



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.

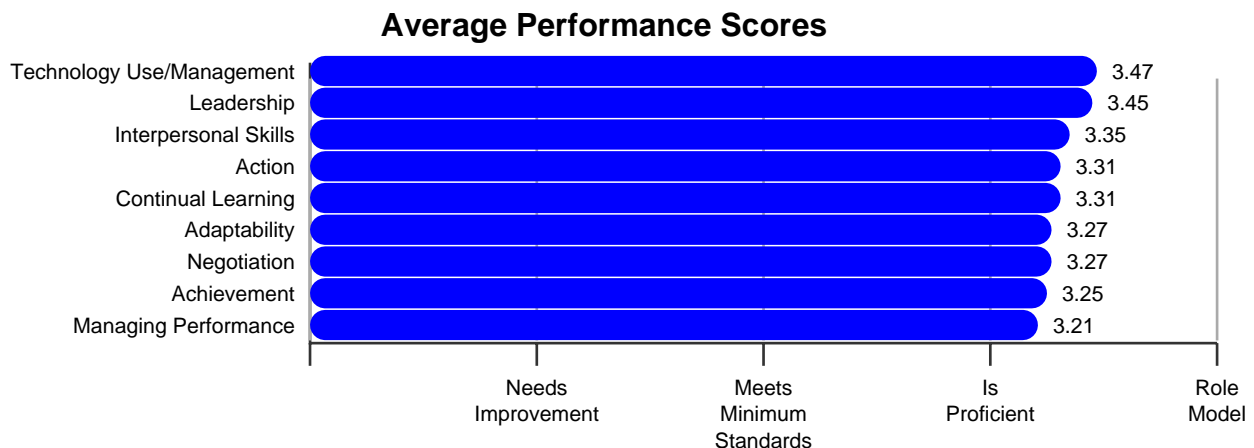
What to Do with Your Feedback

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

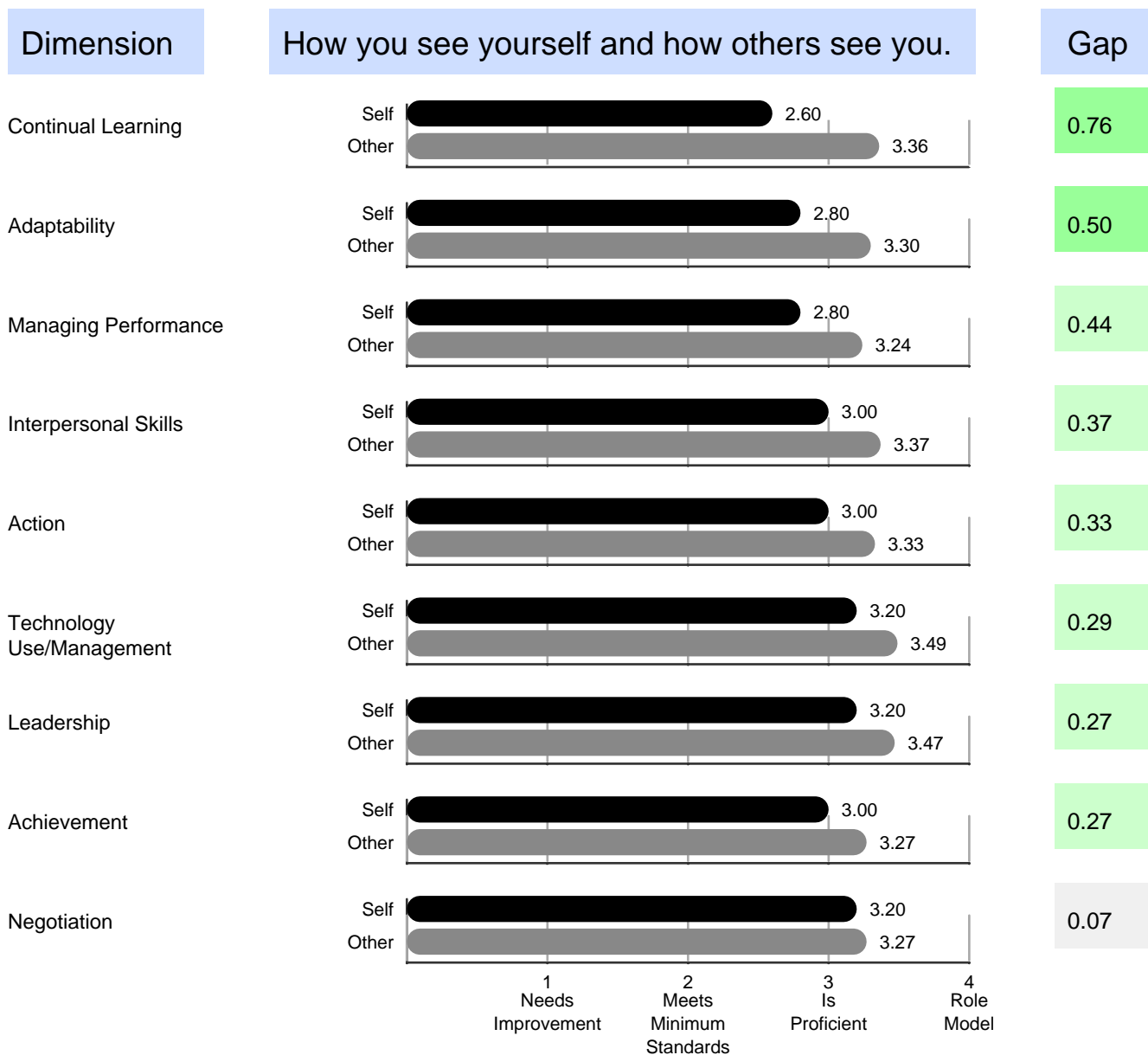
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Technology Use/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
1. You are proficient in the use of technical systems and processes.	15	3.20	93.3	7%	67%		27%
2. You understand and are committed to implementing new technologies.	15	3.87	100.0	13%	87%		
3. You apply complex rules and regulations to maintain optimal system performance.	15	3.33	93.3	7%	53%		40%
4. You use technology in decision making and problem solving.	15	3.60	93.3	7%	27%	67%	
5. You support technical training and development of employees.	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 proficient in the use of technical systems and processes.	3.29	3.20	-0.09 ▼
2. You understand and are committed to implementing new technologies.	3.65	3.87	+0.22 ▲
3. You apply complex rules and regulations to maintain optimal system performance.	3.18	3.33	+0.16 ▲
4. You use technology in decision making and problem solving.	3.41	3.60	+0.19 ▲
5. You support technical training and development of employees.	3.24	3.33	+0.10 ▲

Comments:

- ___ has excellent communication skills with both staff and her management team.
- She is quick and willing to aid.
- Does excellent job, always.
- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- ___ excels at keeping in touch with all aspects of her, and our jobs.
- We are striving to meet best practice standards.

Interpersonal 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. You provide constructive feedback in a way that fosters acceptance and development.	15	3.20	93.3	7%	60%		33%
7. You are a role model for others	15	3.20	86.7	13%	53%		33%
8. You are able to work with individuals at all levels of the company.	15	3.40	93.3	7%	47%		47%
9. You express appreciation of other's work.	15	3.47	93.3	7%	40%		53%
10. You create an atmosphere that supports the open expression of ideas	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 provide constructive feedback in a way that fosters acceptance and development.	3.24	3.20	-0.04 ▼
7. You are a role model for others	3.41	3.20	-0.21 ▼
8. You are able to work with individuals at all levels of the company.	3.24	3.40	+0.16 ▲
9. You express appreciation of other's work.	3.18	3.47	+0.29 ▲
10. You create an atmosphere that supports the open expression of ideas	3.35	3.47	+0.11 ▲

Comments:

- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- She interacts effectively with our most difficult customers.
- ___ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- Very knowledgeable and always steps up if help is needed.

Adaptability

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. You develop insights and apply innovative solutions to projects and problems.	15	3.53	100.0	47%	53%		
12. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.27	100.0	73%	27%		
13. You are able to work effectively with new people and new teams.	15	3.33	100.0	67%	33%		
14. You adjust priorities to changing business goals.	15	3.13	86.7	13%	60%	27%	
15. You are flexible and open to new ideas and encourages others to value change.	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 develop insights and apply innovative solutions to projects and problems.	3.47	3.53	+0.06 ▲
12. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.47	3.27	-0.20 ▼
13. You are able to work effectively with new people and new teams.	3.35	3.33	-0.02 ▼
14. You adjust priorities to changing business goals.	3.18	3.13	-0.04 ▼
15. You are flexible and open to new ideas and encourages others to value change.	3.00	3.07	+0.07 ▲

Comments:

- Timeliness and accountability of projects.
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- She is well respected.
- I think ___ works really hard to engage with everyone of us.
- Appreciate ___'s calm approach
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.

Action

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. You are not afraid to take corrective action when necessary.	15	3.40	93.3	7%	47%	47%	
17. You make effective decisions	15	3.27	93.3	7%	60%	33%	
18. You motivate & supports others to gain skills	14	3.00	92.9	7%	79%	14%	
19. You work quickly when faced with difficult problems.	15	3.47	100.0		53%	47%	
20. You drive and mobilizes others progress toward 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. You are not afraid to take corrective action when necessary.	3.65	3.40	-0.25 ▼
17. You make effective decisions	3.47	3.27	-0.20 ▼
18. You motivate & supports others to gain skills	3.12	3.00	-0.12 ▼
19. You work quickly when faced with difficult problems.	3.59	3.47	-0.12 ▼
20. You drive and mobilizes others progress toward goals.	3.29	3.40	+0.11 ▲

Comments:

- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- ___ takes people where they want to go and pushes them to be their own success.
- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- I am having a hard time evaluating the last four. ___ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.

Continual Learning

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. You pursue professional development opportunities when they arise.	15	3.53	100.0	47%	53%		
22. You pursue self-improvement through continual learning.	15	3.00	80.0	20%	60%	20%	
23. You pursue learning that will enhance job performance.	15	2.87	80.0	20%	73%	7%	
24. You participate in regular training offered.	15	3.47	100.0	53%	47%		
25. You set relevant learning objectives and goals.	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 pursue professional development opportunities when they arise.	3.35	3.53	+0.18 ▲
22. You pursue self-improvement through continual learning.	3.00	3.00	
23. You pursue learning that will enhance job performance.	2.88	2.87	-0.02 ▼
24. You participate in regular training offered.	3.00	3.47	+0.47 ▲
25. You set relevant learning objectives and goals.	3.76	3.67	-0.10 ▼

Comments:

- Unfortunately there has been inconsistency in actions and results.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- She guides, influences, supports, facilitates her team towards the achievement of goals.

Leadership

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. You take ownership and accountability for results	15	3.40	93.3	7%	47%	47%	
27. You are able to organize the work of others.	15	3.33	93.3	7%	53%	40%	
28. You effectively lead others.	15	3.53	100.0		47%	53%	
29. You set specific, measurable, and challenging goals.	15	3.67	100.0		33%	67%	
30. You demonstrate leadership and courage in critical situations.	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 take ownership and accountability for results	3.53	3.40	-0.13 ▼
27. You are able to organize the work of others.	3.12	3.33	+0.22 ▲
28. You effectively lead others.	3.41	3.53	+0.12 ▲
29. You set specific, measurable, and challenging goals.	3.59	3.67	+0.08 ▲
30. You demonstrate leadership and courage in critical situations.	3.41	3.33	-0.08 ▼

Comments:

- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- ___ collaborates well with other departments and managers.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- I feel that we would not be such a great place if it wasn't for ____. ___ is the best!!!!!!

Managing Performance

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. You routinely hold audits of performance on a weekly or monthly basis.	15	3.20	86.7	13%	53%		33%
32. You adjust performance goals as needed to meet the demands of the department/organization.	15	3.40	100.0		60%		40%
33. You continuously measures performance and provides feedback to employees regularly.	15	3.20	86.7	13%	53%		33%
34. You assess employee performance against defined standards.	15	3.27	93.3	7%	60%		33%
35. You ensure employees understand their performance expectations.	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 routinely hold audits of performance on a weekly or monthly basis.	3.18	3.20	+0.02 ▲
32. You adjust performance goals as needed to meet the demands of the department/organization.	3.35	3.40	+0.05 ▲
33. You continuously measures performance and provides feedback to employees regularly.	3.18	3.20	+0.02 ▲
34. You assess employee performance against defined standards.	2.88	3.27	+0.38 ▲
35. You ensure employees understand their performance expectations.	3.18	3.00	-0.18 ▼

Comments:

- She communicates well to all staff and we know what is expected of us.
- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- She is both the manager and the interim director for the service line.
- ___ exceeds in above in all she does.
- ___ is an excellent manager.
- I appreciate how ___ guides, supports, and direct staff.

Achievement

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. You demonstrate improvement in performance.	15	3.20	93.3	7%	67%		27%
37. You complete work to a high technical standard	15	3.27	93.3	7%	60%		33%
38. You are flexible in adjusting priorities to meet the demands of changing situations.	15	3.27	86.7	13%	47%		40%
39. You take calculated risks.	15	3.13	86.7	13%	60%		27%
40. You strive to meet goals and objectives.	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. You demonstrate improvement in performance.	3.18	3.20	+0.02 ▲
37. You complete work to a high technical standard	3.35	3.27	-0.09 ▼
38. You are flexible in adjusting priorities to meet the demands of changing situations.	3.24	3.27	+0.03 ▲
39. You take calculated risks.	3.59	3.13	-0.45 ▼
40. You strive to meet goals and objectives.	3.29	3.40	+0.11 ▲

Comments:

- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- ___ came to [CompanyName] and has done a wonderful job of getting the message out.
- Please know that stress can occasionally slow down progress.
- I envy her versatility in working with a wide variety of issues and topics.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.

Negotiation

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. You change communication styles to meet the listener's needs.	15	3.33	93.3	7%	53%	40%	
42. You are flexible in responses.	15	3.33	93.3	7%	53%	40%	
43. You influence others through rational argument and persuasion.	15	3.13	86.7	13%	60%	27%	
44. You are able to decline bad ideas to avoid making poor decisions.	15	3.00	86.7	13%	73%	13%	
45. You are able to influence others to accept certain positions.	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. You change communication styles to meet the listener's needs.	3.29	3.33	+0.04 ▲
42. You are flexible in responses.	3.41	3.33	-0.08 ▼
43. You influence others through rational argument and persuasion.	3.35	3.13	-0.22 ▼
44. You are able to decline bad ideas to avoid making poor decisions.	3.18	3.00	-0.18 ▼
45. You are able to influence others to accept certain positions.	3.35	3.53	+0.18 ▲

Comments:

- She has positive energy, leads by example, and cares about teammates.
- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- Team-oriented and goal focused. Shows continuous desire for improvement.

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 does not ask for anything from her team that she is not willing to do, or has done herself.
- I can not say enough good things about ____.
- She is a fantastic resource.
- More opportunities to share knowledge with the team.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.

What do you like best about working with this individual?

- She is a natural and perfect fit for the CFO position.
- ____ is very approachable. She is able to get people to follow through and engage in their daily work.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- When ____ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- It doesn't feel like ____'s been at her best this year. She seems disconnected from the work of her group.

What do you like least about working with this individual?

- ____ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- I value ____ for so much more than her negotiating skills which are outstanding.
- ____ consistently asks how the day is going, if she can help us at all.
- ____ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- ____, more than anyone, takes what she's learned with Core Competencies and implements them.
- ____ is a great boss and director. ____ has been a great resource to me with my struggles as I grow professionally. ____ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.

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

- ____ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- She's a very hard worker and always helping out when needed.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- ____ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.

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

- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- Attitude is there; however, follow through is lacking at times.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- She is such a positive person and always willing to pitch in where help is needed.
- Always approachable no matter how busy she is.

Any final comments?

- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- ___ has made some excellent hiring decisions this past year. I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.
- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- I think having ___ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- Seek feedback from everyone at least once a month to assist in growing relationship.