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.
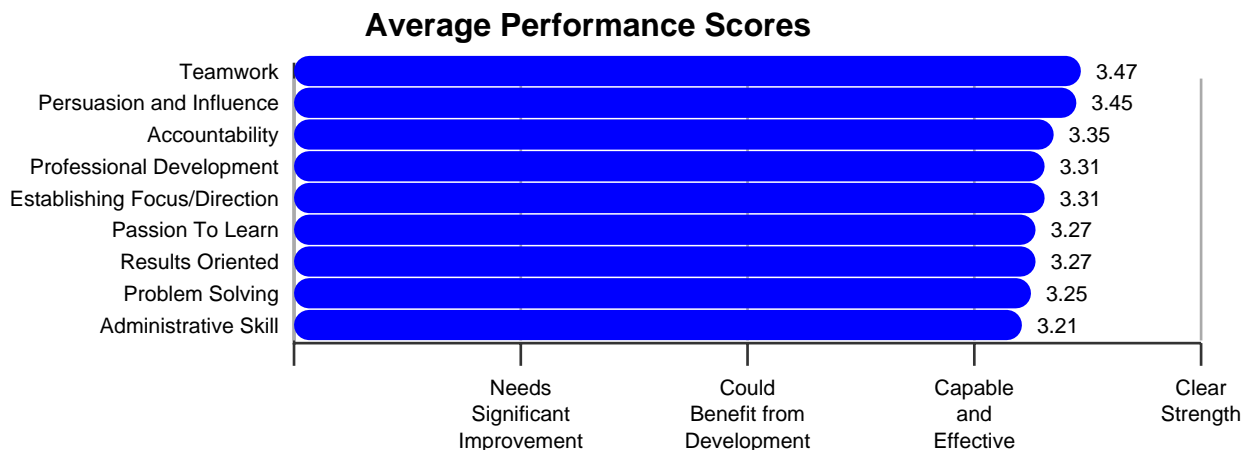
What to Do with Your Feedback

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.
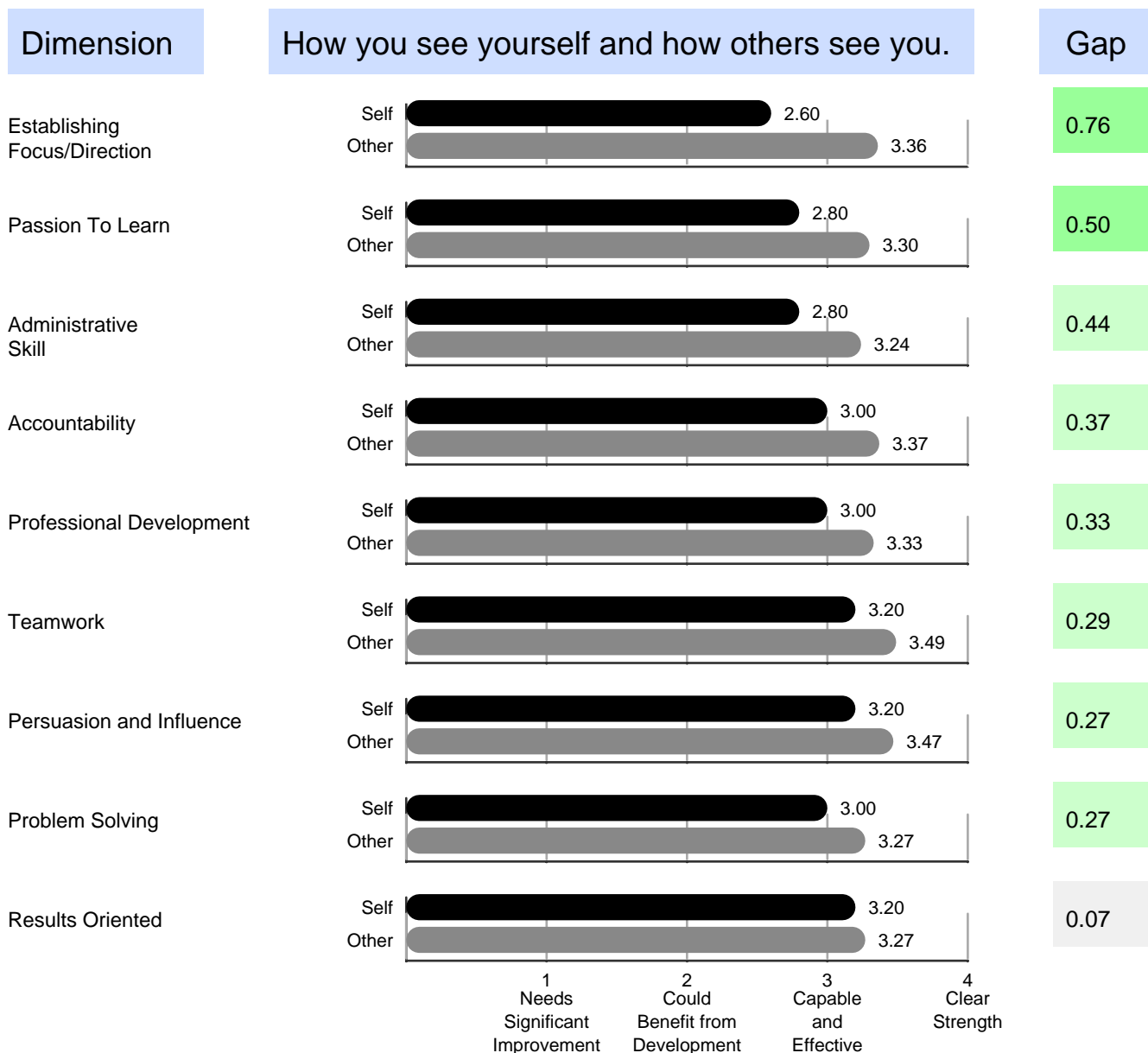
Summary

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.

Average Performance Scores

Dimension	Score
Teamwork	3.47
Persuasion and Influence	3.45
Accountability	3.35
Professional Development	3.31
Establishing Focus/Direction	3.31
Passion To Learn	3.27
Results Oriented	3.27
Problem Solving	3.25
Administrative Skill	3.21

Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength

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
Establishing Focus/Direction	Self 2.60 / Other 3.36	0.76
Passion To Learn	Self 2.80 / Other 3.30	0.50
Administrative Skill	Self 2.80 / Other 3.24	0.44
Accountability	Self 3.00 / Other 3.37	0.37
Professional Development	Self 3.00 / Other 3.33	0.33
Teamwork	Self 3.20 / Other 3.49	0.29
Persuasion and Influence	Self 3.20 / Other 3.47	0.27
Problem Solving	Self 3.00 / Other 3.27	0.27
Results Oriented	Self 3.20 / Other 3.27	0.07

1 Needs Significant Improvement
2 Could Benefit from Development
3 Capable and Effective
4 Clear Strength

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
1. Encourages collaboration with other departments.	15	3.20	93.3	7%	67%		27%
2. Applies knowledge of team behavior to help achieve organizational goals and objectives.	15	3.87	100.0	13%	87%		
3. Creates opportunities to learn with other team members	15	3.33	93.3	7%	53%		40%
4. Fosters teamwork rather than individual competition	15	3.60	93.3	7%	27%	67%	
5. Creates a culture that fosters and values 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. Encourages collaboration with other departments.	3.29	3.20	-0.09	▼
2. Applies knowledge of team behavior to help achieve organizational goals and objectives.	3.65	3.87	+0.22	▲
3. Creates opportunities to learn with other team members	3.18	3.33	+0.16	▲
4. Fosters teamwork rather than individual competition	3.41	3.60	+0.19	▲
5. Creates a culture that fosters and values collaboration.	3.24	3.33	+0.10	▲

Comments:
- She strives for self improvement and is heavily invested in the same for others.
- ___ has been very effective with writing up the scheduling protocols for schedulers, using both perspectives from staff and a 'new' scheduler in order to make the protocols very clear.   I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us who have not gone through all the training yet.   I really appreciate ___ !
- She sets a good example for personal growth.
- I like that she challenges me.
- ___ is a very solid manager who meets or exceeds expectations of her role.
- ___ listens to her staff and delegates responsibilities as appropriate.

Accountability

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. Keeps supervisor informed of recent events.	15	3.20	93.3	7%	60%		33%
7. Keeps their word and does what they say they will do.	15	3.20	86.7	13%	53%		33%
8. Develops goals and establishes objective measures of success.	15	3.40	93.3	7%	47%		47%
9. Is someone you can trust.	15	3.47	93.3	7%	40%		53%
10. Acts like an owner when they make decisions.	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. Keeps supervisor informed of recent events.	3.24	3.20	-0.04	▼
7. Keeps their word and does what they say they will do.	3.41	3.20	-0.21	▼
8. Develops goals and establishes objective measures of success.	3.24	3.40	+0.16	▲
9. Is someone you can trust.	3.18	3.47	+0.29	▲
10. Acts like an owner when they make decisions.	3.35	3.47	+0.11	▲

Comments:
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- ___ would be my choice for permanent manager of the department.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- ___ listens to employees ideas and concerns and address the issues right away.
- Management skills progressing well with experience.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.

Passion To Learn

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Will participate in training classes even if offered outside of normal working hours.	15	3.53	100.0		47%		53%
12. Holds self and associates accountable for goal achievement.	15	3.27	100.0		73%		27%
13. Inspires others to learn new things.	15	3.33	100.0		67%		33%
14. Embraces new technology and procedures.	15	3.13	86.7	13%	60%		27%
15. Takes advantage of training opportunities when they arise.	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. Will participate in training classes even if offered outside of normal working hours.	3.47	3.53	+0.06 ▲
12. Holds self and associates accountable for goal achievement.	3.47	3.27	-0.20 ▼
13. Inspires others to learn new things.	3.35	3.33	-0.02 ▼
14. Embraces new technology and procedures.	3.18	3.13	-0.04 ▼
15. Takes advantage of training opportunities when they arise.	3.00	3.07	+0.07 ▲

Comments:
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- I will always welcome ___'s direct, honest, caring feedback.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- ___ has a clear process for hiring which has aided her in building an amazing team.
- ___ has a lot of knowledge in competency models and is passing that on to her teams.

Professional Development

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. Encourages employees to take courses relevant to their job.	15	3.40	93.3	7%	47%		47%
17. Seeks opportunities for continuous learning.	15	3.27	93.3	7%	60%		33%
18. Seeks opportunities for professional development.	14	3.00	92.9	7%	79%		14%
19. Contributing fully to the extent of their skills	15	3.47	100.0		53%		47%
20. Keep themselves up-to-date of technical/professional issues	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change
16. Encourages employees to take courses relevant to their job.	3.65	3.40	-0.25 ▼
17. Seeks opportunities for continuous learning.	3.47	3.27	-0.20 ▼
18. Seeks opportunities for professional development.	3.12	3.00	-0.12 ▼
19. Contributing fully to the extent of their skills	3.59	3.47	-0.12 ▼
20. Keep themselves up-to-date of technical/professional issues	3.29	3.40	+0.11 ▲

Comments:
- She is also quick to tap into her past experiences in attempting to find the best solution.
- She walks the walk and talks the talk.
- She provided coaching and support to improve this individual's performance.
- 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.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Is self-aware of own strength and weakness.   Asking for help by adding another manager.

Establishing Focus/Direction

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. Makes sure that employees understand how their work relates to organizational goals.	15	3.53	100.0		47%	53%	
22. Stays focused even when under pressure and stress.	15	3.00	80.0	20%	60%		20%
23. Maintains focus when handling several problems or tasks simultaneously.	15	2.87	80.0	20%	73%		7%
24. Maintains self-control when personally criticized.	15	3.47	100.0		53%	47%	
25. Functions well under stress, deadlines, and/or significant workloads.	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. Makes sure that employees understand how their work relates to organizational goals.	3.35	3.53	+0.18 ▲
22. Stays focused even when under pressure and stress.	3.00	3.00	
23. Maintains focus when handling several problems or tasks simultaneously.	2.88	2.87	-0.02 ▼
24. Maintains self-control when personally criticized.	3.00	3.47	+0.47 ▲
25. Functions well under stress, deadlines, and/or significant workloads.	3.76	3.67	-0.10 ▼

Comments:
- I appreciate her commitment in this area.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- I would encourage ___ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- ___ works with a very diverse group and treats everyone the same while respecting that diversity.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- ___ listens to her staff and delegates responsibilities as appropriate.

Persuasion and Influence

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. Seeks to obtain consensus or compromise.	15	3.40	93.3	7%	47%		47%
27. Attempts to persuade others rather than simply control them.	15	3.33	93.3	7%	53%		40%
28. Understanding what others need.	15	3.53	100.0		47%		53%
29. Ensures stakeholders are involved in the decision making process.	15	3.67	100.0		33%		67%
30. Communicates effectively with others.	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 obtain consensus or compromise.	3.53	3.40	-0.13 ▼
27. Attempts to persuade others rather than simply control them.	3.12	3.33	+0.22 ▲
28. Understanding what others need.	3.41	3.53	+0.12 ▲
29. Ensures stakeholders are involved in the decision making process.	3.59	3.67	+0.08 ▲
30. Communicates effectively with others.	3.41	3.33	-0.08 ▼

Comments:
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- She listens to the team.
- Transparency and honesty is important early in the process.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- ___ is a great manager, committed to each employee in our department.

Administrative Skill

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. Takes responsibility for decisions.	15	3.20	86.7	13%	53%		33%
32. Has strong technical/computer skills.	15	3.40	100.0		60%		40%
33. Strong organizational skills to keep the workspace and department in order	15	3.20	86.7	13%	53%		33%
34. High attention to detail.	15	3.27	93.3	7%	60%		33%
35. Enthusiastic about taking on challenging projects.	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. Takes responsibility for decisions.	3.18	3.20	+0.02 ▲
32. Has strong technical/computer skills.	3.35	3.40	+0.05 ▲
33. Strong organizational skills to keep the workspace and department in order	3.18	3.20	+0.02 ▲
34. High attention to detail.	2.88	3.27	+0.38 ▲
35. Enthusiastic about taking on challenging projects.	3.18	3.00	-0.18 ▼

Comments:
- 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.
- ___ has a strong knowledge base and willingly shares information.
- Great year of growth!
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- ___ 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.
- She is very supportive of us and the job we do.

Problem Solving

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. Identifies and assesses all potential responses to a problem.	15	3.20	93.3	7%	67%		27%
37. Ability to develop innovative solutions to problems.	15	3.27	93.3	7%	60%		33%
38. Actively seeks the root cause of a problem.	15	3.27	86.7	13%	47%		40%
39. Solves problems using logic and insight.	15	3.13	86.7	13%	60%		27%
40. Effective in solving 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
36. Identifies and assesses all potential responses to a problem.	3.18	3.20	+0.02 ▲
37. Ability to develop innovative solutions to problems.	3.35	3.27	-0.09 ▼
38. Actively seeks the root cause of a problem.	3.24	3.27	+0.03 ▲
39. Solves problems using logic and insight.	3.59	3.13	-0.45 ▼
40. Effective in solving problems.	3.29	3.40	+0.11 ▲

Comments:
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.

Results Oriented

Level of Skill
The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	3.33	93.3	7%	53%		40%
42. Directs team in prioritizing daily work activities	15	3.33	93.3	7%	53%		40%
43. Helps others when free-time is available.	15	3.13	86.7	13%	60%		27%
44. Explains the "whys" behind organizational objectives	15	3.00	86.7	13%	73%		13%
45. Inspires and motivates co-workers to be productive and energetic at work	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. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	3.29	3.33	+0.04 ▲
42. Directs team in prioritizing daily work activities	3.41	3.33	-0.08 ▼
43. Helps others when free-time is available.	3.35	3.13	-0.22 ▼
44. Explains the "whys" behind organizational objectives	3.18	3.00	-0.18 ▼
45. Inspires and motivates co-workers to be productive and energetic at work	3.35	3.53	+0.18 ▲

Comments:
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- ___ is a very good leader.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.

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?
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- Building relationships of trust to enhance safety is an important part of our approach.
- ___ is a great asset to our department.   She is always available when issues arise & help is needed to solve problems.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- I value and appreciate ___ very much.

What do you like best about working with this individual?
- It's been a pleasure to work for her.
- The department is lucky to have her.
- ___ is an excellent leader.   She seeks input from everyone involved to solve an issue.
- Willingness to pitch in, desire to grow, and a great attitude.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s).   Written I've experienced good communication.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.

What do you like least about working with this individual?
- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- ___ exemplifies all of the above.
- She is a great mentor and coach. I look forward to working with ___ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- Having very minimum one-on-one discussion.
- She has been a great addition to the department in this area.
- I appreciate that as a   new manager to this department ___ has sought to understand my work flow and process.She is actively learning more about our work processes and involved to determine needed resources.

What do you see as this person's most important leadership-related strengths?
- ___ has brought a much needed positive change to [CompanyName].
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- Her professionalism is beyond reproach and she is fair and just.
- ___ has a Competency mindset.   She is always looking for how we as an organization and specifically her department can improve.
- ___ has used her strengths to make this department stronger in many ways.

What do you see as this person's most important leadership-related areas for improvement?
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- Dependability, with whatever is needed.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- I have truly appreciated her guidance.
- She is respectful of the people she works with regardless of the level in the organization.
- She truly is the best Manager I have ever had.

Any final comments?

- Dependability, with whatever is needed.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- Always has the company's best interest at heart.
- Positive attitude.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- ___ is a very good leader with significant talents.   She's open to feedback from others and is continually trying to further develop her own self.