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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.

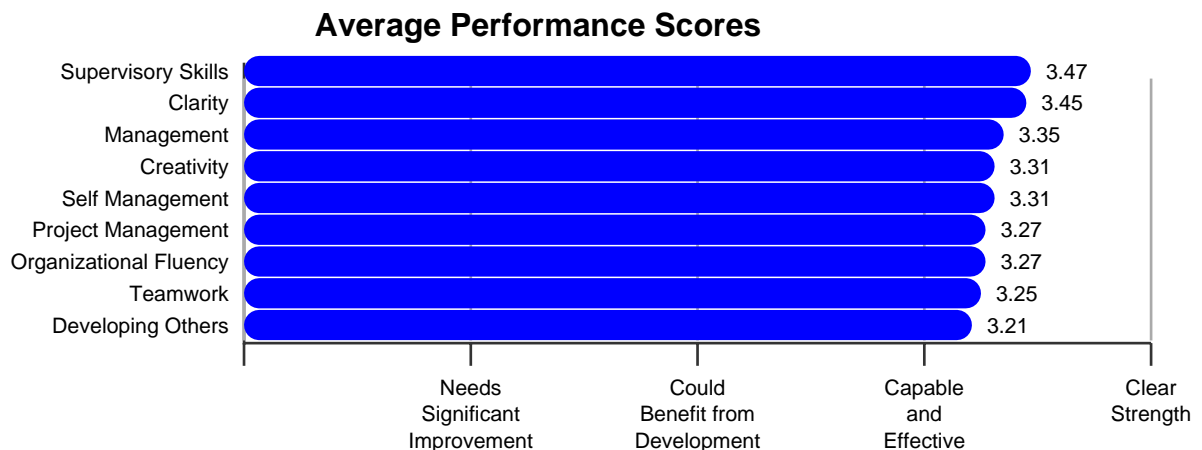
## What to Do with Your Feedback

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

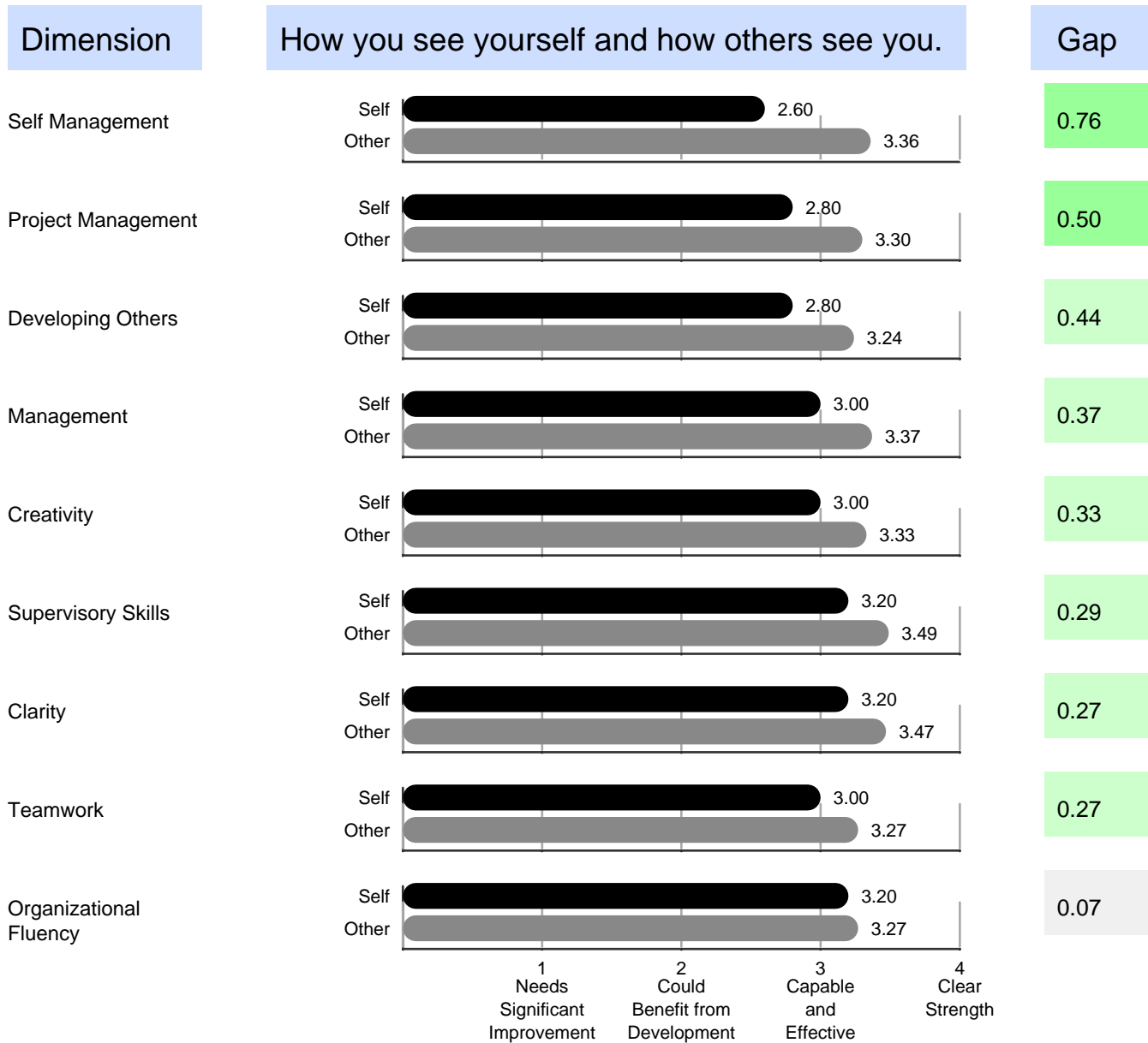
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



# 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.



## Supervisory Skills

### 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. Is aware of the unique strengths of each employee.	15	3.20	93.3	7%	67%		27%
2. Promotes teamwork and cooperation within the department.	15	3.87	100.0	13%	87%		
3. Treats all staff equitably.	15	3.33	93.3	7%	53%		40%
4. Delegates effectively.	15	3.60	93.3	7%	27%	67%	
5. Encourages employees to achieve their full potential.	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. Is aware of the unique strengths of each employee.	3.29	3.20	-0.09 ▼
2. Promotes teamwork and cooperation within the department.	3.65	3.87	+0.22 ▲
3. Treats all staff equitably.	3.18	3.33	+0.16 ▲
4. Delegates effectively.	3.41	3.60	+0.19 ▲
5. Encourages employees to achieve their full potential.	3.24	3.33	+0.10 ▲

### Comments:

- She consistently conducts herself with professionalism and represents our unit well.
- \_\_\_ has been a consistent resource to the Operations teams as we work in improving our scores.
- \_\_\_ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- Would like to see \_\_\_ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- I would recommend that \_\_\_ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.

## 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
6. Makes you feel enthusiastic about your work	15	3.20	93.3	7%	60%	33%	
7. Is ready to offer help	15	3.20	86.7	13%	53%	33%	
8. Keep staff informed about what is happening in the company	15	3.40	93.3	7%	47%	47%	
9. Sets an example for others to follow	15	3.47	93.3	7%	40%	53%	
10. Delegate tasks effectively	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. Makes you feel enthusiastic about your work	3.24	3.20	-0.04 ▼
7. Is ready to offer help	3.41	3.20	-0.21 ▼
8. Keep staff informed about what is happening in the company	3.24	3.40	+0.16 ▲
9. Sets an example for others to follow	3.18	3.47	+0.29 ▲
10. Delegate tasks effectively	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_ is an excellent manager, our dept.is a good place to work with her as a boss
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- \_\_\_ is great about approaching and including staff input with decision making within the department.
- Your initiative influences others in a positive way.
- \_\_\_ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.

## Project 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
11. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	3.53	100.0	47%	53%		
12. Maintains costs and expenses within budget limits.	15	3.27	100.0	73%	27%		
13. Regularly reviews project performance and goals.	15	3.33	100.0	67%	33%		
14. Anticipates potential problems and institutes controls and contingency plans to address them.	15	3.13	86.7	13%	60%	27%	
15. Defines project outcomes based on customer requirements.	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. Organizes, plans, and directs resources to accomplish the goals and objectives.	3.47	3.53	+0.06 ▲
12. Maintains costs and expenses within budget limits.	3.47	3.27	-0.20 ▼
13. Regularly reviews project performance and goals.	3.35	3.33	-0.02 ▼
14. Anticipates potential problems and institutes controls and contingency plans to address them.	3.18	3.13	-0.04 ▼
15. Defines project outcomes based on customer requirements.	3.00	3.07	+0.07 ▲

### Comments:

- She has been a great addition to the department in this area.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- There have been many changes in management over the last 5 years. I can truly say that \_\_\_ is an exceptional manager. Our dept has made some truly good changes under \_\_\_.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- Sometimes \_\_\_'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- As a leader, I can clearly see that \_\_\_ is open to growth as she 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 she gains leadership experience and mentoring.

## Creativity

### 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
16. Inspires creativity in their team.	15	3.40	93.3	7%	47%	47%	
17. Adds value to the department/organization.	15	3.27	93.3	7%	60%	33%	
18. Is creative and inspirational.	14	3.00	92.9	7%	79%	14%	
19. Is creative.	15	3.47	100.0		53%	47%	
20. Develops solutions to challenging problems.	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. Inspires creativity in their team.	3.65	3.40	-0.25 ▼
17. Adds value to the department/organization.	3.47	3.27	-0.20 ▼
18. Is creative and inspirational.	3.12	3.00	-0.12 ▼
19. Is creative.	3.59	3.47	-0.12 ▼
20. Develops solutions to challenging problems.	3.29	3.40	+0.11 ▲

#### Comments:

- She is friendly, courteous, and kind all while being very professional.
- I honestly cannot think of anything to recommend that would help her to improve at this point.
- \_\_\_ always remembers the customer is at the center of what we do.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- She could benefit from becoming more comfortable challenging others.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.

## Self 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
21. Consciously controls own negative emotions in order to keep team morale up.	15	3.53	100.0	47%	53%		
22. Uses patience and self-control in working with customers and associates.	15	3.00	80.0	20%	60%	20%	
23. Steps away from a situation to process appropriate response.	15	2.87	80.0	20%	73%	7%	
24. Analyzes interpersonal problems instead of reacting to them.	15	3.47	100.0	53%	47%		
25. Does not allow own emotions to interfere with the performance of others.	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. Consciously controls own negative emotions in order to keep team morale up.	3.35	3.53	+0.18 ▲
22. Uses patience and self-control in working with customers and associates.	3.00	3.00	
23. Steps away from a situation to process appropriate response.	2.88	2.87	-0.02 ▼
24. Analyzes interpersonal problems instead of reacting to them.	3.00	3.47	+0.47 ▲
25. Does not allow own emotions to interfere with the performance of others.	3.76	3.67	-0.10 ▼

### Comments:

- Seek and provide critical feedback.
- \_\_\_ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- \_\_\_ is a "One of a kind" She is a great manager.
- \_\_\_ has high expectations of herself and her employees. She does an excellent job of managing the department.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- \_\_\_ takes pride in her department. Her follow through is excellent. \_\_\_ leads be example.



## Clarity

### 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
26. Avoids creating ambiguity or mixed messages.	15	3.40	93.3	7%	47%	47%	
27. Is clear about the roles and duties of team members.	15	3.33	93.3	7%	53%	40%	
28. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	3.53	100.0		47%	53%	
29. Makes sure employees understand why they were given certain assignments.	15	3.67	100.0		33%	67%	
30. Checks details thoroughly.	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. Avoids creating ambiguity or mixed messages.	3.53	3.40	-0.13 ▼
27. Is clear about the roles and duties of team members.	3.12	3.33	+0.22 ▲
28. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.41	3.53	+0.12 ▲
29. Makes sure employees understand why they were given certain assignments.	3.59	3.67	+0.08 ▲
30. Checks details thoroughly.	3.41	3.33	-0.08 ▼

### Comments:

- It's been a pleasure to work for her.
- I have never known \_\_\_ to not hire for talent.
- \_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- I believe \_\_\_ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with \_\_\_ and I appreciate her style and understanding and support of the work that I do.
- \_\_\_ 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. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- \_\_\_ takes people where they want to go and pushes them to be their own success.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Assesses employees' developmental needs.	15	3.20	86.7	13%	53%	33%	
32. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.40	100.0		60%	40%	
33. Creates a work environment that fosters positive feedback to employees.	15	3.20	86.7	13%	53%	33%	
34. Encourages employees through recognition of positive changes in behavior.	15	3.27	93.3	7%	60%	33%	
35. Provides constructive feedback to others.	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. Assesses employees' developmental needs.	3.18	3.20	+0.02 ▲
32. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.35	3.40	+0.05 ▲
33. Creates a work environment that fosters positive feedback to employees.	3.18	3.20	+0.02 ▲
34. Encourages employees through recognition of positive changes in behavior.	2.88	3.27	+0.38 ▲
35. Provides constructive feedback to others.	3.18	3.00	-0.18 ▼

#### Comments:

- She recognized where I needed help and supported me in making the case to get it.
- \_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- \_\_\_ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- just know going through the hiring process with her.

## Teamwork

### 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
36. Fosters respect and understanding among team members	15	3.20	93.3	7%	67%		27%
37. Applies knowledge of team behavior to help achieve organizational goals and objectives.	15	3.27	93.3	7%	60%		33%
38. Seeks and listens to other's contributions	15	3.27	86.7	13%	47%		40%
39. Encourages open communication	15	3.13	86.7	13%	60%		27%
40. Actively participates in the work of teams; seeks and listens to others' contributions	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. Fosters respect and understanding among team members	3.18	3.20	+0.02 ▲
37. Applies knowledge of team behavior to help achieve organizational goals and objectives.	3.35	3.27	-0.09 ▼
38. Seeks and listens to other's contributions	3.24	3.27	+0.03 ▲
39. Encourages open communication	3.59	3.13	-0.45 ▼
40. Actively participates in the work of teams; seeks and listens to others' contributions	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_ has been an excellent assistant manager.
- \_\_\_ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- I admire \_\_\_ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- \_\_\_ encourages us as directors to go out with one voice and keeps us accountable.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.

## Organizational Fluency

### 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
41. Understands departmental policies and procedures.	15	3.33	93.3	7%	53%	40%	
42. Able to explain departmental policies and procedures to others.	15	3.33	93.3	7%	53%	40%	
43. Able to use corporate politics to advance department objectives.	15	3.13	86.7	13%	60%	27%	
44. Gets things done through the department.	15	3.00	86.7	13%	73%	13%	
45. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.53	100.0		47%	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
41. Understands departmental policies and procedures.	3.29	3.33	+0.04 ▲
42. Able to explain departmental policies and procedures to others.	3.41	3.33	-0.08 ▼
43. Able to use corporate politics to advance department objectives.	3.35	3.13	-0.22 ▼
44. Gets things done through the department.	3.18	3.00	-0.18 ▼
45. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_ is by far a leader in the service area.
- \_\_\_ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- \_\_\_ is an excellent leader. She seeks input from everyone involved to solve an issue.
- I admire \_\_\_ for showing courage, compassion and commitment during her recent team sessions.
- Loyalty. Willingness to get it right.
- She sets a good example for personal growth.

## 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?

- \_\_\_ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- She knows her subject matter!
- I value \_\_\_'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- We have made improvements in our documentation and have decreased duplicate reporting.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- Great year of growth!

### What do you like best about working with this individual?

- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- \_\_\_ is a team player and effective in her role.
- \_\_\_ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- I can give concrete examples of how \_\_\_ actually exceeds -all- of the other elements of this performance review.
- \_\_\_ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- \_\_\_ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.

### What do you like least about working with this individual?

- I think \_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- \_\_\_ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- \_\_\_ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- I appreciate the straight forward style of leadership \_\_\_ uses.
- \_\_\_ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.

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

- I will always remember \_\_\_ as my first manager and be thankful she helped shape my first career.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- Despite the fact that \_\_\_ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- \_\_\_ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.

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

- \_\_\_ exemplifies all of the above.
- I thoroughly enjoy working with \_\_\_ and she has been very helpful with the rework IS did with their job descriptions.
- She can always be counted on to do what she commits to.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- As I have indicated above, \_\_\_ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate \_\_\_'s engagement since last month and I am hopeful that she will grow in her leadership role.

### Any final comments?

- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- Could benefit from increasing awareness on how much influence they have on the department.
- She encourages staff skill development and input to improve department processes
- \_\_\_ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- \_\_\_ is a steady leader who maintains her objectivity during stressful times.
- \_\_\_ leads by example. Great Employee engagement.