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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.

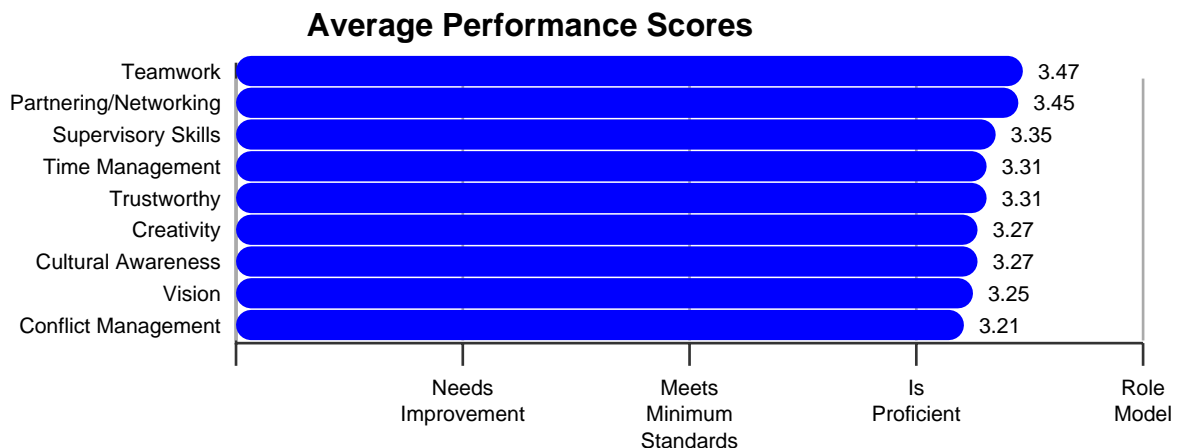
## What to Do with Your Feedback

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

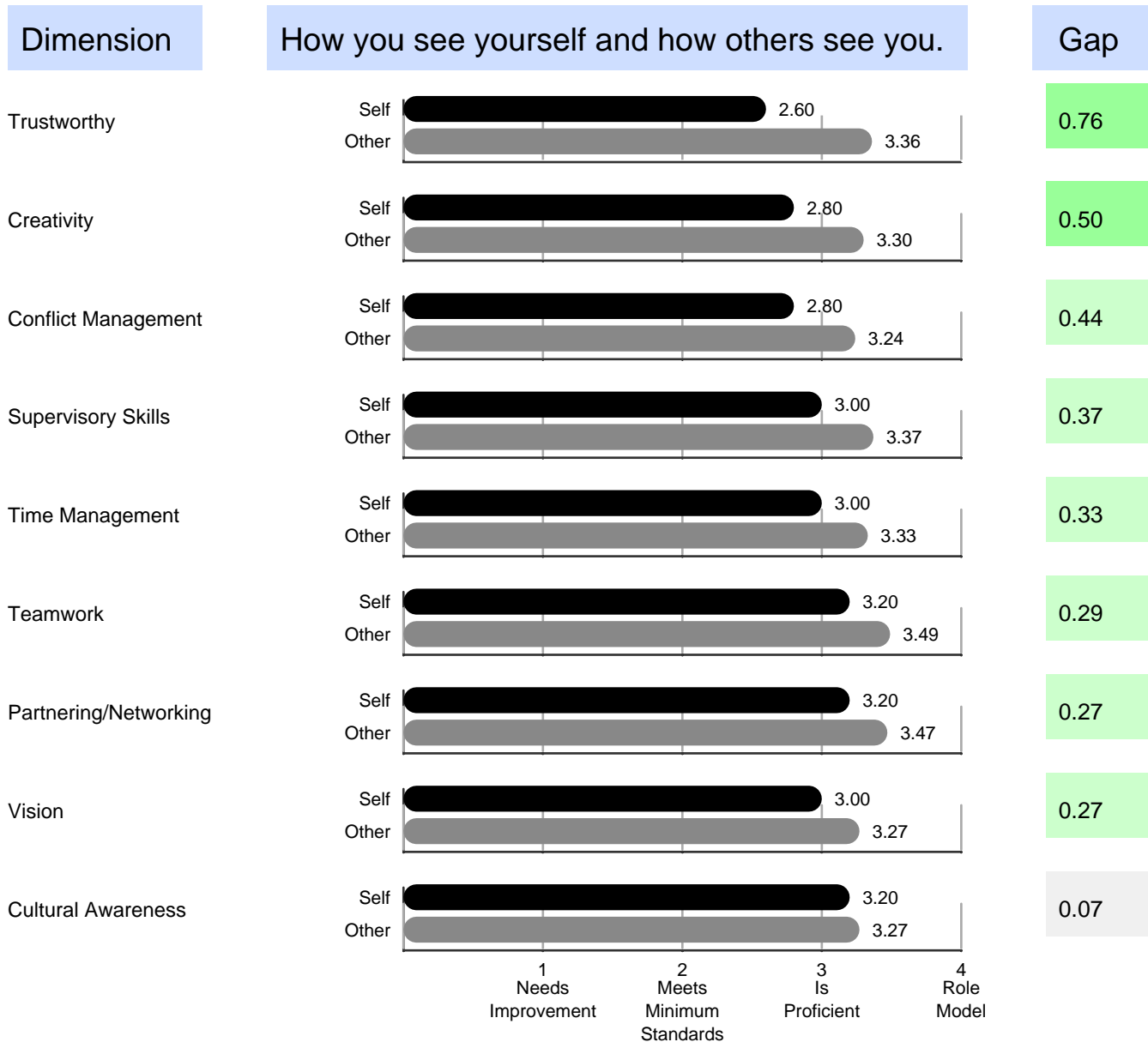
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Coaches team members	15	3.20	93.3	7%	67%		27%
2. Act as an effective team player	15	3.87	100.0	13%	87%		
3. Willingly share their technical expertise	15	3.33	93.3	7%	53%		40%
4. Communicates well with team members.	15	3.60	93.3	7%	27%	67%	
5. Encourages teamwork and collaboration.	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. Coaches team members	3.29	3.20	-0.09 ▼
2. Act as an effective team player	3.65	3.87	+0.22 ▲
3. Willingly share their technical expertise	3.18	3.33	+0.16 ▲
4. Communicates well with team members.	3.41	3.60	+0.19 ▲
5. Encourages teamwork and collaboration.	3.24	3.33	+0.10 ▲

### Comments:

- I have appreciated \_\_\_'s approach to simplify department tasks, goals, and initiatives.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- \_\_\_ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, \_\_\_ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- \_\_\_ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Treats all staff equitably.	15	3.20	93.3	7%	60%		33%
7. Resolves personnel problems quickly and effectively.	15	3.20	86.7	13%	53%		33%
8. Provides constructive, ongoing feedback.	15	3.40	93.3	7%	47%		47%
9. Maintains good working relationships with employees.	15	3.47	93.3	7%	40%		53%
10. Appropriately recognizes and rewards employees.	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. Treats all staff equitably.	3.24	3.20	-0.04 ▼
7. Resolves personnel problems quickly and effectively.	3.41	3.20	-0.21 ▼
8. Provides constructive, ongoing feedback.	3.24	3.40	+0.16 ▲
9. Maintains good working relationships with employees.	3.18	3.47	+0.29 ▲
10. Appropriately recognizes and rewards employees.	3.35	3.47	+0.11 ▲

### Comments:

- When \_\_\_ was tapped for the VP position I was very pleased as she was a very good director.
- She has been and is a mentor for me.
- I've only had the pleasure of working with \_\_\_ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- \_\_\_ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. \_\_\_ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- Our desire to improve loss rates has been encouraged and supported by \_\_\_.
- She has grown as a manager in the last few months and it shows.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Adds value to the department/organization.	15	3.53	100.0	47%	53%		
12. Is creative and inspirational.	15	3.27	100.0	73%	27%		
13. Inspires creativity in their team.	15	3.33	100.0	67%	33%		
14. Conceives, implements and evaluates ideas.	15	3.13	86.7	13%	60%	27%	
15. Is creative.	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. Adds value to the department/organization.	3.47	3.53	+0.06 ▲
12. Is creative and inspirational.	3.47	3.27	-0.20 ▼
13. Inspires creativity in their team.	3.35	3.33	-0.02 ▼
14. Conceives, implements and evaluates ideas.	3.18	3.13	-0.04 ▼
15. Is creative.	3.00	3.07	+0.07 ▲

#### Comments:

- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- \_\_\_ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- Unfortunately there has been inconsistency in actions and results.
- I have found that \_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- Her communication techniques are clear and to the point which is very much appreciated.

## Time 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Makes time for developing plans and schedules.	15	3.40	93.3	7%	47%	47%	
17. Focuses on tasks that have high priority.	15	3.27	93.3	7%	60%	33%	
18. Prioritizes tasks to identify immediate and long-term objectives.	14	3.00	92.9	7%	79%	14%	
19. Completes high-priority work within required timelines.	15	3.47	100.0		53%	47%	
20. Sets clearly defined goals.	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. Makes time for developing plans and schedules.	3.65	3.40	-0.25 ▼
17. Focuses on tasks that have high priority.	3.47	3.27	-0.20 ▼
18. Prioritizes tasks to identify immediate and long-term objectives.	3.12	3.00	-0.12 ▼
19. Completes high-priority work within required timelines.	3.59	3.47	-0.12 ▼
20. Sets clearly defined goals.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_ meets and exceeds all of these leadership roles.
- \_\_\_ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.
- \_\_\_ is a great manager. Very supportive of her staff.
- \_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- \_\_\_ has done a remarkable job managing the department.
- \_\_\_ applied her strong analytical skills to problem solving.

## Trustworthy

### 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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Works in a way that makes others want to work with her/him.	15	3.53	100.0	47%		53%	
22. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.00	80.0	20%	60%		20%
23. Consistently keeps commitments.	15	2.87	80.0	20%	73%		7%
24. Takes ownership, delivers on commitments	15	3.47	100.0	53%		47%	
25. Takes care to maintain confidential information.	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. Works in a way that makes others want to work with her/him.	3.35	3.53	+0.18 ▲
22. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.00	3.00	
23. Consistently keeps commitments.	2.88	2.87	-0.02 ▼
24. Takes ownership, delivers on commitments	3.00	3.47	+0.47 ▲
25. Takes care to maintain confidential information.	3.76	3.67	-0.10 ▼

### 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.
- I love how she is always open to approach with any questions I have, no matter the hour.
- \_\_\_ models teamwork; she is always wiling to go the extra mile to assist on a project or help a co-worker.
- When there are any issues, I can take them to \_\_\_ and together we are able to work out the issues.
- When I bring a problem to \_\_\_ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- \_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to her.



## Partnering/Networking

### 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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Seeks to reduce institutional roadblocks to information sharing.	15	3.40	93.3	7%	47%	47%	
27. Collaborates with others to accomplish goals and objectives.	15	3.33	93.3	7%	53%	40%	
28. Promotes the understanding of how the department affects the organization overall.	15	3.53	100.0		47%	53%	
29. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	3.67	100.0		33%	67%	
30. Creates value within the Company by building networks.	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. Seeks to reduce institutional roadblocks to information sharing.	3.53	3.40	-0.13 ▼
27. Collaborates with others to accomplish goals and objectives.	3.12	3.33	+0.22 ▲
28. Promotes the understanding of how the department affects the organization overall.	3.41	3.53	+0.12 ▲
29. Forges mutually beneficial relationships between individuals with diverse backgrounds.	3.59	3.67	+0.08 ▲
30. Creates value within the Company by building networks.	3.41	3.33	-0.08 ▼

### Comments:

- She is quick to remind others, when needed why we are really here.
- Always available to give us what we need to succeed.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- I value \_\_\_ for so much more than her negotiating skills which are outstanding.
- I love how she is always open to approach with any questions I have, no matter the hour.
- \_\_\_ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.

## Conflict 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Clearly expresses expectations to others.	15	3.20	86.7	13%	53%	33%	
32. Assists team members by helping them see the other point of view.	15	3.40	100.0		60%	40%	
33. Discusses conflict situations with supervisor.	15	3.20	86.7	13%	53%	33%	
34. Identifies and takes steps to prevent potential confrontations.	15	3.27	93.3	7%	60%	33%	
35. Helps employees to think through alternative ways to resolve conflict situations.	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. Clearly expresses expectations to others.	3.18	3.20	+0.02 ▲
32. Assists team members by helping them see the other point of view.	3.35	3.40	+0.05 ▲
33. Discusses conflict situations with supervisor.	3.18	3.20	+0.02 ▲
34. Identifies and takes steps to prevent potential confrontations.	2.88	3.27	+0.38 ▲
35. Helps employees to think through alternative ways to resolve conflict situations.	3.18	3.00	-0.18 ▼

#### Comments:

- \_\_\_ sometimes struggles with clarity in her communication and her understanding of operational issues.
- \_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- \_\_\_ is excellent at providing positive feedback in the moment while in meetings.
- \_\_\_ is a tremendous leader in our organization.
- Ready to tackle any given problem and help others finish 1st

## Vision

### 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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Leads employees in new directions.	15	3.20	93.3	7%	67%		27%
37. Clearly articulates a vision for his/her work and inspires others to support it	15	3.27	93.3	7%	60%		33%
38. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.27	86.7	13%	47%		40%
39. Behaves in a way that is consistent with business values & code of conduct	15	3.13	86.7	13%	60%		27%
40. Demonstrates consistency between words and actions	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. Leads employees in new directions.	3.18	3.20	+0.02 ▲
37. Clearly articulates a vision for his/her work and inspires others to support it	3.35	3.27	-0.09 ▼
38. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.24	3.27	+0.03 ▲
39. Behaves in a way that is consistent with business values & code of conduct	3.59	3.13	-0.45 ▼
40. Demonstrates consistency between words and actions	3.29	3.40	+0.11 ▲

### Comments:

- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- \_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.
- Always approachable no matter how busy she is.
- \_\_\_ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- \_\_\_ is by far a leader in the service area.
- She knows product and how to engage potential clients.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Encourages a work environment where individual differences are valued.	15	3.33	93.3	7%	53%	40%	
42. Treats others with dignity and respect.	15	3.33	93.3	7%	53%	40%	
43. Shows respect in daily interactions	15	3.13	86.7	13%	60%	27%	
44. Respects others regardless of age, race, gender, nationality, or disability.	15	3.00	86.7	13%	73%	13%	
45. Fosters a diverse workforce free from discrimination and harassment.	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. Encourages a work environment where individual differences are valued.	3.29	3.33	+0.04 ▲
42. Treats others with dignity and respect.	3.41	3.33	-0.08 ▼
43. Shows respect in daily interactions	3.35	3.13	-0.22 ▼
44. Respects others regardless of age, race, gender, nationality, or disability.	3.18	3.00	-0.18 ▼
45. Fosters a diverse workforce free from discrimination and harassment.	3.35	3.53	+0.18 ▲

### Comments:

- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- \_\_\_ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- She is very responsive when asked for input or her assistance is requested.
- 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.
- She knows her material and obviously loves the continued learning that defines best practices.

## 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?

- Delegates often with little to no direction.
- Overall I think she does a great job and she is very approachable.
- \_\_\_ is a tremendous leader in our organization.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

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

- \_\_\_ is a steady leader who maintains her objectivity during stressful times.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_ fits the leadership role well.
- \_\_\_ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- 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.
- One of the best supervisors that I have had.
- \_\_\_ routinely goes out of her way to make work a more engaging experience.

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

- \_\_\_ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- \_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- \_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- \_\_\_ 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 been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.

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

- She knows her material and obviously loves the continued learning that defines best practices.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- \_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_ surpasses anyone I met before.

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

- \_\_\_ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- She can fall behind on projects without providing timely feedback.
- She is very supportive of us and the job we do.
- \_\_\_ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- \_\_\_'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.

### Any final comments?

- She is committed to modeling anything that she would like to see implemented in our work environment.
- \_\_\_ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- \_\_\_'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- I feel confident as if she treats us all as equals.
- She is very knowledgeable and is always willing to lend a helping hand!