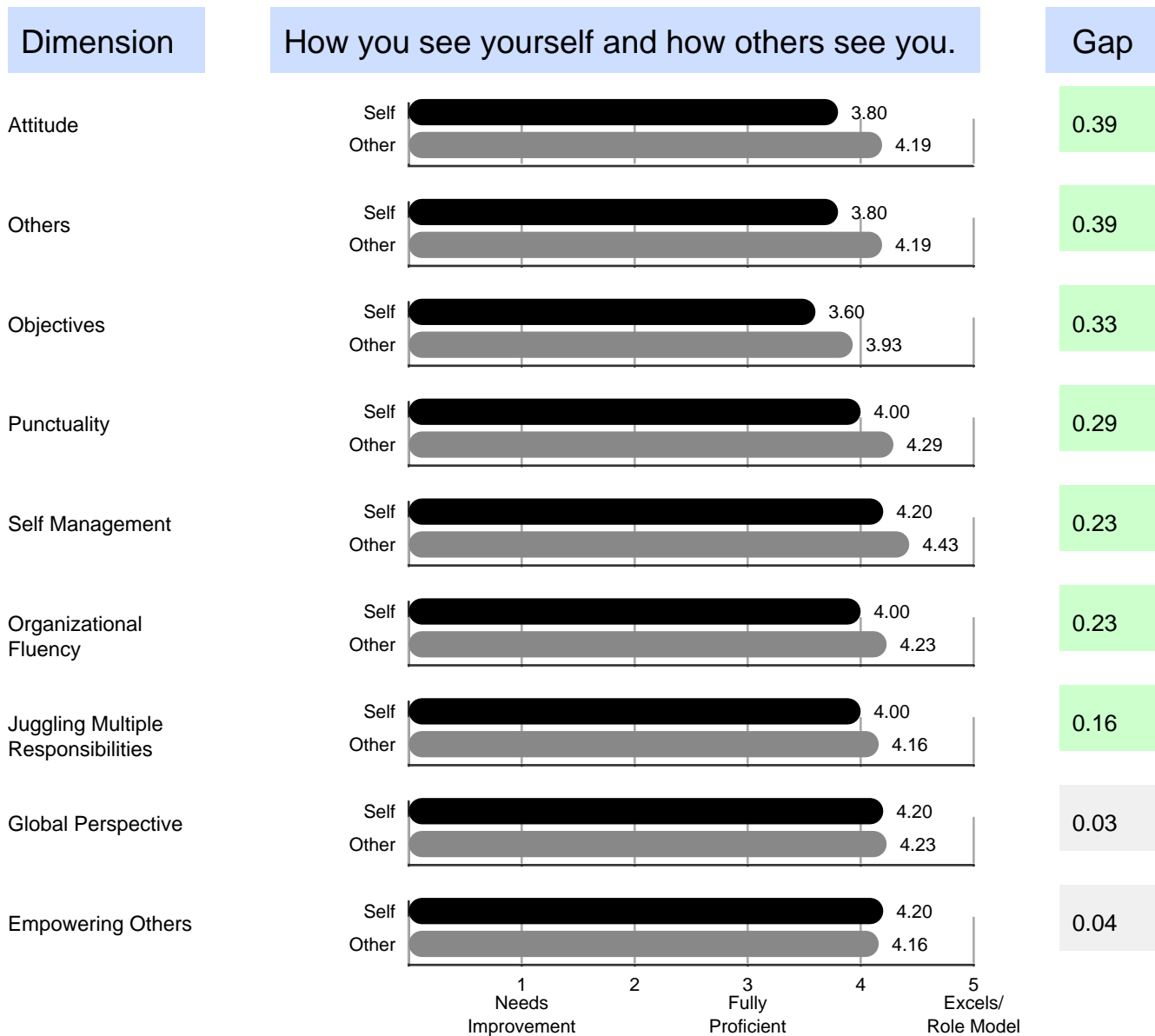
Summary

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 9 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
Self Management	4.41
Punctuality	4.27
Global Perspective	4.23
Organizational Fluency	4.21
Attitude	4.16
Empowering Others	4.16
Others	4.16
Juggling Multiple Responsibilities	4.15
Objectives	3.91

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

Gap Analysis

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

Dimension	How you see yourself and how others see you.		Gap
Attitude	Self	3.80	0.39
	Other	4.19	
Others	Self	3.80	0.39
	Other	4.19	
Objectives	Self	3.60	0.33
	Other	3.93	
Punctuality	Self	4.00	0.29
	Other	4.29	
Self Management	Self	4.20	0.23
	Other	4.43	
Organizational Fluency	Self	4.00	0.23
	Other	4.23	
Juggling Multiple Responsibilities	Self	4.00	0.16
	Other	4.16	
Global Perspective	Self	4.20	0.03
	Other	4.23	
Empowering Others	Self	4.20	0.04
	Other	4.16	

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

Self Management

Summary Scores

1. Uses patience and self-control in working with customers and associates.

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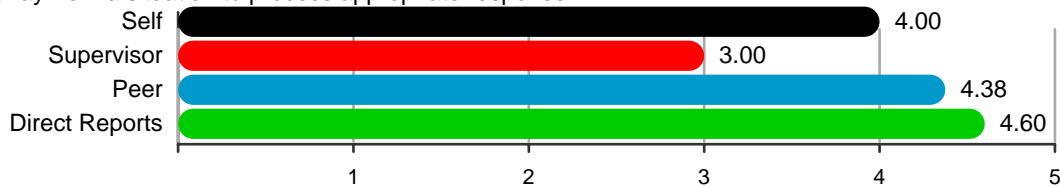

3. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.

4. Does not allow own emotions to interfere with the performance of others.

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

Level of Skill

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

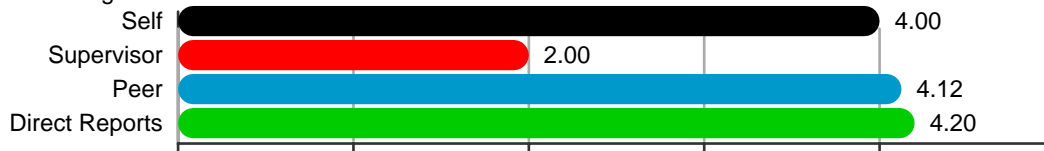| Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
1. Uses patience and self-control in working with customers and associates.	15	4.20	93.3	7%	67%		27%	
2. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	4.87	100.0	13%	87%			
3. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.27	93.3	7%	60%		33%	
4. Does not allow own emotions to interfere with the performance of others.	15	4.40	86.7	13%	33%		53%	
5. Steps away from a situation to process appropriate response.	15	4.33	93.3	7%	53%		40%	

Comments:
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- The department is lucky to have him.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- Unfortunately there has been inconsistency in actions and results.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- _____ is so attentive to the needs of our department and to the needs of individuals.

Punctuality

Summary Scores

Self				4.00
Supervisor				3.40
Peer				4.17
Direct Reports				4.64

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

6. Arrives to meetings on time.

	Value
Self	4.00
Supervisor	2.00
Peer	4.12
Direct Reports	4.20

7. Avoids making personal phone calls during working hours.

	Value
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.40

8. Maintains an efficient schedule of activities.

	Value
Self	4.00
Supervisor	5.00
Peer	4.12
Direct Reports	4.60

9. Starts meetings on time.

	Value
Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	5.00

10. Starts the workday when scheduled.

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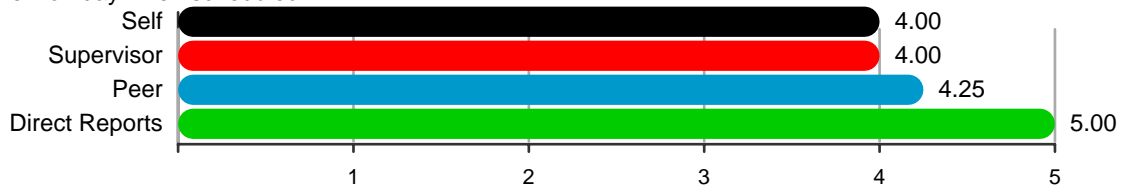
Level of Skill

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

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Arrives to meetings on time.	15	4.00	80.0	7%	13%	53%		27%
7. Avoids making personal phone calls during working hours.	15	4.07	80.0		20%	53%		27%
8. Maintains an efficient schedule of activities.	15	4.33	93.3	7%		47%		47%
9. Starts meetings on time.	15	4.47	93.3	7%		40%		53%
10. Starts the workday when scheduled.	15	4.47	93.3	7%		40%		53%

Comments:
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- Expectations are not always clearly communicated/outlined.
- _____ meets and exceeds all of these leadership roles.
- _____ consistently asks how the day is going, if he can help us at all.
- It's been great working with him.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.

Attitude

Summary Scores

	Score
Self	3.80
Supervisor	3.60
Peer	4.21
Direct Reports	4.28

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

11. Contributes to a positive work environment.

	Score
Self	4.00
Supervisor	5.00
Peer	4.38
Direct Reports	5.00

12. Is gracious and professional in their interactions with others.

	Score
Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.40

13. Shows by their actions that they trust in the positive intentions of others.

	Score
Self	4.00
Supervisor	4.00
Peer	4.38
Direct Reports	4.40

14. Treats all people fairly and with respect.

	Score
Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	3.80

15. Visibly supports and encourages diversity in style and background.

	Score
Self	3.00
Supervisor	2.00
Peer	3.86
Direct Reports	3.80
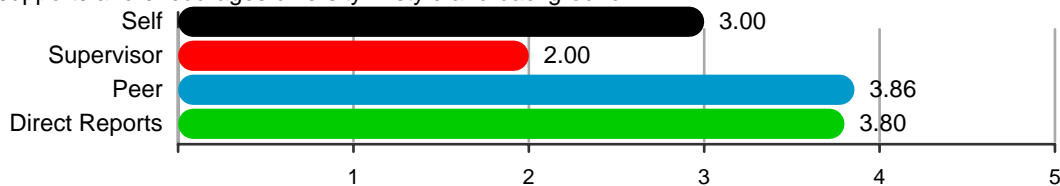
Level of Skill

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

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Contributes to a positive work environment.	15	4.60	100.0		40%		60%	
12. Is gracious and professional in their interactions with others.	15	4.27	100.0		73%			27%
13. Shows by their actions that they trust in the positive intentions of others.	15	4.33	100.0		67%			33%
14. Treats all people fairly and with respect.	15	3.93	73.3		27%	53%		20%
15. Visibly supports and encourages diversity in style and background.	14	3.64	57.1	14%	29%	36%		21%

Comments:
- _____ is a pleasure to work with.   He takes the time to understand a situation before jumping in with a solution or answer.   _____ continues to work to improve his departments and improve the engagement of his employees.
- _____ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- He is also very enthusiastic and energetic.
- _____ needs no improvement
- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.

Juggling Multiple Responsibilities

Summary Scores
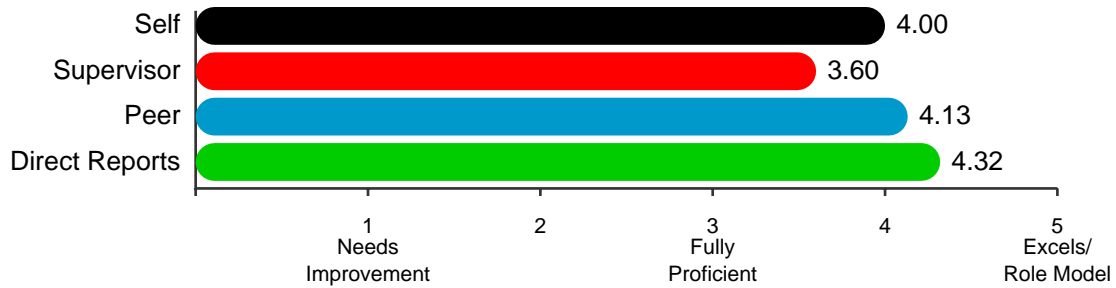
16. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.

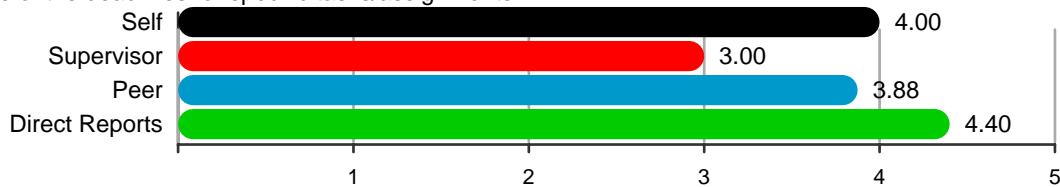17. Uses a scheduler/planner to keep tasks organized and on time.

18. Begins tasks as soon as possible.

19. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.

20. Is aware of the deadlines for specific tasks/assignments.

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	4.33	86.7	13%	40%		47%
17. Uses a scheduler/planner to keep tasks organized and on time.	15	4.27	93.3	7%	60%		33%
18. Begins tasks as soon as possible.	14	4.00	92.9	7%	86%		7%
19. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	14	4.14	85.7	7% 7%	50%		36%
20. Is aware of the deadlines for specific tasks/assignments.	15	4.00	66.7	7% 27%	27%		40%

Comments:
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- Has good intentions, but follow through needs more work.
- I have not had any issues with _____ since I have been working for him.
- A willingness and flexibility to pitch in help where needed is important.
- _____ exemplifies all of these qualities.

Objectives

Summary Scores
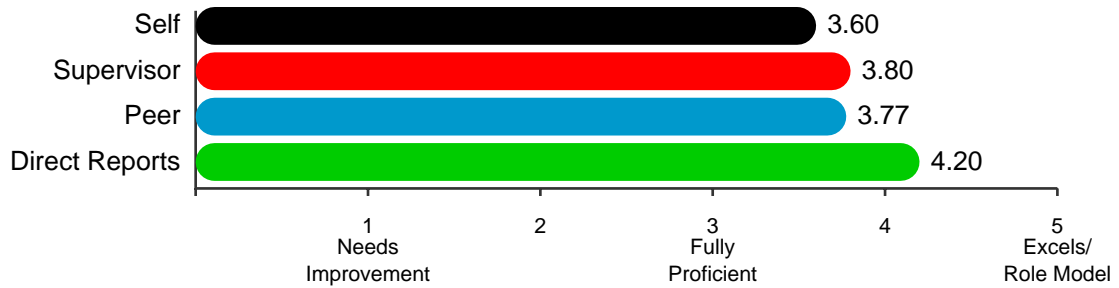
21. Communicates goals and objectives to employees.

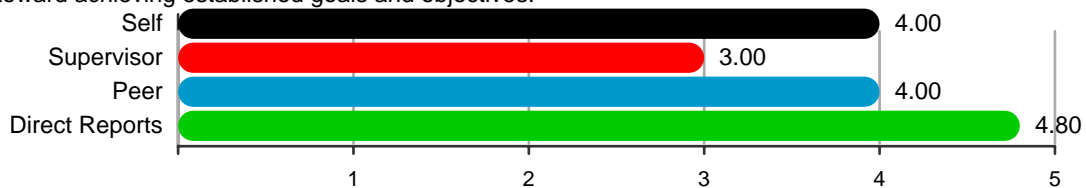## 22. Sets long-term and short-term goals.

23. Able to organize work.

24. Organizes and schedules events, activities, and resources.

25. Works toward achieving established goals and 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 Improvement) to green (Excels/ Role Model).
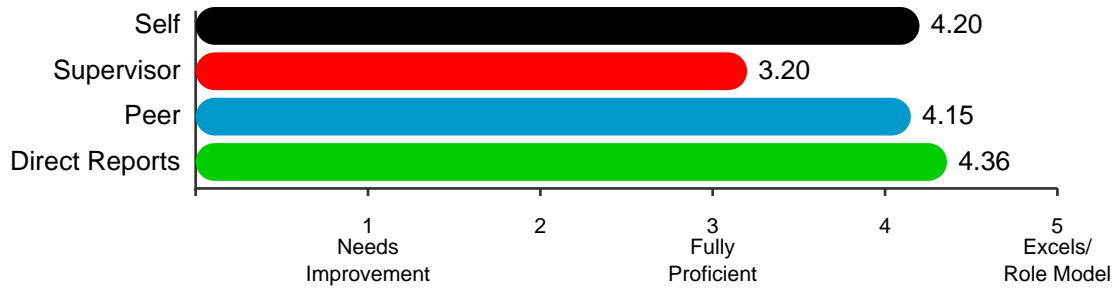
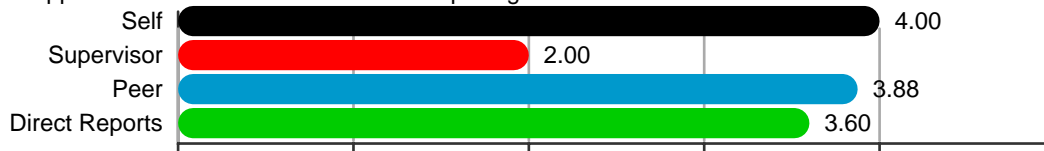| Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Communicates goals and objectives to employees.	15	4.00	66.7	13%	20%	20%	47%	
22. Sets long-term and short-term goals.	15	3.47	53.3	13%	33%	47%	7%	
23. Able to organize work.	15	3.60	66.7	13%	20%	60%	7%	
24. Organizes and schedules events, activities, and resources.	15	4.27	86.7	7%	7%	40%	47%	
25. Works toward achieving established goals and objectives.	15	4.20	80.0	7%	13%	33%	47%	

Comments:
- _____ knows his team very well and is gaining the same knowledge in regards to his team
- I would encourage him to share with others the work going on in his area in this regard.   It deserves to be recognized and shared.
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- _____ is a strong advocate for both the customer and staff.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- He is approachable and easy to talk to.   In every interaction he is honest, encouraging, a great listener, and very supportive.
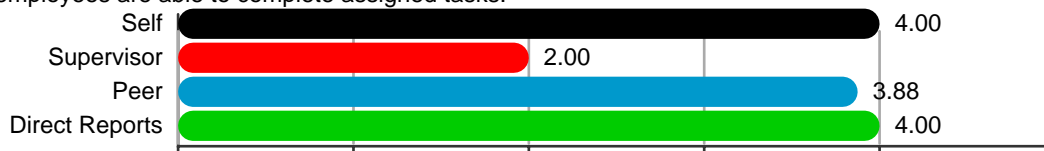
Empowering Others

Summary Scores

Self		4.20
Supervisor		3.20
Peer		4.15
Direct Reports		4.36

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

26. Provides support and resources needed to accomplish goals.

Self		4.00
Supervisor		2.00
Peer		3.88
Direct Reports		3.60

27. Trusts employees are able to complete assigned tasks.

Self		4.00
Supervisor		2.00
Peer		3.88
Direct Reports		4.00

28. Assigns tasks that are within the skill levels of employees.

Self		4.00
Supervisor		4.00
Peer		4.25
Direct Reports		4.60

29. Willing to share in the decision making process.

Self		5.00
Supervisor		4.00
Peer		4.50
Direct Reports		5.00

30. Is confident in the abilities of employees assigned important tasks.

Self		4.00
Supervisor		4.00
Peer		4.25
Direct Reports		4.60

1 2 3 4 5
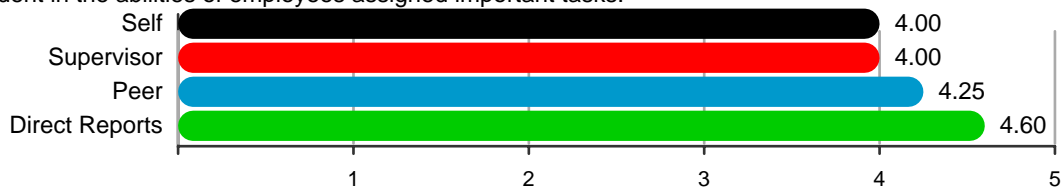
Level of Skill

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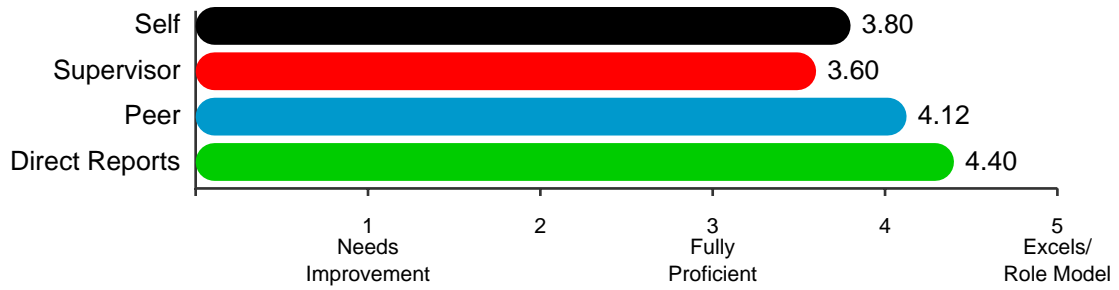
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Provides support and resources needed to accomplish goals.	15	3.67	66.7	20%	13%	47%	20%
27. Trusts employees are able to complete assigned tasks.	15	3.80	73.3	20%	7%	47%	27%
28. Assigns tasks that are within the skill levels of employees.	15	4.33	86.7	13%		40%	47%
29. Willing to share in the decision making process.	15	4.67	100.0		33%		67%
30. Is confident in the abilities of employees assigned important tasks.	15	4.33	100.0		67%		33%

Comments:
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- He is an excellent communicator.   The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- _____ routinely goes out of his way to make work a more engaging experience.
- He has also greatly improved his communication.
- _____ is a very effective leader and excellent communicator.

Others

Summary Scores

Self	3.80
Supervisor	3.60
Peer	4.12
Direct Reports	4.40

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

31. Respects the opinions of other employees.

Self	4.00
Supervisor	3.00
Peer	4.25
Direct Reports	4.00

32. Forms working relationships with employees from other departments.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.80

33. Constructively receives criticism and suggestions from others.

Self	3.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.60

34. Consistently demonstrates ability and willingness to trust others.

Self	4.00
Supervisor	4.00
Peer	4.00
Direct Reports	4.40

35. Works across boundaries within the organization.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.20

1   2   3   4   5
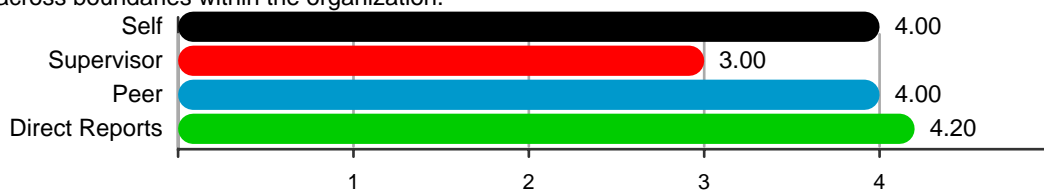
Level of Skill

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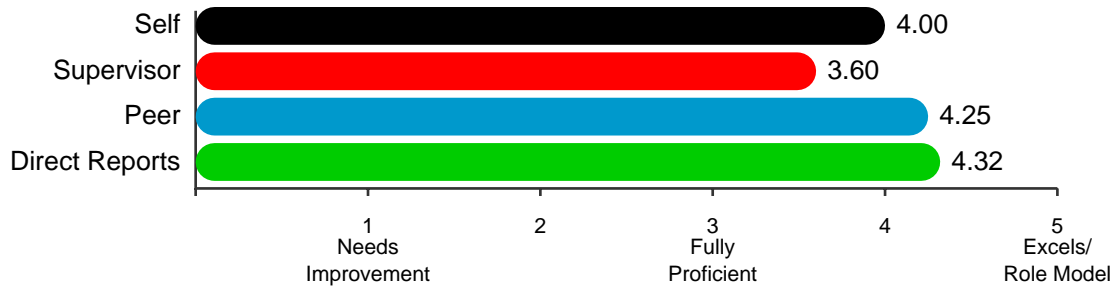
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
31. Respects the opinions of other employees.	15	4.07	80.0	20%	53%		27%	
32. Forms working relationships with employees from other departments.	15	4.47	100.0	53%		47%		
33. Constructively receives criticism and suggestions from others.	15	4.13	80.0	20%	47%		33%	
34. Consistently demonstrates ability and willingness to trust others.	15	4.13	86.7	13%	60%		27%	
35. Works across boundaries within the organization.	15	4.00	80.0	20%	60%		20%	

Comments:
- _____ has demonstrated excellent leadership and organizational qualities.   He keeps his team focused and is open to all ideas.   He certainly makes us feel included in all aspects that pertain to our department.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- Under his leadership, the department teams have become very cohesive.
- He is well respected.
- _____ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.

Organizational Fluency

Summary Scores

Self	4.00
Supervisor	3.60
Peer	4.25
Direct Reports	4.32

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

36. Understands departmental policies and procedures.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.40

37. Anticipates problems that may affect the department.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.00

38. Able to explain departmental policies and procedures to others.

Self	4.00
Supervisor	3.00
Peer	4.50
Direct Reports	4.20

39. Effective in communicating with others within the organization.

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.00

40. Gets things done through the department.

Self	4.00
Supervisor	4.00
Peer	4.12
Direct Reports	5.00
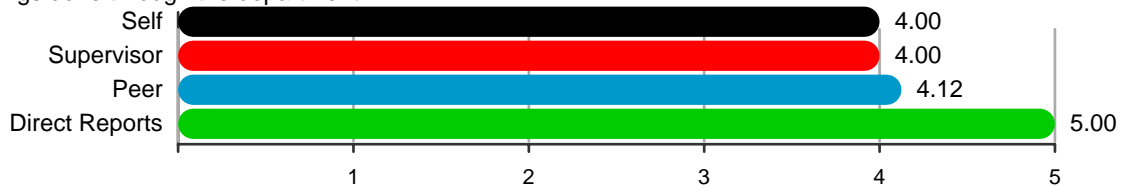
Level of Skill

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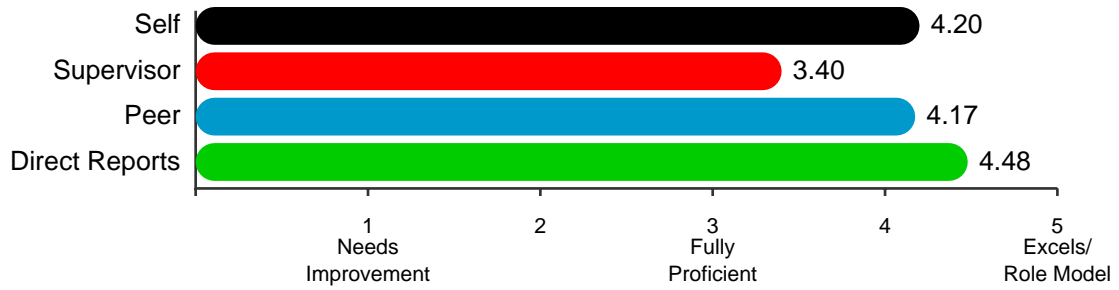
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Understands departmental policies and procedures.	15	4.33	100.0		67%			33%
37. Anticipates problems that may affect the department.	15	3.93	80.0	13%	7%	53%		27%
38. Able to explain departmental policies and procedures to others.	15	4.27	86.7	13%	47%			40%
39. Effective in communicating with others within the organization.	15	4.13	86.7	13%	60%			27%
40. Gets things done through the department.	15	4.40	93.3	7%	47%			47%

Comments:
- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- _____ is a wonderful collaborator and leader.   It is a treat to be able to work with him.
- _____'s job performance exceeds all the elements.
- Have persistence and tenacity

Global Perspective

Summary Scores

Self	4.20
Supervisor	3.40
Peer	4.17
Direct Reports	4.48

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        1           2           3           4           5
     Needs                    Fully                  Excels/
   Improvement              Proficient            Role Model
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41. Applies knowledge of overseas markets.

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.60

42. Works well with others from different cultural backgrounds.

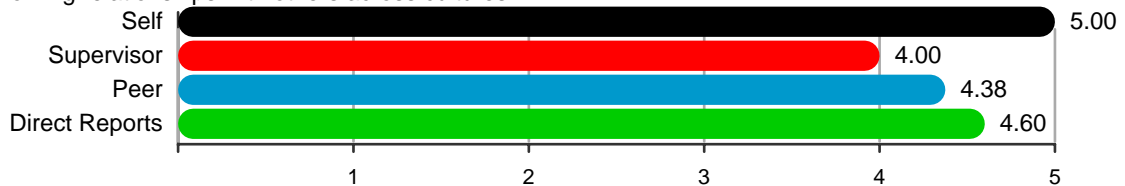|	
Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.60

43. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.40

44. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.

Self	4.00
Supervisor	4.00
Peer	3.88
Direct Reports	4.20

45. Builds working relationships with others across cultures.

Self	5.00
Supervisor	4.00
Peer	4.38
Direct Reports	4.60

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        1           2           3           4           5
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Level of Skill

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

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
41. Applies knowledge of overseas markets.	15	4.33	93.3	7%	53%		40%
42. Works well with others from different cultural backgrounds.	15	4.20	80.0	20%	40%		40%
43. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	4.13	86.7	13%	60%		27%
44. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	4.00	86.7	13%	73%		13%
45. Builds working relationships with others across cultures.	15	4.47	93.3	7%	40%		53%

Comments:
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Too many changes that are not needed at a department our size.   Not enough input from current staff in decision making.
- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- I think _____ is doing to great job!   The learning curve is steep and he is growing to meet the challenge.
- _____ is an outstanding manager.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- _____ is a wonderful partner.   He 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.
- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members.   With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- He is a team player and willing to help other departments and staff when needed.
- _____ takes some time to process new ideas and often reacts before considering the facts.   Once _____ has had time took think about discussions, he is willing to work with other departments and staff.   He can be stubborn at times.
- He sets his expectations high, and delivers a high level of performance herself.
- He encourages staff skill development and input to improve department processes

What do you like best about working with this individual?

- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- _____ is determined to help make [CompanyName] successful.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.

What do you like least about working with this individual?

- He seems to be well respected from members of his own team as well.
- Needs to have more face-to-face communications with other employees in the company.
- One of the best supervisors that I have had.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- I have observed that _____ has made some very good decisions with his leadership team this year.   He values his team and sets clear expectations.   He is a team player when working on projects or issues and he always responds promptly to requests for assitance.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques.   One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff.   Not only will this focus discussions, but it will let others know that we all share similar values.

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

- _____ listens to his staff and delegates responsibilities as appropriate.
- _____ is a great asset to our department.   He is always available when issues arise & help is needed to solve problems.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- _____ does a great job at demonstrating the value of his team to the organization.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- _____ is a wonderful team member. . .has the gift of empathy and encouragement.   He has a can do attitude when faced with projects/issues.

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

- He has integrated into Systems more than anyone else.   He is truly an asset for [CompanyName]'s work.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- I think _____ is off to a very good start with the new division.   He is engaging key players and helping form vision with his leadership team.
- Great year of growth!
- I have always respected his concern for stakeholder input and his efforts to put his customers first.

Any final comments?

- Difficult to reach sometimes and often does not respond to messages at all.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- He is trustworthy, dependable, positive attitude, and team focused.
- He collaborates with all departments and operates under shared governance.
- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.