



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.

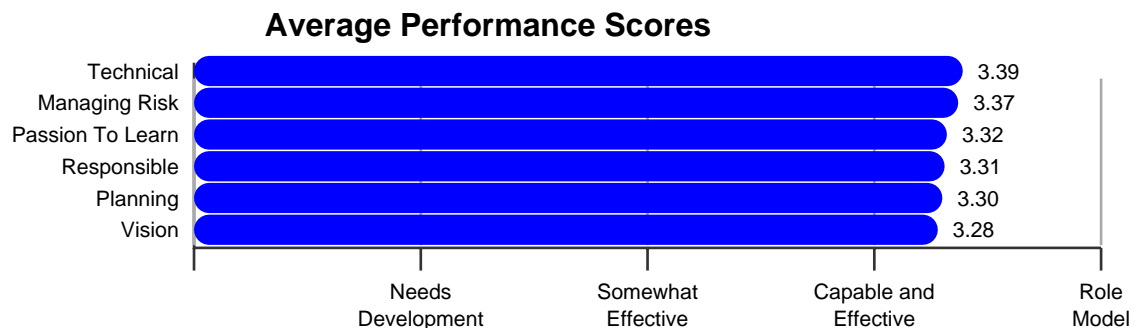
What to Do with Your Feedback

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

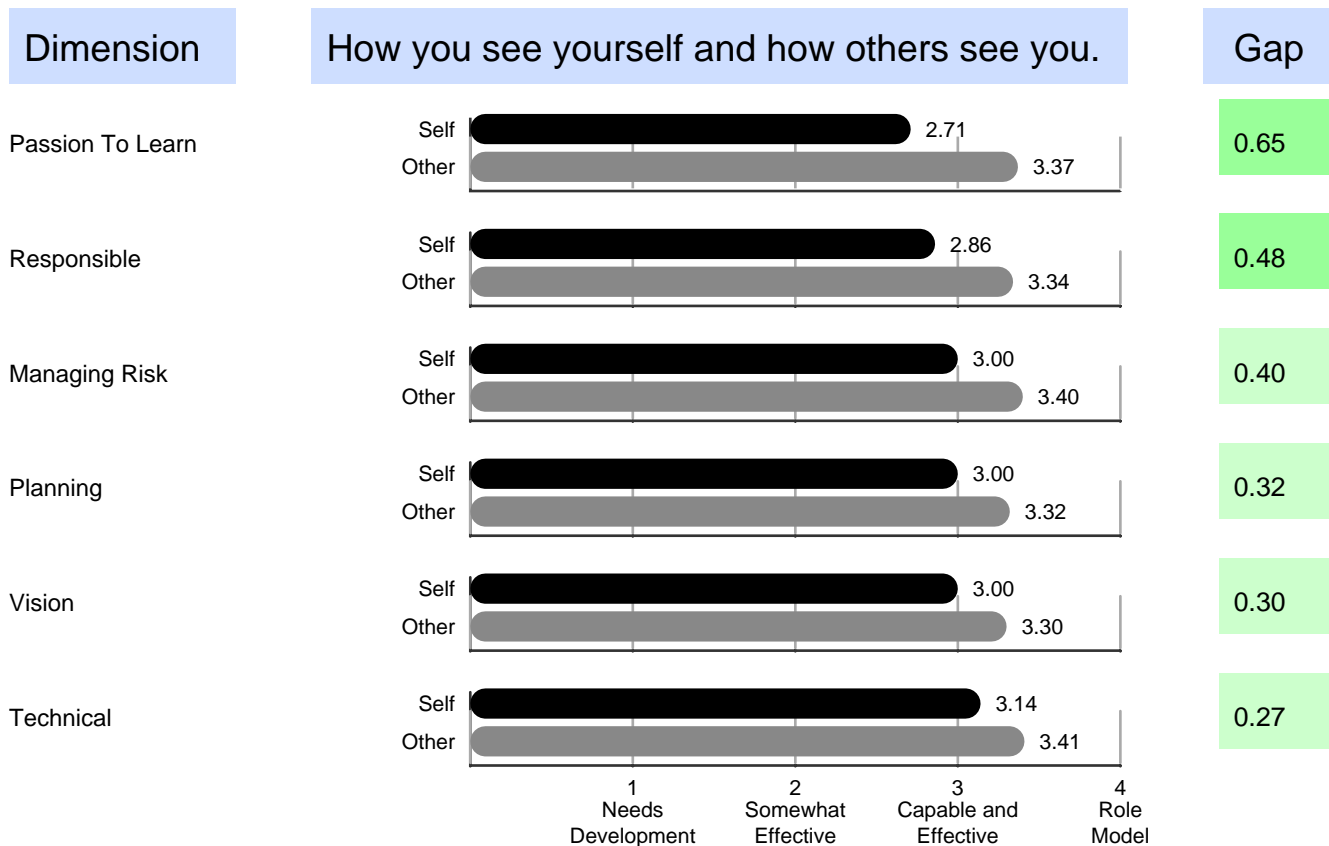
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



Technical

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.20	93.3	7%	67%	27%	
2. Knows how to produce high quality products/work.	15	3.87	100.0	13%	87%		
3. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.33	93.3	7%	53%	40%	
4. Is knowledgeable of procedures or systems necessary for the job.	15	3.60	93.3	7%	27%	67%	
5. Demonstrates mastery of the technical competencies required in his/her work.	15	3.33	93.3	7%	53%	40%	
6. Willingly shares his/her technical expertise; sought out as resource by others	15	3.20	93.3	7%	60%	33%	
7. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.20	86.7	13%	53%	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
1. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.29	3.20	-0.09 ▼
2. Knows how to produce high quality products/work.	3.65	3.87	+0.22 ▲
3. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.18	3.33	+0.16 ▲
4. Is knowledgeable of procedures or systems necessary for the job.	3.41	3.60	+0.19 ▲
5. Demonstrates mastery of the technical competencies required in his/her work.	3.24	3.33	+0.10 ▲
6. Willingly shares his/her technical expertise; sought out as resource by others	3.24	3.20	-0.04 ▼
7. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.41	3.20	-0.21 ▼

Comments:

- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- She collaborates with all departments and operates under shared governance.
- ___ has made great strides with increasing communication and teamwork within her reports.
- ___ does a great job of keeping the lines of communication and this is appreciated.
- ___ strives to be professional with each and every interaction and I think inspires confidence.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about

her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.

Managing Risk

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
8. Creates a risk profile for projects and teams.	15	3.40	93.3	7%	47%	47%	
9. Implements changes to reduce the chances of critical incidents in the future.	15	3.47	93.3	7%	40%	53%	
10. Is aware of process safety management.	15	3.47	93.3	7%	40%	53%	
11. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	15	3.53	100.0		47%	53%	
12. Accurately perceives potential risks in the workplace and initiates preventative measures.	15	3.27	100.0		73%	27%	
13. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	15	3.33	100.0		67%	33%	
14. Knows how to obtain desired results with minimal losses.	15	3.13	86.7	13%	60%	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
8. Creates a risk profile for projects and teams.	3.24	3.40	+0.16 ▲
9. Implements changes to reduce the chances of critical incidents in the future.	3.18	3.47	+0.29 ▲
10. Is aware of process safety management.	3.35	3.47	+0.11 ▲
11. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	3.47	3.53	+0.06 ▲
12. Accurately perceives potential risks in the workplace and initiates preventative measures.	3.47	3.27	-0.20 ▼
13. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	3.35	3.33	-0.02 ▼
14. Knows how to obtain desired results with minimal losses.	3.18	3.13	-0.04 ▼

Comments:

- Is reliable and keeps the team focused on the delivery of outcomes.
- ___ has excellent communication skills.
- I honestly cannot think of anything to recommend that would help her to improve at this point.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- Need to continue to take action when needed, although have improved. . .
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.

Responsible

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
15. Responsible for setting the vision of the department.	15	3.07	80.0	20%	53%		27%
16. Completes assigned work tasks.	15	3.40	93.3	7%	47%		47%
17. Behavior is ethical and honest.	15	3.27	93.3	7%	60%		33%
18. Sets a good example.	14	3.00	92.9	7%	79%		14%
19. Is a person you can trust.	15	3.47	100.0		53%		47%
20. Holds herself / himself accountable to goals / objectives	15	3.40	93.3	7%	47%		47%
21. ...takes personal responsibility for results.	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
15. Responsible for setting the vision of the department.	3.00	3.07	+0.07 ▲
16. Completes assigned work tasks.	3.65	3.40	-0.25 ▼
17. Behavior is ethical and honest.	3.47	3.27	-0.20 ▼
18. Sets a good example.	3.12	3.00	-0.12 ▼
19. Is a person you can trust.	3.59	3.47	-0.12 ▼
20. Holds herself / himself accountable to goals / objectives	3.29	3.40	+0.11 ▲
21. ...takes personal responsibility for results.	3.35	3.53	+0.18 ▲

Comments:

- ___ has made great strides with increasing communication and teamwork within her reports.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
22. Embraces new technology and procedures.	15	3.00	80.0	20%	60%	20%	
23. Is open minded and curious about learning new skills.	15	2.87	80.0	20%	73%	7%	
24. Will participate in training classes even if offered outside of normal working hours.	15	3.47	100.0		53%	47%	
25. Desire to gain knowledge and enhance skills.	15	3.67	100.0		33%	67%	
26. Enrolls in continuing education courses.	15	3.40	93.3	7%	47%	47%	
27. Is highly motivated to learn new skills.	15	3.33	93.3	7%	53%	40%	
28. Is committed to enhancing their own knowledge and skills.	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
22. Embraces new technology and procedures.	3.00	3.00	
23. Is open minded and curious about learning new skills.	2.88	2.87	-0.02 ▼
24. Will participate in training classes even if offered outside of normal working hours.	3.00	3.47	+0.47 ▲
25. Desire to gain knowledge and enhance skills.	3.76	3.67	-0.10 ▼
26. Enrolls in continuing education courses.	3.53	3.40	-0.13 ▼
27. Is highly motivated to learn new skills.	3.12	3.33	+0.22 ▲
28. Is committed to enhancing their own knowledge and skills.	3.41	3.53	+0.12 ▲

Comments:

- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- ___ is smart, detailed and committed. I appreciate having her on our team.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- ___ 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 solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- ___ 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.

Planning

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Makes plans and follows through.	15	3.67	100.0	33%	67%		
30. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.33	100.0		67%		33%
31. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.20	86.7	13%	53%		33%
32. Works in an organized manner	15	3.40	100.0		60%		40%
33. Delegates role to team members to accomplish goals.	15	3.20	86.7	13%	53%		33%
34. Able to identify the needs of the department before a major change.	15	3.27	93.3	7%	60%		33%
35. Anticipates obstacles and ways to overcome them.	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
29. Makes plans and follows through.	3.59	3.67	+0.08 ▲
30. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.41	3.33	-0.08 ▼
31. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.18	3.20	+0.02 ▲
32. Works in an organized manner	3.35	3.40	+0.05 ▲
33. Delegates role to team members to accomplish goals.	3.18	3.20	+0.02 ▲
34. Able to identify the needs of the department before a major change.	2.88	3.27	+0.38 ▲
35. Anticipates obstacles and ways to overcome them.	3.18	3.00	-0.18 ▼

Comments:

- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- Is viewed by many as a strong organizational resource.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- Building relationships of trust to enhance safety is an important part of our approach.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Communicates the vision and strategy of [Company]	15	3.20	93.3	7%	67%		27%
37. Demonstrates consistency between words and actions	15	3.27	93.3	7%	60%		33%
38. Works to support the strategy of [Company]	15	3.27	86.7	13%	47%		40%
39. Creates a positive vision of the future for the Company.	15	3.13	86.7	13%	60%		27%
40. Clearly articulates a vision for his/her work and inspires others to support it	15	3.40	93.3	7%	47%		47%
41. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.33	93.3	7%	53%		40%
42. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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Item	2022	2023	Change
36. Communicates the vision and strategy of [Company]	3.18	3.20	+0.02 ▲
37. Demonstrates consistency between words and actions	3.35	3.27	-0.09 ▼
38. Works to support the strategy of [Company]	3.24	3.27	+0.03 ▲
39. Creates a positive vision of the future for the Company.	3.59	3.13	-0.45 ▼
40. Clearly articulates a vision for his/her work and inspires others to support it	3.29	3.40	+0.11 ▲
41. Understands the vision of the Company and promotes it ahead of any self-interests.	3.29	3.33	+0.04 ▲
42. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.41	3.33	-0.08 ▼

Comments:

- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- ___'s priority is our customers and community.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- She has been a great addition to the department in this area.

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 knows her material and obviously loves the continued learning that defines best practices.
- There are two items above that will be part of my goals for the coming year.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- One of the best supervisors that I have had.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.

What do you like best about working with this individual?

- She communicates clearly and responds to request without unnecessary delay.
- ___ 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.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- ___ has a clear process for hiring which has aided her in building an amazing team.
- She has grown as a manager in the last few months and it shows.

What do you like least about working with this individual?

- 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.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- I appreciate her commitment in this area.

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

- Has one of the strongest work ethics I've ever encountered in a team member.
- She encourages individual and professional improvement and provides educational opportunities.
- 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.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- She has worked hard to understand people's strengths and what they need from her.
- Need to continue to engage staff in team development and role clarification.

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

- Always steps up if help is needed.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- I wish I had 5 more years to learn from ____. She teaches me with every interaction.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- ___ is an excellent communicator and is very open and supportive to her staff.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.

Any final comments?

- Information is given concisely at meetings, and her explanations of all information is very clear.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- Closes off discussions with action plans.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.