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.
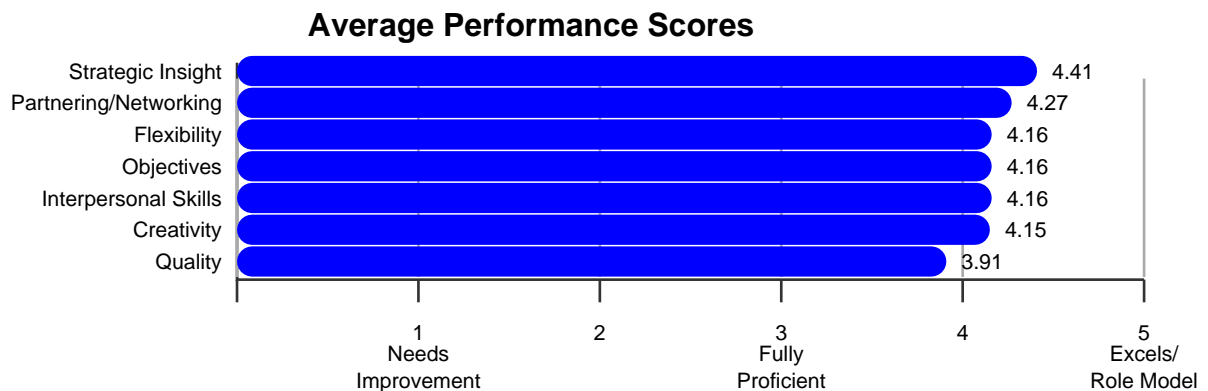
What to Do with Your Feedback

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.

Average Performance Scores

Dimension	Score
Strategic Insight	4.41
Partnering/Networking	4.27
Flexibility	4.16
Objectives	4.16
Interpersonal Skills	4.16
Creativity	4.15
Quality	3.91

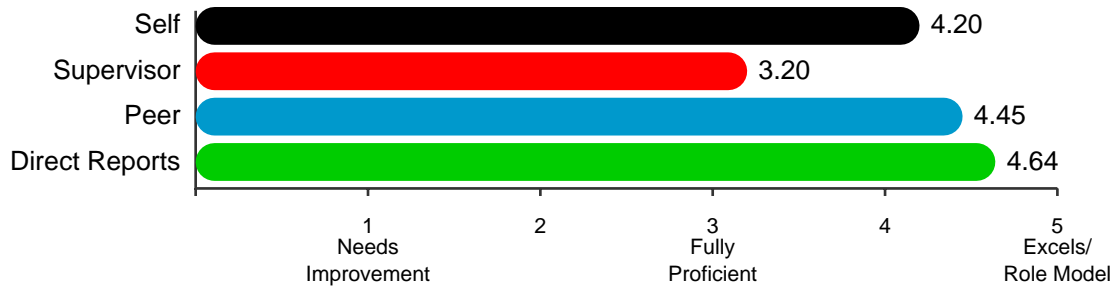Scale: 1 Needs Improvement — 3 Fully Proficient — 5 Excels/Role Model

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
Flexibility	Self 3.80 / Other 4.19	0.39
Interpersonal Skills	Self 3.80 / Other 4.19	0.39
Quality	Self 3.60 / Other 3.93	0.33
Partnering/Networking	Self 4.00 / Other 4.29	0.29
Strategic Insight	Self 4.20 / Other 4.43	0.23
Creativity	Self 4.00 / Other 4.16	0.16
Objectives	Self 4.20 / Other 4.16	0.04

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

Strategic Insight

Summary Scores

	Score
Self	4.20
Supervisor	3.20
Peer	4.45
Direct Reports	4.64

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         1              2              3              4              5
      Needs                         Fully                      Excels/
   Improvement                   Proficient                  Role Model
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1. Analyzes unique issues or problems impacting the Company.

	Score
Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.20

2. Formulates policies and strategies for addressing the Company's important challenges.

	Score
Self	5.00
Supervisor	4.00
Peer	4.88
Direct Reports	5.00

3. Identifies potential problems before they become critical incidents.

	Score
Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.80

4. Formulates strategies and action plans to ensure successful completion of goals and objectives.

	Score
Self	4.00
Supervisor	3.00
Peer	4.50
Direct Reports	4.60

5. Maintains knowledge of current trends in the industry.

	Score
Self	4.00
Supervisor	3.00
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).
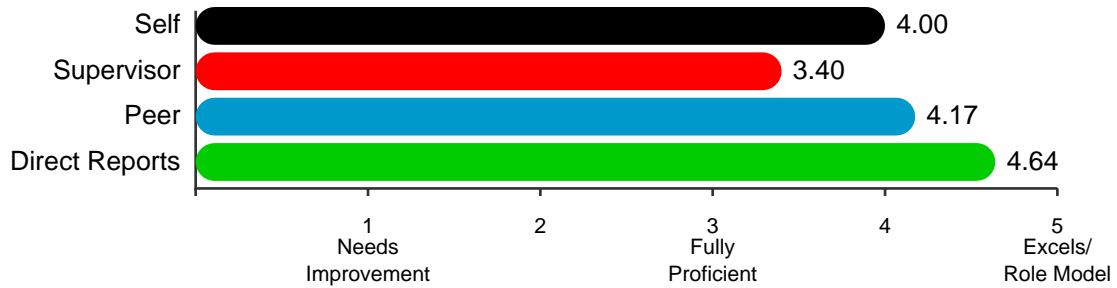
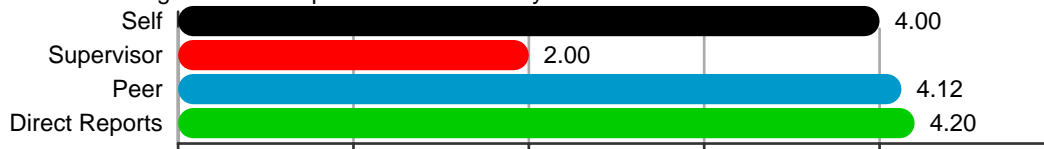| Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
1. Analyzes unique issues or problems impacting the Company.	15	4.20	93.3	7%	67%		27%
2. Formulates policies and strategies for addressing the Company's important challenges.	15	4.87	100.0	13%	87%		
3. Identifies potential problems before they become critical incidents.	15	4.27	93.3	7%	60%		33%
4. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	4.40	86.7	13%	33%	53%	
5. Maintains knowledge of current trends in the industry.	15	4.33	93.3	7%	53%		40%

Comments:
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- I believe I need to give her a chance to get into her position.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- ___ has many responsibilities and at times needed direction is delayed as she sorts through her priorities.   Responses via email can be slow, delaying action on my part while I wait direction.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.

Partnering/Networking

Summary Scores

	Score
Self	4.00
Supervisor	3.40
Peer	4.17
Direct Reports	4.64

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

6. Supports and encourages relationships that are created by diverse team members.

	Score
Self	4.00
Supervisor	2.00
Peer	4.12
Direct Reports	4.20

7. Seeks an understanding of diverse functions within the Company.

	Score
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.40

8. Partners with peers to obtain influence within the Company.

	Score
Self	4.00
Supervisor	5.00
Peer	4.12
Direct Reports	4.60

9. Forges mutually beneficial relationships between individuals with diverse backgrounds.

	Score
Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	5.00

10. Promotes the understanding of how the department affects the organization overall.

	Score
Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	5.00

1	2	3	4	5

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. Supports and encourages relationships that are created by diverse team members.	15	4.00	80.0	7%	13%	53%		27%
7. Seeks an understanding of diverse functions within the Company.	15	4.07	80.0		20%	53%		27%
8. Partners with peers to obtain influence within the Company.	15	4.33	93.3	7%		47%		47%
9. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	4.47	93.3	7%		40%		53%
10. Promotes the understanding of how the department affects the organization overall.	15	4.47	93.3	7%		40%		53%

Comments:

- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department ans was a valuable member.
- ___ takes pride in her department. Her follow through is excellent.   ___ leads be example.
- She is a team player and willing to help other departments and staff when needed.
- She makes it very clear what the expectations are and the goals stay consistent.   If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim.   Changes are thought out and logical.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand.   ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact.   They are highly professional and share a common goal to assure safety for customers, visitors, and staff.

Flexibility

Summary Scores

Self	3.80
Supervisor	3.60
Peer	4.21
Direct Reports	4.28

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

11. Acts decisively in frequently changing and uncertain environment.

Self	4.00
Supervisor	5.00
Peer	4.38
Direct Reports	5.00

12. Identifies new opportunities to achieve goals

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.40

13. Is open to alternative ways to accomplish goals

Self	4.00
Supervisor	4.00
Peer	4.38
Direct Reports	4.40

14. Open to the perspectives/viewpoints of others.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	3.80

15. Able to adapt to new situations.

Self	3.00
Supervisor	2.00
Peer	3.86
Direct Reports	3.80

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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
11. Acts decisively in frequently changing and uncertain environment.	15	4.60	100.0	40%			60%	
12. Identifies new opportunities to achieve goals	15	4.27	100.0	73%				27%
13. Is open to alternative ways to accomplish goals	15	4.33	100.0	67%				33%
14. Open to the perspectives/viewpoints of others.	15	3.93	73.3	27%		53%		20%
15. Able to adapt to new situations.	14	3.64	57.1	14%	29%		36%	21%

Comments:
- ___ always goes above and beyond in her daily work.
- She seems to be well respected from members of her own team as well.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- ___ is an excellent leader.   She seeks input from everyone involved to solve an issue.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.

Creativity

Summary Scores
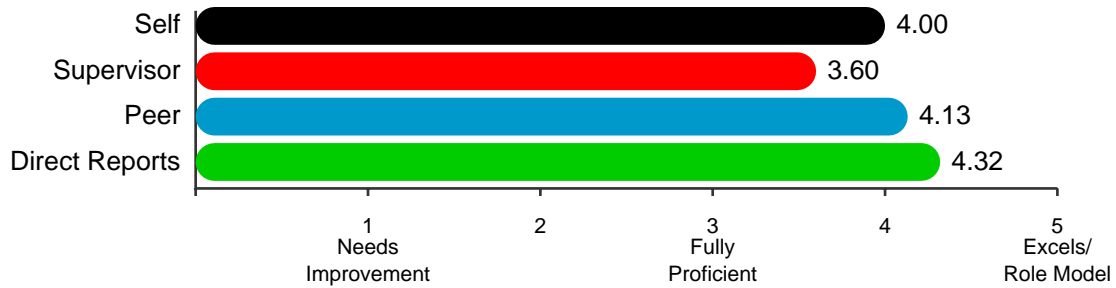
16. Adds value to the department/organization.
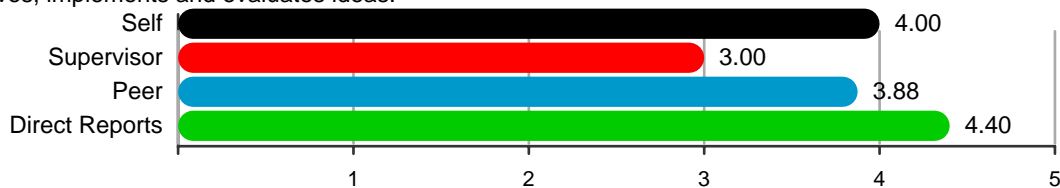

17. Inspires creativity in their team.

18. Creates a lot of new ideas.

19. Is creative and inspirational.

20. Conceives, implements and evaluates ideas.

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. Adds value to the department/organization.	15	4.33	86.7	13%	40%		47%	
17. Inspires creativity in their team.	15	4.27	93.3	7%	60%		33%	
18. Creates a lot of new ideas.	14	4.00	92.9	7%	86%			7%
19. Is creative and inspirational.	14	4.14	85.7	7%	7%	50%	36%	
20. Conceives, implements and evaluates ideas.	15	4.00	66.7	7%	27%	27%	40%	

Comments:
- Lean on team to help reduce burden and establish clear expectations.
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- Positive energy and a team player.
- ___ has excellent communication skills.

Quality

Summary Scores
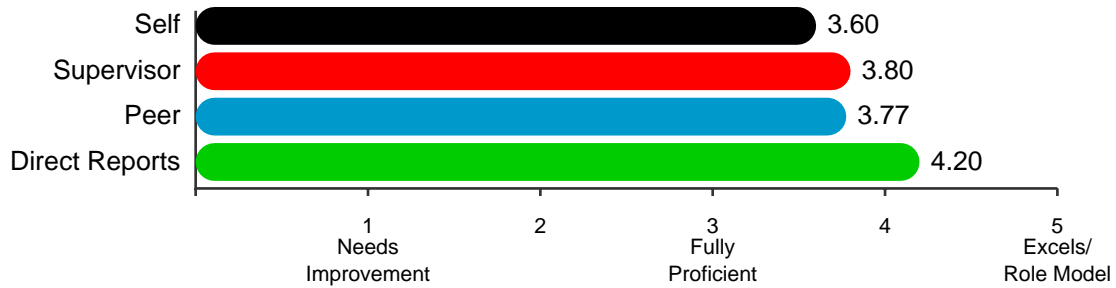
21. Encourages others to achieve high quality standards.

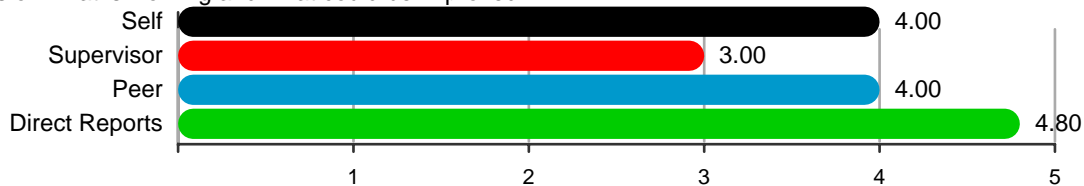**22. Holds employees accountable for their quality of work.**

23. Always strives to produce the highest quality work products.

24. Analyze what occurred and re-adjusts accordingly when goals are not met.

25. Reflects on what is working and what could be improved.

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).
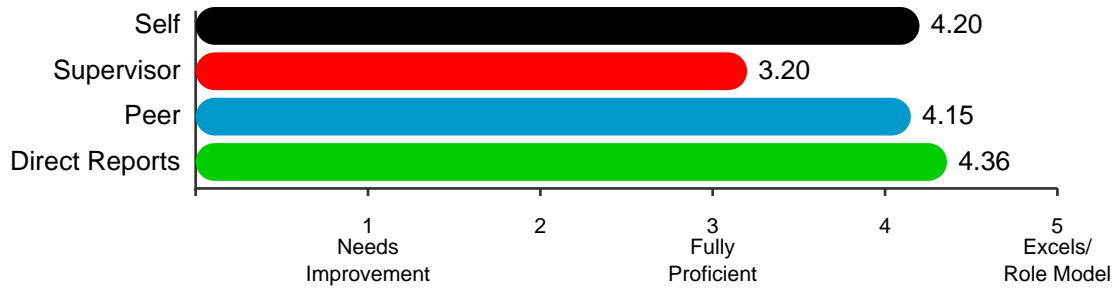
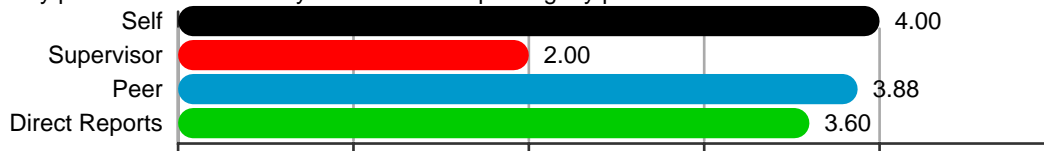| Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Encourages others to achieve high quality standards.	15	4.00	66.7	13%	20%	20%	47%
22. Holds employees accountable for their quality of work.	15	3.47	53.3	13%	33%	47%	7%
23. Always strives to produce the highest quality work products.	15	3.60	66.7	13%	20%	60%	7%
24. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.27	86.7	7% 7%	40%		47%
25. Reflects on what is working and what could be improved.	15	4.20	80.0	7% 13%	33%		47%

Comments:
- It has been a pleasure working with ___.   Her interactions with customers have improved over the last year.
- I honestly cannot think of of anything to recommend that would help her to improve at this point.
- ___ listens to employees ideas and concerns and address the issues right away.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- She is professional, reliable, ethical, and thoroughly engaged.   She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
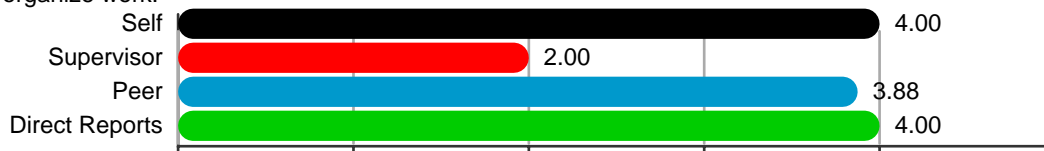
Objectives

Summary Scores

Self	4.20
Supervisor	3.20
Peer	4.15
Direct Reports	4.36

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

26. Consistently provides me with timely feedback for improving my performance.

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	3.60

27. Able to organize work.

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	4.00

28. Sets long-term and short-term goals.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

29. Communicates goals and objectives to employees.

Self	5.00
Supervisor	4.00
Peer	4.50
Direct Reports	5.00

30. Ability to establish realistic goals.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

1	2	3	4	5
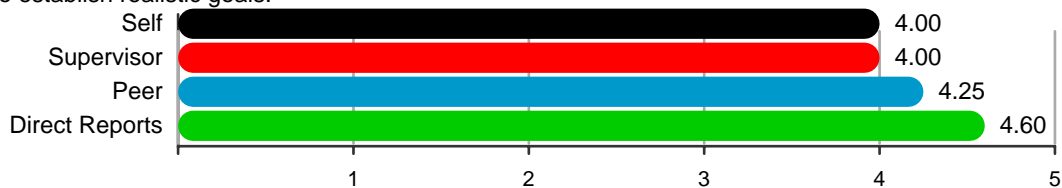
Level of Skill

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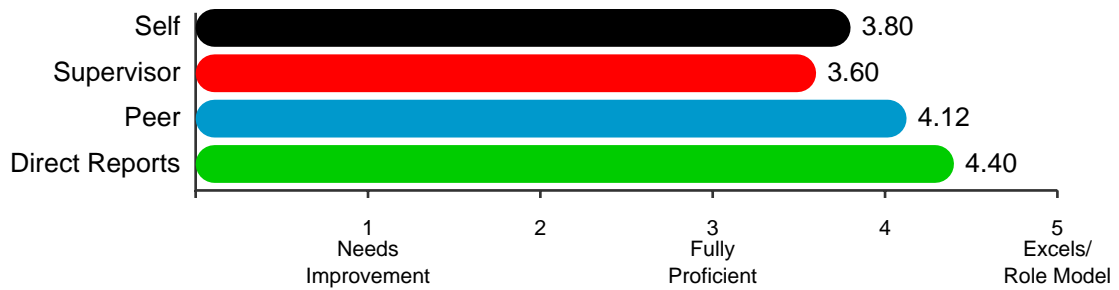
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Consistently provides me with timely feedback for improving my performance.	15	3.67	66.7	20%	13%	47%	20%
27. Able to organize work.	15	3.80	73.3	20%	7%	47%	27%
28. Sets long-term and short-term goals.	15	4.33	86.7	13%		40%	47%
29. Communicates goals and objectives to employees.	15	4.67	100.0			33%	67%
30. Ability to establish realistic goals.	15	4.33	100.0			67%	33%

Comments:
- I work with ___ regularly and see her interactions with other leaders frequently.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- ___ exemplifies all of the above.
- ___ is an excellent role model.   She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- Attitude is there; however, follow through is lacking at times.

Interpersonal Skills

Summary Scores

	Score
Self	3.80
Supervisor	3.60
Peer	4.12
Direct Reports	4.40

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

31. Uses tact, compassion, and sensitivity in interactions with others.

	Score
Self	4.00
Supervisor	3.00
Peer	4.25
Direct Reports	4.00

32. Values the opinions of others.

	Score
Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.80

33. Uses knowledge and charisma rather than position, power, or coercion to influence others

	Score
Self	3.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.60

34. Effectively manages conflicts by dealing with them directly and immediately

	Score
Self	4.00
Supervisor	4.00
Peer	4.00
Direct Reports	4.40

35. Is a role model for others

	Score
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.20
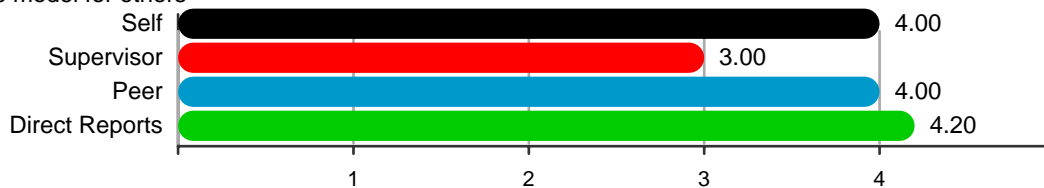
Level of Skill

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
31. Uses tact, compassion, and sensitivity in interactions with others.	15	4.07	80.0	20%		53%		27%
32. Values the opinions of others.	15	4.47	100.0		53%		47%	
33. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	4.13	80.0	20%		47%		33%
34. Effectively manages conflicts by dealing with them directly and immediately	15	4.13	86.7	13%		60%		27%
35. Is a role model for others	15	4.00	80.0	20%		60%		20%

Comments:
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- She is in an often times impossible position and is doing well all things considered
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- ___ 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.
- Under her leadership, the department teams have become very cohesive.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.

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?

- ___ always goes above and beyond in her daily work.
- I am still learning how to work with ___ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.
- Needs to have more face-to-face communications with other employees in the company.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- ___ sometimes doesn't answer   emails in a timely manner.   Some people have come into our office commenting on this.   One person said they have been waiting a month for a response.
- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone elses department, she is willing to help in any capacity she can to help reach goals.

What do you like best about working with this individual?

- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- I really enjoy her mentorship.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training.   All of which she has approached with a positive team building attitude.
- She is an excellent problem solver.

What do you like least about working with this individual?

- ___ is very professional in dealing with her peers and the staff.
- She is a great leader.
- ___ always stays customer and community focused.   She's also an excellent collaborator and always supportive and positive with others.
- She has consistently been a strong advocate for me and my team.
- ___ has made some excellent hiring decisions this past year.   I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.

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

- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- ___ is a pleasure to work with.
- She has grown as a manager in the last few months and it shows.
- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- I would encourage her to empathize with her team and show more of a calm, caring side.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.

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

- Team-oriented and goal focused.   Shows continuous desire for improvement.
- I appreciate her commitment in this area.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- I wish I had 5 more years to learn from ___. She teaches me with every interaction.
- I respect ___ and have turned to her for advice.

Any final comments?

- Collaboration and dissemination of information and projects is something ___ does well.
- She has consistently been a strong advocate for me and my team.
- She is a strong leader and it will make her even stronger to listen to her employees.   I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- ___ is a wonderful person to work for.