



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

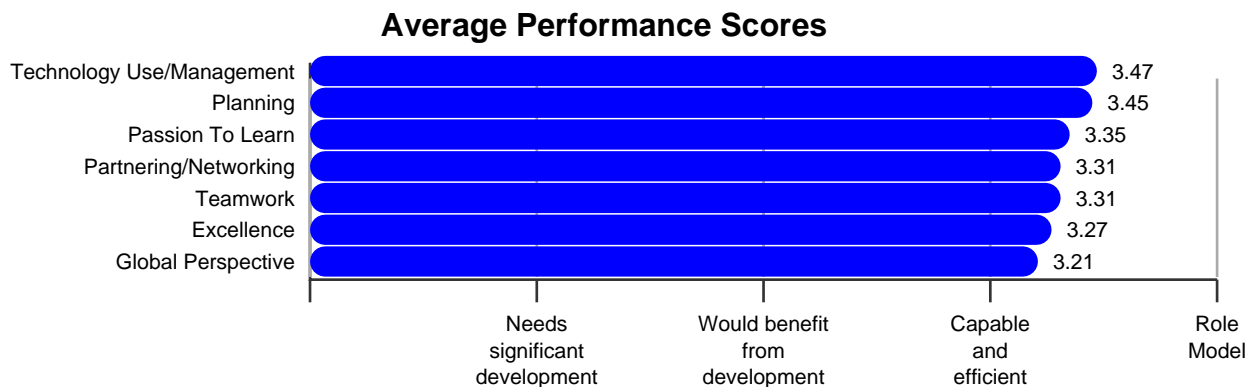
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Proficient in the use of technical systems and processes.	15	3.20	93.3	7%	67%		27%
2. Understands and is committed to implementing new technologies.	15	3.87	100.0	13%	87%		
3. Applies complex rules and regulations to maintain optimal system performance.	15	3.33	93.3	7%	53%		40%
4. Maximizes the use of new technology to deliver products and services.	15	3.60	93.3	7%	27%	67%	
5. Adopts the implementation of new technology into the workplace.	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. Proficient in the use of technical systems and processes.	3.29	3.20	-0.09 ▼
2. Understands and is committed to implementing new technologies.	3.65	3.87	+0.22 ▲
3. Applies complex rules and regulations to maintain optimal system performance.	3.18	3.33	+0.16 ▲
4. Maximizes the use of new technology to deliver products and services.	3.41	3.60	+0.19 ▲
5. Adopts the implementation of new technology into the workplace.	3.24	3.33	+0.10 ▲

Comments:

- ___ does not beat around the bush nor does she have hidden agendas.
- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- Manager engages in all categories described above as marked.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Takes advantage of training opportunities when they arise.	15	3.20	93.3	7%	60%		33%
7. Enhances value to the company through additional training and development.	15	3.20	86.7	13%	53%		33%
8. Inspires others to learn new things.	15	3.40	93.3	7%	47%		47%
9. Demonstrates a willingness to participate in continuing education courses.	15	3.47	93.3	7%	40%		53%
10. Creates an environment that supports personal development and exploration.	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. Takes advantage of training opportunities when they arise.	3.24	3.20	-0.04 ▼
7. Enhances value to the company through additional training and development.	3.41	3.20	-0.21 ▼
8. Inspires others to learn new things.	3.24	3.40	+0.16 ▲
9. Demonstrates a willingness to participate in continuing education courses.	3.18	3.47	+0.29 ▲
10. Creates an environment that supports personal development and exploration.	3.35	3.47	+0.11 ▲

Comments:

- ___ can be counted on for her reliability.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- ___ 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.
- ___ is an amazing manager. She genuinely cares about her staff.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.

Excellence

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Keeps themselves and others focused on constant improvement.	15	3.53	100.0	47%	53%		
12. Takes a lot of pride in their work.	15	3.27	100.0		73%		27%
13. Demonstrates the functional or technical skills necessary to do their job.	15	3.33	100.0		67%		33%
14. Produces high quality work.	15	3.13	86.7	13%	60%		27%
15. Is planful and organized.	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. Keeps themselves and others focused on constant improvement.	3.47	3.53	+0.06 ▲
12. Takes a lot of pride in their work.	3.47	3.27	-0.20 ▼
13. Demonstrates the functional or technical skills necessary to do their job.	3.35	3.33	-0.02 ▼
14. Produces high quality work.	3.18	3.13	-0.04 ▼
15. Is planful and organized.	3.00	3.07	+0.07 ▲

Comments:

- I enjoy working with _____. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- She lets us develop our own style and inspires us to do our best.
- Resources are managed carefully with input sought and considered before applying those resources.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- She is a strength that supports department morale and work flow.
- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Supports and encourages relationships that are created by diverse team members.	15	3.40	93.3	7%	47%	47%	
17. Promotes the understanding of how the department affects the organization overall.	15	3.27	93.3	7%	60%	33%	
18. Creates value within the Company by building networks.	14	3.00	92.9	7%	79%	14%	
19. Partners with peers to obtain influence within the Company.	15	3.47	100.0		53%	47%	
20. Seeks an understanding of diverse functions within the Company.	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. Supports and encourages relationships that are created by diverse team members.	3.65	3.40	-0.25 ▼
17. Promotes the understanding of how the department affects the organization overall.	3.47	3.27	-0.20 ▼
18. Creates value within the Company by building networks.	3.12	3.00	-0.12 ▼
19. Partners with peers to obtain influence within the Company.	3.59	3.47	-0.12 ▼
20. Seeks an understanding of diverse functions within the Company.	3.29	3.40	+0.11 ▲

Comments:

- She has the desire and effort to get it right and continuously improve self and culture.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- Before ___ came into the position it seemed that the department was a dump.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Communicates a clear message that teamwork and collaboration are expected.	15	3.53	100.0	47%	53%		
22. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	15	3.00	80.0	20%	60%	20%	
23. Effective team player	15	2.87	80.0	20%	73%	7%	
24. Identifies and resolves conflicts within the team to increase team effectiveness	15	3.47	100.0	53%	47%		
25. Recognizes and respects the contributions and needs of each individual.	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. Communicates a clear message that teamwork and collaboration are expected.	3.35	3.53	+0.18 ▲
22. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	3.00	3.00	
23. Effective team player	2.88	2.87	-0.02 ▼
24. Identifies and resolves conflicts within the team to increase team effectiveness	3.00	3.47	+0.47 ▲
25. Recognizes and respects the contributions and needs of each individual.	3.76	3.67	-0.10 ▼

Comments:

- Improve communication delivery. Acknowledge what others are saying.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- She is trustworthy, dependable, positive attitude, and team focused.
- ___ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.
- ___ has a lot of knowledge in competency models and is passing that on to her teams.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Able to identify the needs of the department before a major change.	15	3.40	93.3	7%	47%	47%	
27. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.33	93.3	7%	53%	40%	
28. Makes plans and follows through.	15	3.53	100.0		47%	53%	
29. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.67	100.0		33%	67%	
30. Anticipates obstacles and ways to overcome them.	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. Able to identify the needs of the department before a major change.	3.53	3.40	-0.13 ▼
27. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.12	3.33	+0.22 ▲
28. Makes plans and follows through.	3.41	3.53	+0.12 ▲
29. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.59	3.67	+0.08 ▲
30. Anticipates obstacles and ways to overcome them.	3.41	3.33	-0.08 ▼

Comments:

- ___ is willing to understand how a current process works before wanting to incorporate changes.
- ___ 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 feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.

Global Perspective

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Forms strong client relationships with international partners.	15	3.20	86.7	13%	53%	33%	
32. Exemplifies the skills of a global worker.	15	3.40	100.0		60%	40%	
33. Analyzes global issues/problems that are having a large impact on the Company.	15	3.20	86.7	13%	53%	33%	
34. Is aware of the culture, behaviors, identities and beliefs of others.	15	3.27	93.3	7%	60%	33%	
35. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	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. Forms strong client relationships with international partners.	3.18	3.20	+0.02 ▲
32. Exemplifies the skills of a global worker.	3.35	3.40	+0.05 ▲
33. Analyzes global issues/problems that are having a large impact on the Company.	3.18	3.20	+0.02 ▲
34. Is aware of the culture, behaviors, identities and beliefs of others.	2.88	3.27	+0.38 ▲
35. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	3.18	3.00	-0.18 ▼

Comments:

- I appreciate her style and support.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- ___ is a rock amongst the management at [CompanyName].
- She is very collaborative and always attempts to work with others.

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 can fall behind on projects without providing timely feedback.
- Allocates resources in advance to ensure the required work can be completed.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- ___ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- ___ is always working to include staff in a shared decision making processes.

What do you like best about working with this individual?

- ___ 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.
- Uses her people skills to change negative situations into positive.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- She has an innate ability to match assigned roles with individual strengths.
- Expectations are not always clearly communicated/outlined.

What do you like least about working with this individual?

- 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.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.

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

- ___ always has the customer at the center of focus.
- Manager engages in all categories described above as marked.
- 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.
- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- She is an outstanding manager.

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

- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.

- 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].
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- When ____ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.

Any final comments?

- Show others it is possible to understand both sides without having to agree all the time.
- ____ sets high standards for her team and ensures they perform professionally.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- I think ____ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- Thoroughness, accuracy, professionalism.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.