



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.

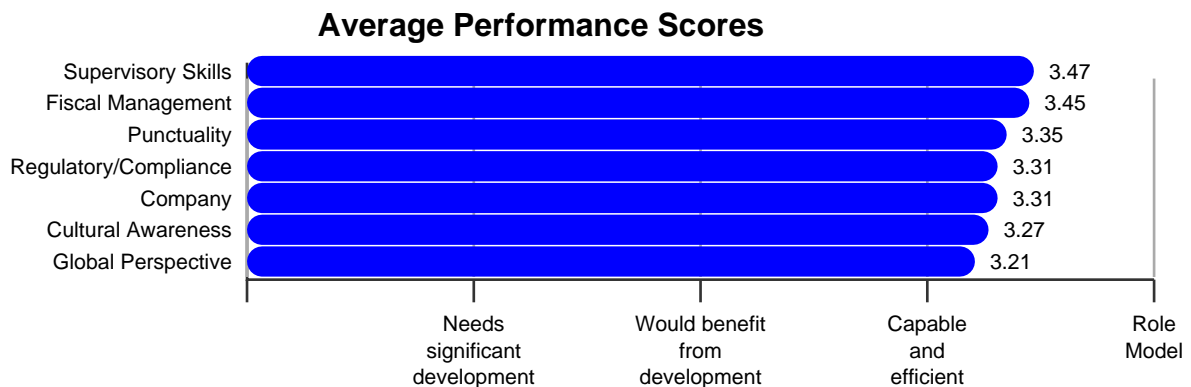
What to Do with Your Feedback

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

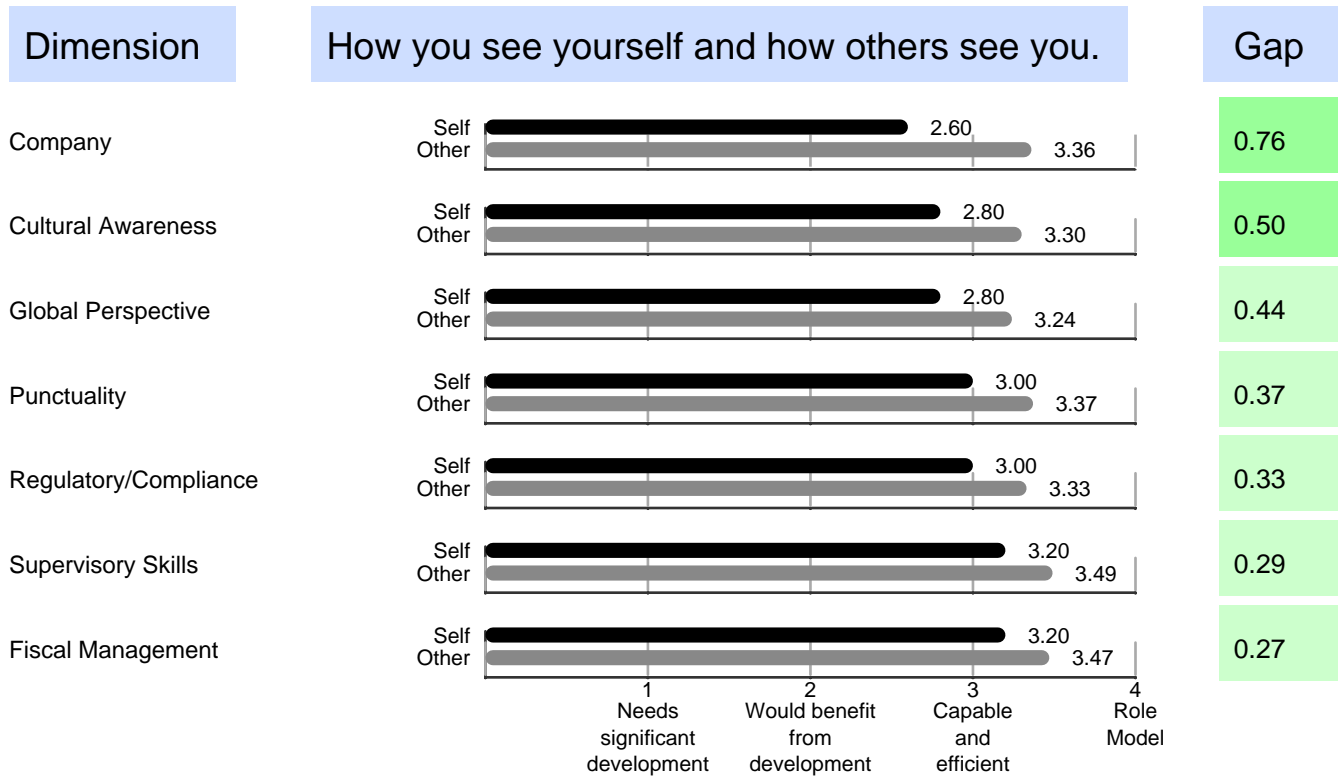
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. You are aware of the unique strengths of each employee.	15	3.20	93.3	7%	67%		27%
2. You promote teamwork and cooperation within the department.	15	3.87	100.0	13%	87%		
3. You treat all staff equitably.	15	3.33	93.3	7%	53%		40%
4. You resolve personnel problems quickly and effectively.	15	3.60	93.3	7%	27%	67%	
5. You encourage employees to achieve your 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. You are aware of the unique strengths of each employee.	3.29	3.20	-0.09 ▼
2. You promote teamwork and cooperation within the department.	3.65	3.87	+0.22 ▲
3. You treat all staff equitably.	3.18	3.33	+0.16 ▲
4. You resolve personnel problems quickly and effectively.	3.41	3.60	+0.19 ▲
5. You encourage employees to achieve your full potential.	3.24	3.33	+0.10 ▲

Comments:

- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.

Punctuality

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. You maintain an efficient schedule of activities.	15	3.20	93.3	7%	60%	33%	
7. You arrive to meetings on time.	15	3.20	86.7	13%	53%	33%	
8. You conduct appointments at scheduled start time.	15	3.40	93.3	7%	47%	47%	
9. You start the workday when scheduled.	15	3.47	93.3	7%	40%	53%	
10. You avoid making personal phone calls during working hours.	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. You maintain an efficient schedule of activities.	3.24	3.20	-0.04 ▼
7. You arrive to meetings on time.	3.41	3.20	-0.21 ▼
8. You conduct appointments at scheduled start time.	3.24	3.40	+0.16 ▲
9. You start the workday when scheduled.	3.18	3.47	+0.29 ▲
10. You avoid making personal phone calls during working hours.	3.35	3.47	+0.11 ▲

Comments:

- She presents a clear picture of where the department is now and where we need to be headed.
- ___ is a steady leader who maintains her objectivity during stressful times.
- Delegates often with little to no direction.
- She is smart, quick, compassionate, and thorough.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. You recognize and value individual and cultural differences.	15	3.53	100.0	47%	53%		
12. You seek out different viewpoints and benefits from different perspectives.	15	3.27	100.0	73%	27%		
13. You show respect in daily interactions	15	3.33	100.0	67%	33%		
14. You treat others with dignity and respect.	15	3.13	86.7	13%	60%	27%	
15. You value the opinions of diverse groups and individual.	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. You recognize and value individual and cultural differences.	3.47	3.53	+0.06 ▲
12. You seek out different viewpoints and benefits from different perspectives.	3.47	3.27	-0.20 ▼
13. You show respect in daily interactions	3.35	3.33	-0.02 ▼
14. You treat others with dignity and respect.	3.18	3.13	-0.04 ▼
15. You value the opinions of diverse groups and individual.	3.00	3.07	+0.07 ▲

Comments:

- ___ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- Communicate regularly with the whole company, not just one department.
- Is always available to assist with issues, all scopes business or personal.
- Is extremely knowledgeable and is always continuing her education to stay up to date.

Regulatory/Compliance

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. You implement regulatory changes in a timely manner.	15	3.40	93.3	7%	47%	47%	
17. You offer training to employees to ensure they comply with regulations.	15	3.27	93.3	7%	60%	33%	
18. You ensure the company meets legal requirements/standards regarding employees.	14	3.00	92.9	7%	79%	14%	
19. You are aware of federal and local laws affecting employees.	15	3.47	100.0		53%	47%	
20. You comply with regulatory requirements for the state.	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. You implement regulatory changes in a timely manner.	3.65	3.40	-0.25 ▼
17. You offer training to employees to ensure they comply with regulations.	3.47	3.27	-0.20 ▼
18. You ensure the company meets legal requirements/standards regarding employees.	3.12	3.00	-0.12 ▼
19. You are aware of federal and local laws affecting employees.	3.59	3.47	-0.12 ▼
20. You comply with regulatory requirements for the state.	3.29	3.40	+0.11 ▲

Comments:

- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- ___ is very sharp and plays a vital role in this organization

Company

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. You understand how decisions impact other business units beyond your immediate department of work group.	15	3.53	100.0	47%	53%		
22. You attend [Company] gatherings and social events.	15	3.00	80.0	20%	60%	20%	
23. You understand the use of [Company] products and services.	15	2.87	80.0	20%	73%	7%	
24. You impress upon others the important aspects of [Company].	15	3.47	100.0	53%	47%		
25. You follow existing procedures and processes.	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. You understand how decisions impact other business units beyond your immediate department of work group.	3.35	3.53	+0.18 ▲
22. You attend [Company] gatherings and social events.	3.00	3.00	
23. You understand the use of [Company] products and services.	2.88	2.87	-0.02 ▼
24. You impress upon others the important aspects of [Company].	3.00	3.47	+0.47 ▲
25. You follow existing procedures and processes.	3.76	3.67	-0.10 ▼

Comments:

- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- ___ 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.
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- She has a calm demeanor and willingness to help with anything.

Fiscal 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. You monitor expenses and verify the need for items purchased.	15	3.40	93.3	7%	47%	47%	
27. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.33	93.3	7%	53%	40%	
28. You develop budgets and plans for various programs and initiatives.	15	3.53	100.0		47%	53%	
29. You develop of the department's annual budget.	15	3.67	100.0		33%	67%	
30. You provide budgeting and accounting support to the Company.	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. You monitor expenses and verify the need for items purchased.	3.53	3.40	-0.13 ▼
27. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.12	3.33	+0.22 ▲
28. You develop budgets and plans for various programs and initiatives.	3.41	3.53	+0.12 ▲
29. You develop of the department's annual budget.	3.59	3.67	+0.08 ▲
30. You provide budgeting and accounting support to the Company.	3.41	3.33	-0.08 ▼

Comments:

- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- ___ is very approachable and always willing to listen.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.

Global Perspective

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	15	3.20	86.7	13%	53%	33%	
32. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	3.40	100.0		60%	40%	
33. You form strong client relationships with international partners.	15	3.20	86.7	13%	53%	33%	
34. You demonstrate working knowledge of global transactions.	15	3.27	93.3	7%	60%	33%	
35. You are able to listen and understand others and discuss issues in a respectful way.	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. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	3.18	3.20	+0.02 ▲
32. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.	3.35	3.40	+0.05 ▲
33. You form strong client relationships with international partners.	3.18	3.20	+0.02 ▲
34. You demonstrate working knowledge of global transactions.	2.88	3.27	+0.38 ▲
35. You are able to listen and understand others and discuss issues in a respectful way.	3.18	3.00	-0.18 ▼

Comments:

- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- 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.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- I think at times her dedication to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.

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?

- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- She has been a great addition to the company.
- ___ has been an excellent assistant manager.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.

What do you like best about working with this individual?

- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- ___ is a great asset to the team. We are grateful to have her.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- When dealing with HR issues my HR business partner is always involved.

What do you like least about working with this individual?

- ___ demonstrates a vast amount of knowledge and wisdom as a leader.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.

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

- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. ___ is an engaged Leader.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- ___ is a strong leader and passionate about her customers, staff and safety.

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

- ___'s dedication and leadership in the management development program is evident.
- She is such a positive person and always willing to pitch in where help is needed.
- I appreciate ___'s willingness to share her knowledge with our team.
- She desires to do great work.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- Ready to tackle any given problem and help others finish 1st

Any final comments?

- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- I have never known ___ to not hire for talent.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.