Feedback Results

Your CompanyName Here

2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots."   This feedback may help us to understand the negative impact our actions may unintentionally have on others.
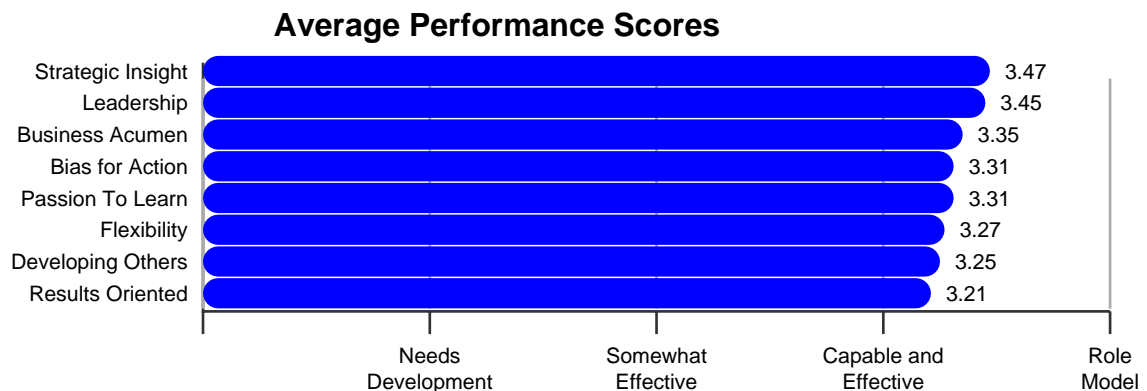
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.
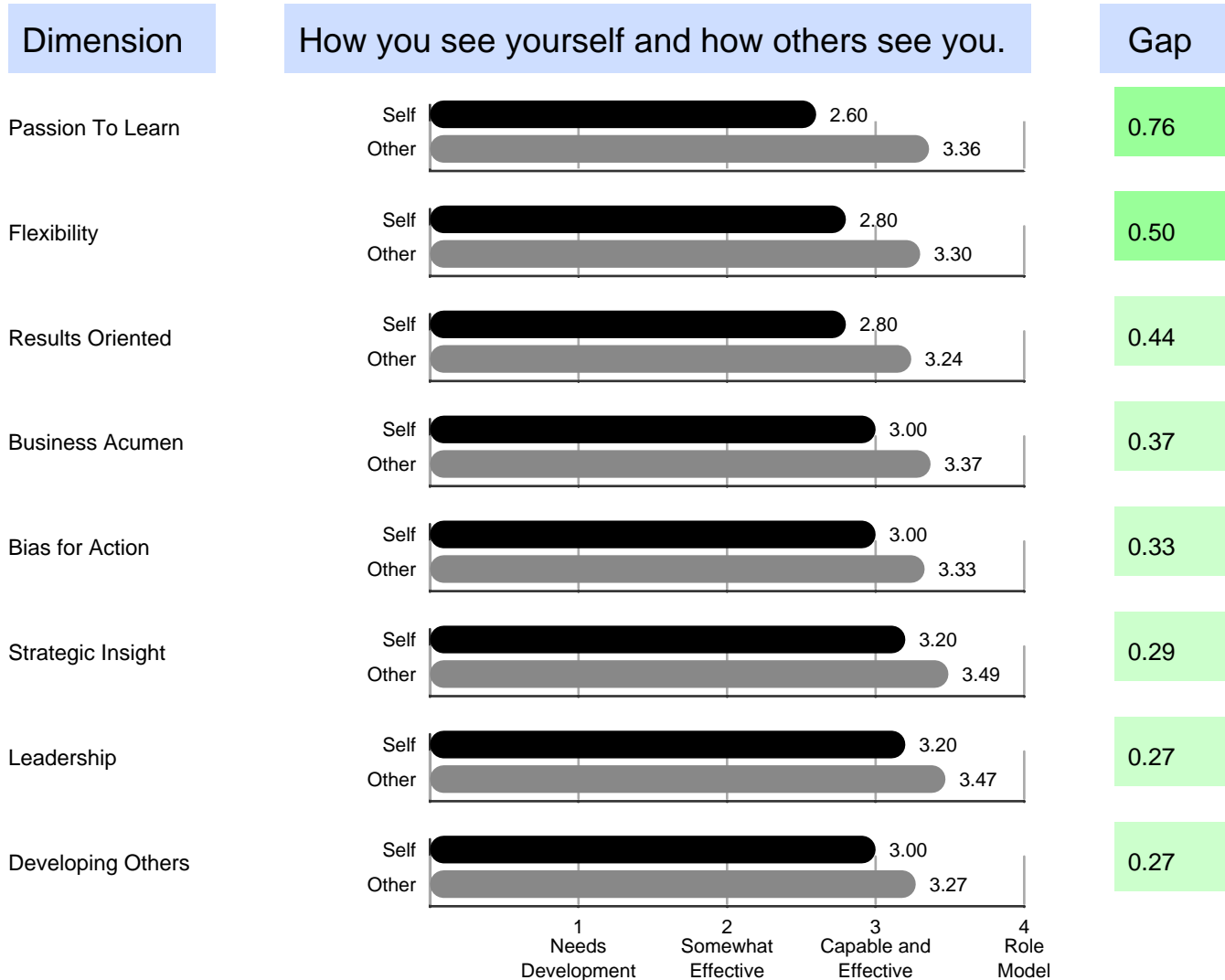
Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.

Average Performance Scores

Dimension	Score
Strategic Insight	3.47
Leadership	3.45
Business Acumen	3.35
Bias for Action	3.31
Passion To Learn	3.31
Flexibility	3.27
Developing Others	3.25
Results Oriented	3.21

Needs Development | Somewhat Effective | Capable and Effective | 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
Passion To Learn	Self 2.60 / Other 3.36	0.76
Flexibility	Self 2.80 / Other 3.30	0.50
Results Oriented	Self 2.80 / Other 3.24	0.44
Business Acumen	Self 3.00 / Other 3.37	0.37
Bias for Action	Self 3.00 / Other 3.33	0.33
Strategic Insight	Self 3.20 / Other 3.49	0.29
Leadership	Self 3.20 / Other 3.47	0.27
Developing Others	Self 3.00 / Other 3.27	0.27

Scale:
1 Needs Development
2 Somewhat Effective
3 Capable and Effective
4 Role Model

Strategic Insight

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. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	3.20	93.3	7%	67%		27%
2. Maintains knowledge of current trends in the industry.	15	3.87	100.0	13%	87%		
3. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.33	93.3	7%	53%	40%	
4. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.60	93.3	7%	27%	67%	
5. Formulates policies and strategies for addressing the Company's important challenges.	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. Anticipates business cycles and trends and makes adjustments in a timely manner.	3.29	3.20	-0.09	▼
2. Maintains knowledge of current trends in the industry.	3.65	3.87	+0.22	▲
3. Analyzes records and reports to obtain insight into potential issues and trends.	3.18	3.33	+0.16	▲
4. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.41	3.60	+0.19	▲
5. Formulates policies and strategies for addressing the Company's important challenges.	3.24	3.33	+0.10	▲

Comments:
- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- _____ 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.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- He is a dedicated person who inspires excellence in both staff and customer service.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.

Business Acumen

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. Asks the 'right' questions to size up or evaluate situations.	15	3.20	93.3	7%	60%		33%
7. Understands complex issues and problems.	15	3.20	86.7	13%	53%		33%
8. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.40	93.3	7%	47%		47%
9. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.47	93.3	7%	40%		53%
10. Able to align resources to meet the business needs of the company.	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. Asks the 'right' questions to size up or evaluate situations.	3.24	3.20	-0.04 ▼
7. Understands complex issues and problems.	3.41	3.20	-0.21 ▼
8. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.24	3.40	+0.16 ▲
9. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.18	3.47	+0.29 ▲
10. Able to align resources to meet the business needs of the company.	3.35	3.47	+0.11 ▲

Comments:
- I think at times his dedicaton to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- I feel that we would not be such a great place if it wasn't for _____.   _____ is the best!!!!!!
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- _____ exemplifies all of these qualities.
- _____ knows his team very well and is gaining the same knowledge in regards to his team
- I love working with his and hope to continue having his as my supervisor!

Flexibility

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. Works effectively during periods of change.	15	3.53	100.0		47%		53%
12. Identifies new opportunities to achieve goals	15	3.27	100.0		73%		27%
13. Effective in incorporating new ideas.	15	3.33	100.0		67%		33%
14. Implements changes as a result of having listened to employees	15	3.13	86.7	13%	60%		27%
15. Adapts to new organizational structures, policies, or procedures.	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. Works effectively during periods of change.	3.47	3.53	+0.06 ▲
12. Identifies new opportunities to achieve goals	3.47	3.27	-0.20 ▼
13. Effective in incorporating new ideas.	3.35	3.33	-0.02 ▼
14. Implements changes as a result of having listened to employees	3.18	3.13	-0.04 ▼
15. Adapts to new organizational structures, policies, or procedures.	3.00	3.07	+0.07 ▲

Comments:
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- Great addition to the department!
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- His passion for and for education and his advanced degree is a tremendous asset to the team.
- _____ would be my choice for permanent manager of the department.
- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Encourages risk taking and experimentation to improve performance	15	3.40	93.3	7%	47%	47%	
17. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.27	93.3	7%	60%	33%	
18. Completes work on time	14	3.00	92.9	7%	79%	14%	
19. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.47	100.0		53%	47%	
20. Identifies ways to simplify work processes and reduce cycle times	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. Encourages risk taking and experimentation to improve performance	3.65	3.40	-0.25 ▼
17. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.47	3.27	-0.20 ▼
18. Completes work on time	3.12	3.00	-0.12 ▼
19. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.59	3.47	-0.12 ▼
20. Identifies ways to simplify work processes and reduce cycle times	3.29	3.40	+0.11 ▲

Comments:
- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- His professionalism is beyond reproach and he is fair and just.
- Job performance is excellent. Lucky to have _____ on our team.
- _____ works to hire only the best and encourages us to that same standard.   We are all learning about outcomes and _____ is able to tie it into our work so it makes sense.   He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Embraces new technology and procedures.	15	3.53	100.0		47%	53%	
22. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.00	80.0	20%	60%		20%
23. Will participate in training classes even if offered outside of normal working hours.	15	2.87	80.0	20%	73%		7%
24. Enhances value to the company through additional training and development.	15	3.47	100.0		53%	47%	
25. Enjoys learning new skills and techniques.	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. Embraces new technology and procedures.	3.35	3.53	+0.18 ▲
22. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.00	3.00	
23. Will participate in training classes even if offered outside of normal working hours.	2.88	2.87	-0.02 ▼
24. Enhances value to the company through additional training and development.	3.00	3.47	+0.47 ▲
25. Enjoys learning new skills and techniques.	3.76	3.67	-0.10 ▼

Comments:
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- Too many changes that are not needed at a department our size.   Not enough input from current staff in decision making.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- _____ is excellent about offering support if needed but he also allows us to work and he does not micro manage.
- Would like to see _____ more engaged in collaboration with other departments, specifically research, in designing training objectives.

Leadership

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. Able to influence others.	15	3.40	93.3	7%	47%	47%	
27. Motivates others to reach and exceed organizational goals and objectives.	15	3.33	93.3	7%	53%	40%	
28. Sits down regularly with employees to review their job performance.	15	3.53	100.0		47%	53%	
29. Motivates and challenges employees to attain a shared vision.	15	3.67	100.0		33%	67%	
30. Expresses clear goals and objectives.	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. Able to influence others.	3.53	3.40	-0.13	▼
27. Motivates others to reach and exceed organizational goals and objectives.	3.12	3.33	+0.22	▲
28. Sits down regularly with employees to review their job performance.	3.41	3.53	+0.12	▲
29. Motivates and challenges employees to attain a shared vision.	3.59	3.67	+0.08	▲
30. Expresses clear goals and objectives.	3.41	3.33	-0.08	▼

Comments:
- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- Willingness to pitch in, desire to grow, and a great attitude.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- Strive for excellence. Willing to learn. Implement advice from others.
- _____ is always professional during interactions with staff.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Stays focused on meeting the needs of customers.	15	3.20	86.7	13%	53%		33%
32. Provides clear expectations for employees.	15	3.40	100.0		60%		40%
33. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	3.20	86.7	13%	53%		33%
34. Explains the "whys" behind organizational objectives	15	3.27	93.3	7%	60%		33%
35. Does not become distracted by non-issues or interruptions.	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. Stays focused on meeting the needs of customers.	3.18	3.20	+0.02 ▲
32. Provides clear expectations for employees.	3.35	3.40	+0.05 ▲
33. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	3.18	3.20	+0.02 ▲
34. Explains the "whys" behind organizational objectives	2.88	3.27	+0.38 ▲
35. Does not become distracted by non-issues or interruptions.	3.18	3.00	-0.18 ▼

Comments:
- Our desire to improve loss rates has been encouraged and supported by _____.
- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department ans was a valuable member.
- _____ has implemented using certain times of the day for email.   He is consistently encouraging staff to keep emails brief and too the point.
- Resources are managed carefully with input sought and considered before applying those resources.
- Has a very good attitude which makes it a pleasure working environment.   Stays organized and on top of most all issues that arise.
- _____ has an incredible vision for our organization's strategy and improvement efforts.

Developing 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Is open to receiving feedback.	15	3.20	93.3	7%	67%		27%
37. Tries to ensure employees are ready to move to the next level.	15	3.27	93.3	7%	60%		33%
38. Creates a work environment that fosters positive feedback to employees.	15	3.27	86.7	13%	47%		40%
39. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.13	86.7	13%	60%		27%
40. Assigns tasks and responsibilities to develop skills of others.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
36. Is open to receiving feedback.	3.18	3.20	+0.02 ▲
37. Tries to ensure employees are ready to move to the next level.	3.35	3.27	-0.09 ▼
38. Creates a work environment that fosters positive feedback to employees.	3.24	3.27	+0.03 ▲
39. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.59	3.13	-0.45 ▼
40. Assigns tasks and responsibilities to develop skills of others.	3.29	3.40	+0.11 ▲

Comments:
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. _____ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.
- _____ is an excellent manager.
- _____ 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.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- I have not had any issues with _____ since I have been working for him.

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 will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- I appreciate his openness and availability to all the staff.
- _____ is an extremely competent leader and I am enjoying learning by his example.
- _____ demonstrates excellent skills at approaching employees that need correction action.   My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.

What do you like best about working with this individual?

- _____ works to hire only the best and encourages us to that same standard.   We are all learning about outcomes and _____ is able to tie it into our work so it makes sense.   He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team.   I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- I know he is busy, but the information requests or answers to emailed questions can slow things down.   Communicate more directly and more often.
- _____ has brought a much needed positive change to [CompanyName].
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.

What do you like least about working with this individual?

- _____ is great…He provides valuable insight/opinion when asked and easily makes decisions.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- _____ exceeds in above in all he does.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- Seek and provide critical feedback.
- _____ is a great resource to me when I have HR or professional development issues.   I count on him for his support and sound advice.

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

- He is becoming more comfortable to deliver critical feedback.
- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- Need to continue to engage staff in team development and role clarification.
- Dependability, with whatever is needed.
- The staff are so energetic and encouraging of each other.   They all look out for each other in each unit and appreciate all of their team mates.

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

- _____ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level.   His high standards for excellence are admirable and inspiring.
- _____ leads by example.
- He is open to feedback and actively tries to improve.
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- His years of experience and wisdom are generously shared and appreciated.

Any final comments?

- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leds and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- 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 recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- _____ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- _____ has made a lot of headway in transforming his team this last year.   A number of changes to structure and job descriptions have been made.