

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.

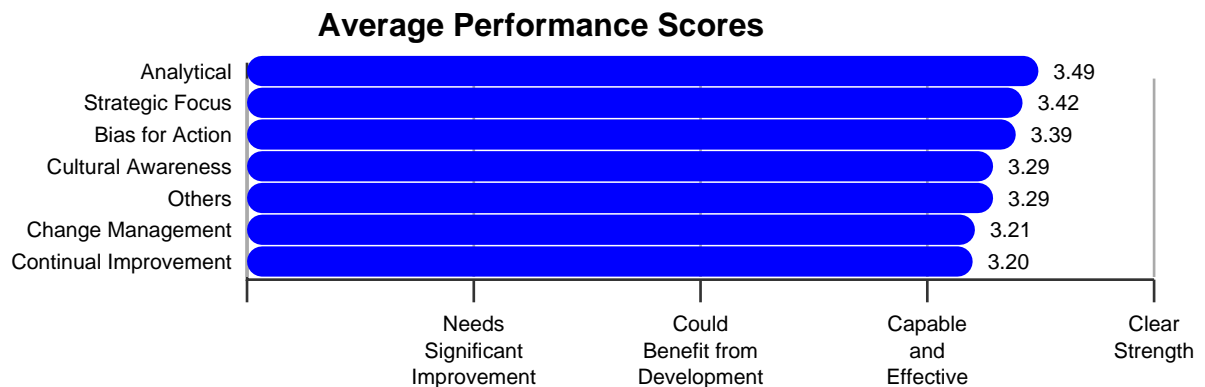
What to Do with Your Feedback

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

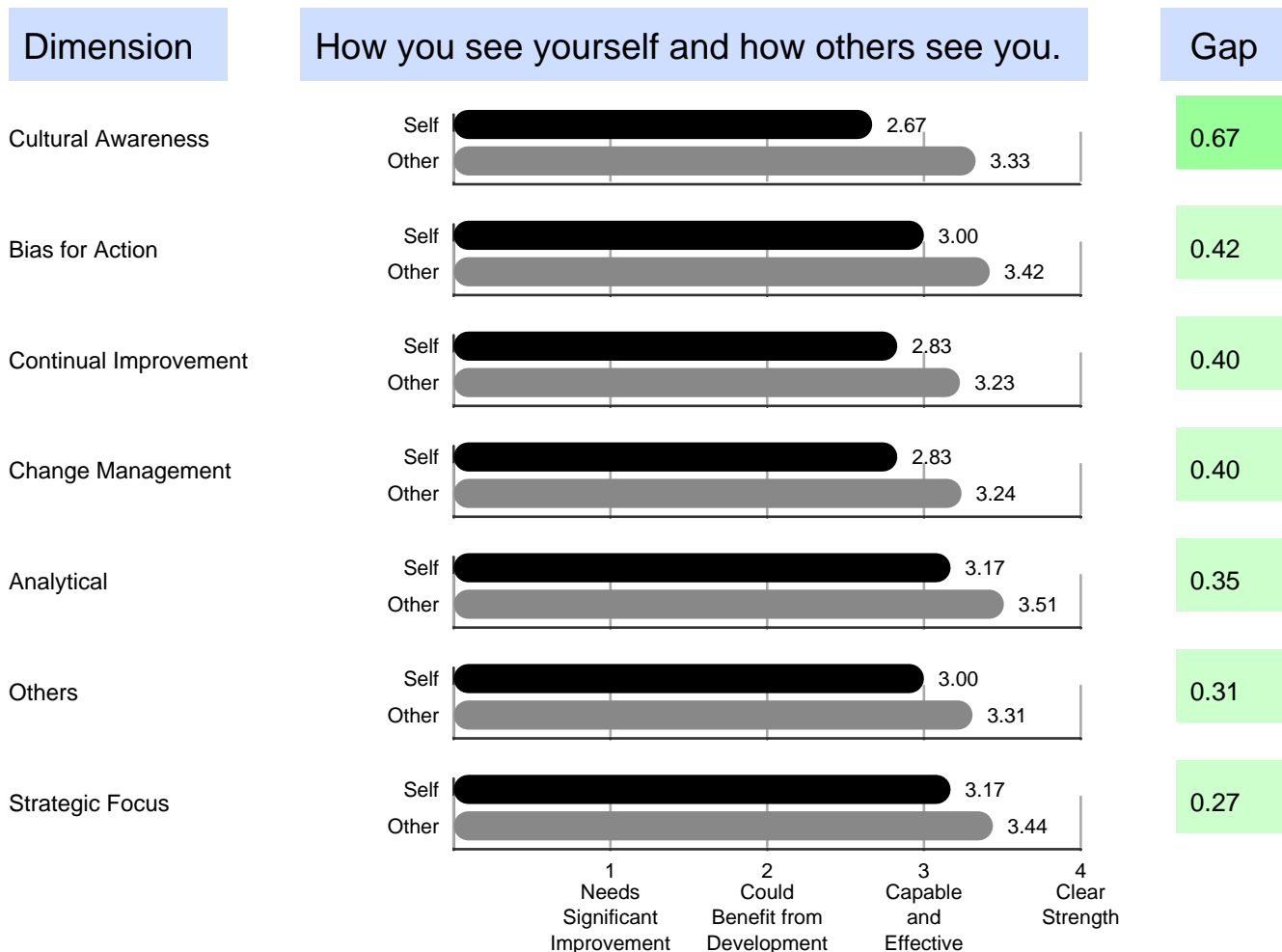
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	3.20	93.3	7%	67%		27%
2. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	3.87	100.0	13%	87%		
3. Looks for opportunities to enhance contributions to the bottom line.	15	3.33	93.3	7%	53%		40%
4. Understands & contributes to development of strategic goals.	15	3.60	93.3	7%	27%	67%	
5. Understands their role within the organization.	15	3.33	93.3	7%	53%		40%
6. Able to decline a poor strategy by proposing alternate strategies.	15	3.20	93.3	7%	60%		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. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	3.29	3.20	-0.09 ▼
2. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.65	3.87	+0.22 ▲
3. Looks for opportunities to enhance contributions to the bottom line.	3.18	3.33	+0.16 ▲
4. Understands & contributes to development of strategic goals.	3.41	3.60	+0.19 ▲
5. Understands their role within the organization.	3.24	3.33	+0.10 ▲
6. Able to decline a poor strategy by proposing alternate strategies.	3.24	3.20	-0.04 ▼

Comments:

- She is an outstanding manager.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- She is, quite simply, the best boss I've ever had.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- She is very customer focused and this reflects in her division leadership and performance.

Bias for Action

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
7. Completes a large volume of work.	15	3.20	86.7	13%	53%	33%	
8. Motivates others to achieve or exceed goals	15	3.40	93.3	7%	47%	47%	
9. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.47	93.3	7%	40%	53%	
10. Completes work on time	15	3.47	93.3	7%	40%	53%	
11. Encourages risk taking and experimentation to improve performance	15	3.53	100.0		47%	53%	
12. Conveys a sense of urgency about addressing problems and opportunities	15	3.27	100.0		73%	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
7. Completes a large volume of work.	3.41	3.20	-0.21 ▼
8. Motivates others to achieve or exceed goals	3.24	3.40	+0.16 ▲
9. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.18	3.47	+0.29 ▲
10. Completes work on time	3.35	3.47	+0.11 ▲
11. Encourages risk taking and experimentation to improve performance	3.47	3.53	+0.06 ▲
12. Conveys a sense of urgency about addressing problems and opportunities	3.47	3.27	-0.20 ▼

Comments:

- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- I think ___ works really hard to engage with everyone of us.
- She has a very engaging style which generates trust and respect.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- She walks the walk and talks the talk.

Continual Improvement

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
13. Analyzes processes to determine areas for improvement.	15	3.33	100.0		67%		33%
14. Promotes training and development opportunities to enhance job performance.	15	3.13	86.7	13%	60%		27%
15. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.07	80.0	20%	53%		27%
16. Looks for ways to expand and learn new job skills.	15	3.40	93.3	7%	47%		47%
17. Looks for ways to improve work processes and procedures.	15	3.27	93.3	7%	60%		33%
18. Looks for ways to expand current job responsibilities.	14	3.00	92.9	7%	79%		14%

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
13. Analyzes processes to determine areas for improvement.	3.35	3.33	-0.02 ▼
14. Promotes training and development opportunities to enhance job performance.	3.18	3.13	-0.04 ▼
15. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.00	3.07	+0.07 ▲
16. Looks for ways to expand and learn new job skills.	3.65	3.40	-0.25 ▼
17. Looks for ways to improve work processes and procedures.	3.47	3.27	-0.20 ▼
18. Looks for ways to expand current job responsibilities.	3.12	3.00	-0.12 ▼

Comments:

- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- Very knowledgeable and always steps up if help is needed.
- I respect ___ and have turned to her for advice.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- She engages the staff and I feel the department is in the best shape it ever has been in.

Cultural Awareness

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
19. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.47	100.0		53%	47%	
20. Encourages a work environment where individual differences are valued.	15	3.40	93.3	7%	47%	47%	
21. Shows respect in daily interactions	15	3.53	100.0		47%	53%	
22. Fosters a diverse workforce free from discrimination and harassment.	15	3.00	80.0	20%	60%	20%	
23. Treats others with dignity and respect.	15	2.87	80.0	20%	73%	7%	
24. Respects others regardless of age, race, gender, nationality, or disability.	15	3.47	100.0		53%	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
19. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.59	3.47	-0.12 ▼
20. Encourages a work environment where individual differences are valued.	3.29	3.40	+0.11 ▲
21. Shows respect in daily interactions	3.35	3.53	+0.18 ▲
22. Fosters a diverse workforce free from discrimination and harassment.	3.00	3.00	
23. Treats others with dignity and respect.	2.88	2.87	-0.02 ▼
24. Respects others regardless of age, race, gender, nationality, or disability.	3.00	3.47	+0.47 ▲

Comments:

- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- I have seen improvement and will try to encourage even more growth.
- She is beginning to reach out to the other managers more, and it is appreciated.
- ___ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, ___ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- ___ 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 has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.

Analytical

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Selects the appropriate techniques for analysis.	15	3.67	100.0	33%	67%		
26. Implements data validation techniques and methods.	15	3.40	93.3	7%	47%	47%	
27. Identifies the root cause of a problem.	15	3.33	93.3	7%	53%	40%	
28. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.53	100.0	47%	53%		
29. Asks the "right" questions to size up or evaluate situations.	15	3.67	100.0	33%	67%		
30. Identifies problems and issues needing resolution.	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
25. Selects the appropriate techniques for analysis.	3.76	3.67	-0.10 ▼
26. Implements data validation techniques and methods.	3.53	3.40	-0.13 ▼
27. Identifies the root cause of a problem.	3.12	3.33	+0.22 ▲
28. Analyzes data and information from several sources and arrives at logical conclusions.	3.41	3.53	+0.12 ▲
29. Asks the "right" questions to size up or evaluate situations.	3.59	3.67	+0.08 ▲
30. Identifies problems and issues needing resolution.	3.41	3.33	-0.08 ▼

Comments:

- Timely follow through.
- Sometimes her decisions aren't thought through from a financial perspective.
- ___ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- She walks the walk and talks the talk.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Works cooperatively with others to implement changes.	15	3.20	86.7	13%	53%	33%	
32. Supports the Company's efforts to implement changes.	15	3.40	100.0		60%	40%	
33. Effective in dealing with ambiguous and challenging situations.	15	3.20	86.7	13%	53%	33%	
34. Assists others in understanding changes to the organization.	15	3.27	93.3	7%	60%	33%	
35. Effective in implementing new organizational vision and values.	15	3.00	80.0	20%	60%	20%	
36. Supports new initiatives for organizational changes to improve effectiveness.	15	3.20	93.3	7%	67%	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
31. Works cooperatively with others to implement changes.	3.18	3.20	+0.02 ▲
32. Supports the Company's efforts to implement changes.	3.35	3.40	+0.05 ▲
33. Effective in dealing with ambiguous and challenging situations.	3.18	3.20	+0.02 ▲
34. Assists others in understanding changes to the organization.	2.88	3.27	+0.38 ▲
35. Effective in implementing new organizational vision and values.	3.18	3.00	-0.18 ▼
36. Supports new initiatives for organizational changes to improve effectiveness.	3.18	3.20	+0.02 ▲

Comments:

- ___ is always working collaboratively with many different teams not only within the organization but within the community
- She is a strong leader complemented with sound judgement
- She always involves others in decisions ensuring a well rounded approach.
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- She is well respected by her peers and it is clear to see why.

Others

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. Able to see issues from others' perspectives.	15	3.27	93.3	7%	60%	33%	
38. Forms working relationships with employees from other departments.	15	3.27	86.7	13%	47%	40%	
39. Treats others with respect and dignity.	15	3.13	86.7	13%	60%	27%	
40. ...treats others with respect and dignity.	15	3.40	93.3	7%	47%	47%	
41. Helpful	15	3.33	93.3	7%	53%	40%	
42. Includes others in the decision making processes.	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
37. Able to see issues from others' perspectives.	3.35	3.27	-0.09 ▼
38. Forms working relationships with employees from other departments.	3.24	3.27	+0.03 ▲
39. Treats others with respect and dignity.	3.59	3.13	-0.45 ▼
40. ...treats others with respect and dignity.	3.29	3.40	+0.11 ▲
41. Helpful	3.29	3.33	+0.04 ▲
42. Includes others in the decision making processes.	3.41	3.33	-0.08 ▼

Comments:

- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- She has established credibility and trust with all the directors and managers.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.

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?

- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- Willingness to help, patience in teaching.
- I look forward to learning and improving with her and the other members in the division.
- Could be more self-aware of impact on other team members
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- ___ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.

What do you like best about working with this individual?

- Charisma, In-depth knowledge, and an ability to train/mentor others.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- ___ is a great leader. Her team has been through a lot of change. ___ is focused on building her team and helping them through the change.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- I think ___ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ___ took over and I feel ___ has risen to the occasion and handled herself well.

What do you like least about working with this individual?

- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- ___ takes pride in her department. Her follow through is excellent. ___ leads by example.
- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- I value ___ for so much more than her negotiating skills which are outstanding.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.

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

- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- Very knowledgeable and always steps up if help is needed.
- She always involves others in decisions ensuring a well rounded approach.
- She is becoming more comfortable to deliver critical feedback.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.

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

- ___ has been an excellent assistant manager.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- ___ has great insights regarding individuals and relationships, as well as good ideas about processes.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- She is detailed when presenting a plan.
- She strives to be an effective and available leader.

Any final comments?

- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- Manager routinely demonstrates all of the above characteristics, as marked
- Expectations are not always clearly communicated/outlined.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- Improve on providing feedback.
- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.