



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.

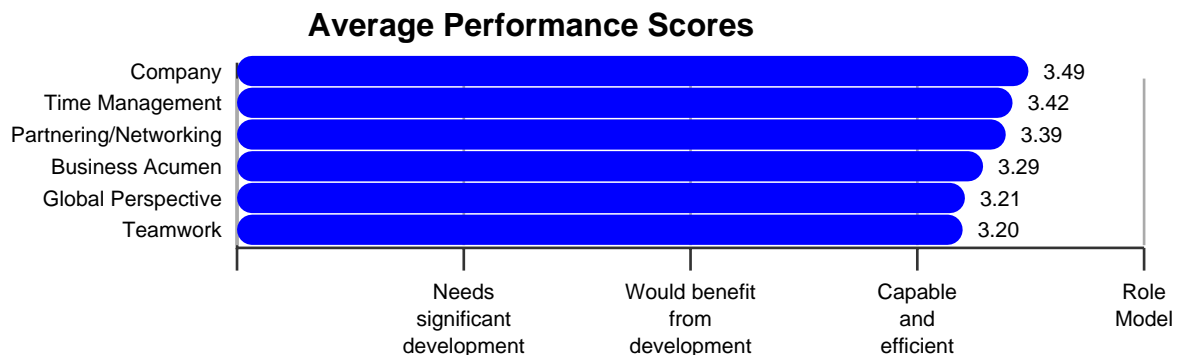
What to Do with Your Feedback

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

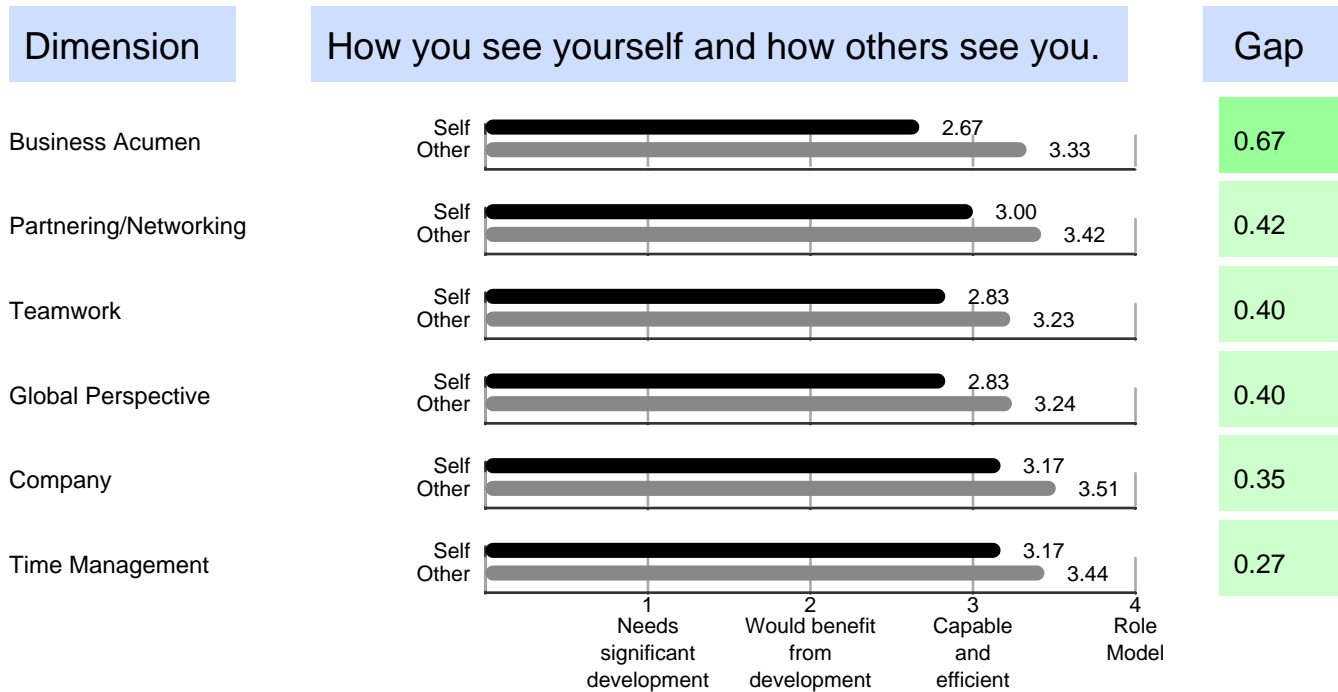
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



Time Management

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Does not become flustered by deadlines and timelines.	15	3.20	93.3	7%	67%		27%
2. Leaves time in the schedule for unplanned contingencies.	15	3.87	100.0	13%	87%		
3. Does not procrastinate.	15	3.33	93.3	7%	53%		40%
4. Avoids distractions in the workplace.	15	3.60	93.3	7%	27%	67%	
5. Deals effectively with interruptions.	15	3.33	93.3	7%	53%		40%
6. Uses agendas when chairing or facilitating meetings.	15	3.20	93.3	7%	60%		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. Does not become flustered by deadlines and timelines.	3.29	3.20	-0.09 ▼
2. Leaves time in the schedule for unplanned contingencies.	3.65	3.87	+0.22 ▲
3. Does not procrastinate.	3.18	3.33	+0.16 ▲
4. Avoids distractions in the workplace.	3.41	3.60	+0.19 ▲
5. Deals effectively with interruptions.	3.24	3.33	+0.10 ▲
6. Uses agendas when chairing or facilitating meetings.	3.24	3.20	-0.04 ▼

Comments:

- I know that _____ cares about me as a total individual not just as a professional.
- _____'s job performance exceeds all the elements.
- _____ does a great job in supporting and engaging all of his employees.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.

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
7. Partners with peers to obtain influence within the Company.	15	3.20	86.7	13%	53%		33%
8. Creates the conditions for partnerships to grow and develop.	15	3.40	93.3	7%	47%		47%
9. Seeks to reduce institutional roadblocks to information sharing.	15	3.47	93.3	7%	40%		53%
10. Promotes the understanding of how the department affects the organization overall.	15	3.47	93.3	7%	40%		53%
11. Seeks an understanding of diverse functions within the Company.	15	3.53	100.0		47%		53%
12. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	3.27	100.0		73%		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
7. Partners with peers to obtain influence within the Company.	3.41	3.20	-0.21 ▼
8. Creates the conditions for partnerships to grow and develop.	3.24	3.40	+0.16 ▲
9. Seeks to reduce institutional roadblocks to information sharing.	3.18	3.47	+0.29 ▲
10. Promotes the understanding of how the department affects the organization overall.	3.35	3.47	+0.11 ▲
11. Seeks an understanding of diverse functions within the Company.	3.47	3.53	+0.06 ▲
12. Develops a sense of trust in subordinates so they can freely interact and share information with others.	3.47	3.27	-0.20 ▼

Comments:

- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- Provides reinforcement and feedback within the context of the overall business strategy.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.
- I appreciate his perspective and guidance on a variety of things.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.

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
13. Applies knowledge of team behavior to help achieve organizational goals and objectives.	15	3.33	100.0		67%		33%
14. Actively participates in the work of teams; seeks and listens to others' contributions	15	3.13	86.7	13%	60%		27%
15. Encourages teamwork and collaboration.	15	3.07	80.0	20%	53%		27%
16. Coaches team members	15	3.40	93.3	7%	47%		47%
17. Encourages others to share ideas to develop team cohesion	15	3.27	93.3	7%	60%		33%
18. Communicates a clear message that teamwork and collaboration are expected.	14	3.00	92.9	7%	79%		14%

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
13. Applies knowledge of team behavior to help achieve organizational goals and objectives.	3.35	3.33	-0.02 ▼
14. Actively participates in the work of teams; seeks and listens to others' contributions	3.18	3.13	-0.04 ▼
15. Encourages teamwork and collaboration.	3.00	3.07	+0.07 ▲
16. Coaches team members	3.65	3.40	-0.25 ▼
17. Encourages others to share ideas to develop team cohesion	3.47	3.27	-0.20 ▼
18. Communicates a clear message that teamwork and collaboration are expected.	3.12	3.00	-0.12 ▼

Comments:

- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- _____ sets high standards for his team and ensures they perform professionally.
- Has a "go getter" attitude!
- Manager engages in all categories described above as marked.
- _____ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.

Business Acumen

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
19. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.47	100.0		53%	47%	
20. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.40	93.3	7%	47%	47%	
21. Considers impact of actions on other areas of the organization.	15	3.53	100.0		47%	53%	
22. Understands complex issues and problems.	15	3.00	80.0	20%	60%	20%	
23. Asks the 'right' questions to size up or evaluate situations.	15	2.87	80.0	20%	73%	7%	
24. Able to align resources to meet the business needs of the company.	15	3.47	100.0		53%	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
19. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.59	3.47	-0.12 ▼
20. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.29	3.40	+0.11 ▲
21. Considers impact of actions on other areas of the organization.	3.35	3.53	+0.18 ▲
22. Understands complex issues and problems.	3.00	3.00	
23. Asks the 'right' questions to size up or evaluate situations.	2.88	2.87	-0.02 ▼
24. Able to align resources to meet the business needs of the company.	3.00	3.47	+0.47 ▲

Comments:

- I believe I need to give him a chance to get into his position.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- _____ is an excellent Director.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- _____ is a great manager and has nothing but the greatest interest for his employees and customers.
- _____ has a good perspective on the organization as a whole.

Company

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
25. Follows existing procedures and processes.	15	3.67	100.0	33%	67%		
26. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.40	93.3	7%	47%	47%	
27. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.33	93.3	7%	53%	40%	
28. Understands the use of [Company] products and services.	15	3.53	100.0	47%	53%		
29. Attends [Company] gatherings and social events.	15	3.67	100.0	33%	67%		
30. Understands the "basics" as to how [Company] functions/operates.	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
25. Follows existing procedures and processes.	3.76	3.67	-0.10 ▼
26. Expresses loyalty and dedication to [Company] in interactions with others.	3.53	3.40	-0.13 ▼
27. Understands how decisions impact other business units beyond their immediate department of work group.	3.12	3.33	+0.22 ▲
28. Understands the use of [Company] products and services.	3.41	3.53	+0.12 ▲
29. Attends [Company] gatherings and social events.	3.59	3.67	+0.08 ▲
30. Understands the "basics" as to how [Company] functions/operates.	3.41	3.33	-0.08 ▼

Comments:

- _____ has excellent job and people skills.
- _____ is consistent in his messaging about how we best serve the customers.
- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- Our organization is a better place because of his and his future focus.
- As mentioned above, good collaboration.
- He is very astute, proactive in problem solving, and a great team member.

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. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	3.40	100.0		60%	40%	
33. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	3.20	86.7	13%	53%	33%	
34. Can effectively deliver presentations to international clients.	15	3.27	93.3	7%	60%	33%	
35. Sets the example for team on importance of cultural awareness.	15	3.00	80.0	20%	60%	20%	
36. Builds working relationships with others across cultures.	15	3.20	93.3	7%	67%	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
31. Forms strong client relationships with international partners.	3.18	3.20	+0.02 ▲
32. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	3.35	3.40	+0.05 ▲
33. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	3.18	3.20	+0.02 ▲
34. Can effectively deliver presentations to international clients.	2.88	3.27	+0.38 ▲
35. Sets the example for team on importance of cultural awareness.	3.18	3.00	-0.18 ▼
36. Builds working relationships with others across cultures.	3.18	3.20	+0.02 ▲

Comments:

- _____ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.
- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- _____ works very well with other departments.
- I believe I need to give him a chance to get into his position.
- _____ 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 he 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 _____ !
- He presents a clear picture of where the department is now and where we need to be headed.

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?

- _____ strives to be professional with each and every interaction and I think inspires confidence.
- His communication is precise and at times short when some would prefer a greater detailed account.
- He has a calm demeanor and willingness to help with anything.
- He has really filled the role of interim manager for the department well.
- I think that _____ is making good strides in setting expectations through clear communication.
- I appreciate that _____ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.

What do you like best about working with this individual?

- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- Whenever I go to _____ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- Set clear expectations for others.
- He communicates clearly and responds to request without unnecessary delay.

What do you like least about working with this individual?

- Each member feels they are a part of the team and knows their contribution is valued.
- _____ is professional in communication verbally, but misses hearing some important items that are verbalized to him.
- _____ is very visible on the unit. Spending many hours with staff.
- _____ is the consummate professional and pleasure to work with.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.

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

- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- _____ is an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.

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

- _____ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- _____ is a hands on leader in our program.
- He 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.

- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- _____ uses his available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- _____ is trusting his team, and expecting high standards of behavior from all employees.

Any final comments?

- _____ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- Great to have you on the team!
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- He can always be counted on to do what he commits to.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.