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.
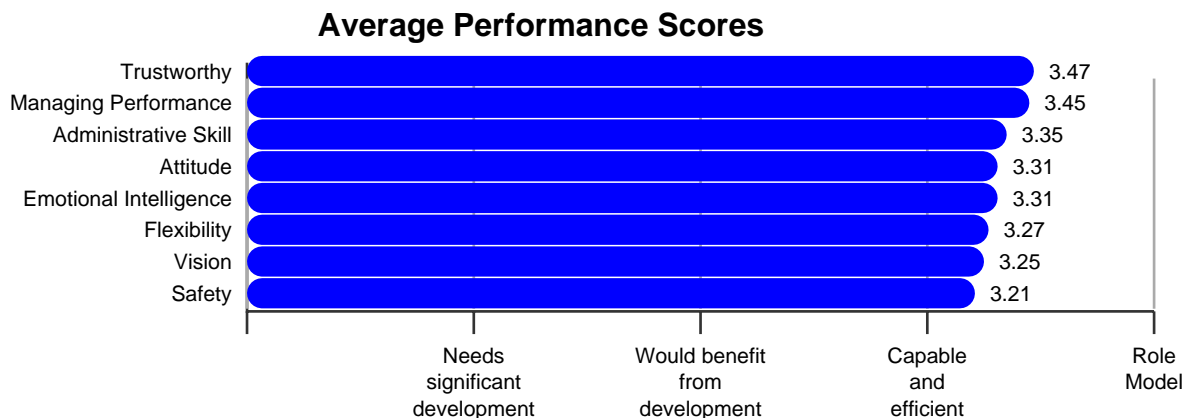
What to Do with Your Feedback

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.
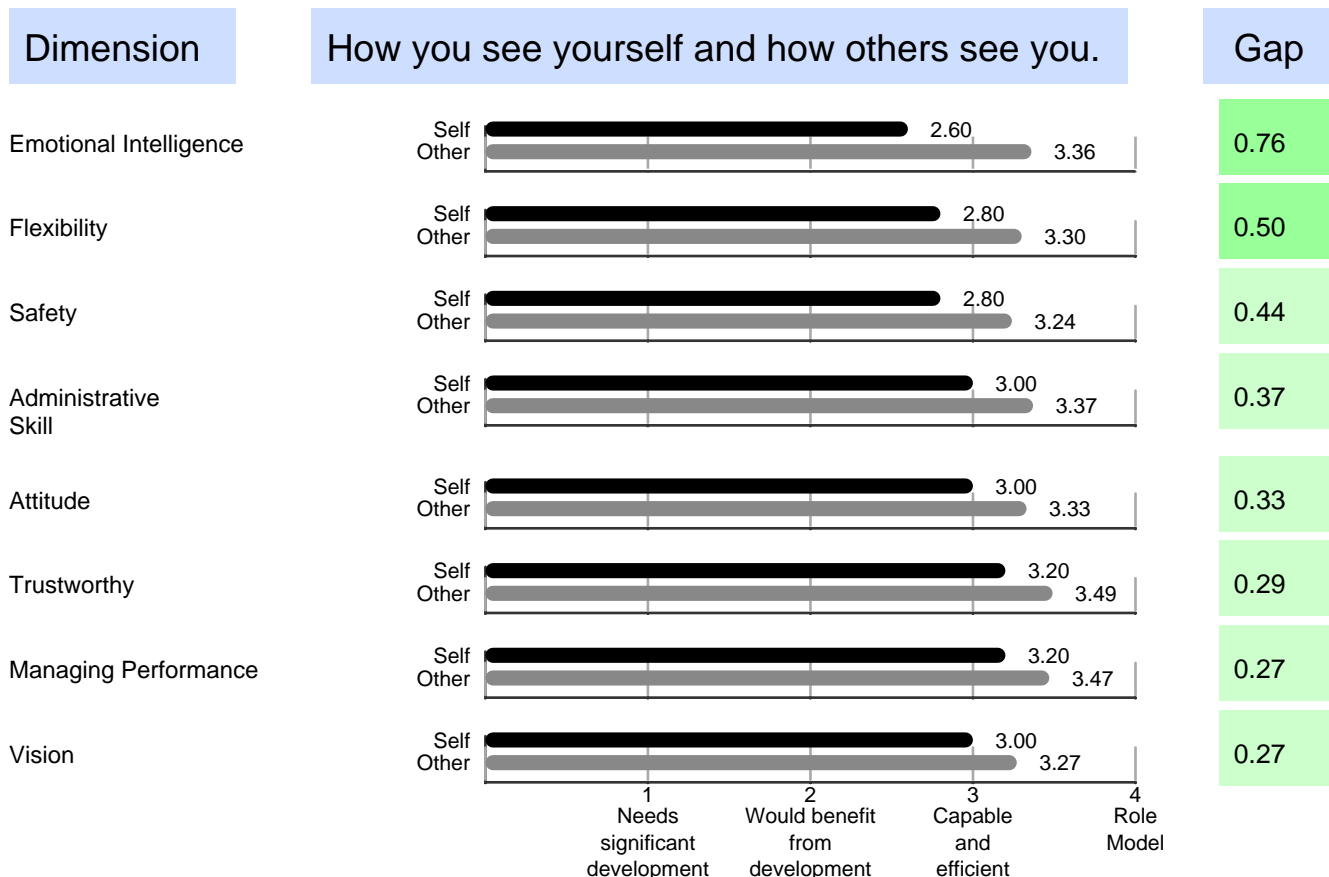
Summary

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 8 major dimensions of leadership.

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

Average Performance Scores

Dimension	Score
Trustworthy	3.47
Managing Performance	3.45
Administrative Skill	3.35
Attitude	3.31
Emotional Intelligence	3.31
Flexibility	3.27
Vision	3.25
Safety	3.21

Scale: Needs significant development | Would benefit from development | Capable and efficient | Role Model

Gap Analysis

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

Dimension	How you see yourself and how others see you.	Gap
Emotional Intelligence	Self 2.60 / Other 3.36	0.76
Flexibility	Self 2.80 / Other 3.30	0.50
Safety	Self 2.80 / Other 3.24	0.44
Administrative Skill	Self 3.00 / Other 3.37	0.37
Attitude	Self 3.00 / Other 3.33	0.33
Trustworthy	Self 3.20 / Other 3.49	0.29
Managing Performance	Self 3.20 / Other 3.47	0.27
Vision	Self 3.00 / Other 3.27	0.27

1 Needs significant development   2 Would benefit from development   3 Capable and efficient   4 Role Model

Trustworthy

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. Is trustworthy; is someone I can trust.	15	3.20	93.3	7%	67%		27%
2. Is a person you can trust.	15	3.87	100.0	13%	87%		
3. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.33	93.3	7%	53%		40%
4. Takes care to maintain confidential information.	15	3.60	93.3	7%	27%	67%	
5. Delivers on promises made.	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. Is trustworthy; is someone I can trust.	3.29	3.20	-0.09	▼
2. Is a person you can trust.	3.65	3.87	+0.22	▲
3. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.18	3.33	+0.16	▲
4. Takes care to maintain confidential information.	3.41	3.60	+0.19	▲
5. Delivers on promises made.	3.24	3.33	+0.10	▲

Comments:
- She is, quite simply, the best boss I've ever had.
- ___ is a very positive addition to our Management team.
- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- 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.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- She provides essential data in order to help explain decisions.

Administrative Skill

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Accurately implements contract provisions.	15	3.20	93.3	7%	60%		33%
7. Enthusiastic about taking on challenging projects.	15	3.20	86.7	13%	53%		33%
8. Implements and uses performance measures.	15	3.40	93.3	7%	47%	47%	
9. High attention to detail.	15	3.47	93.3	7%	40%	53%	
10. Has strong technical/computer skills.	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. Accurately implements contract provisions.	3.24	3.20	-0.04	▼
7. Enthusiastic about taking on challenging projects.	3.41	3.20	-0.21	▼
8. Implements and uses performance measures.	3.24	3.40	+0.16	▲
9. High attention to detail.	3.18	3.47	+0.29	▲
10. Has strong technical/computer skills.	3.35	3.47	+0.11	▲

Comments:
- Willingness to help, patience in teaching.
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- I am glad ____ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- Whenever ____ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ____ was there). She also participated in interviews within my department ans was a valuable member.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- ____ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.

Flexibility

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. Is open to alternative ways to accomplish goals	15	3.53	100.0		47%	53%	
12. Willing to try new ideas.	15	3.27	100.0		73%		27%
13. Adapts to circumstances as needed.	15	3.33	100.0		67%	33%	
14. Open to the perspectives/viewpoints of others.	15	3.13	86.7	13%	60%	27%	
15. Implements changes as a result of having listened to employees	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. Is open to alternative ways to accomplish goals	3.47	3.53	+0.06 ▲
12. Willing to try new ideas.	3.47	3.27	-0.20 ▼
13. Adapts to circumstances as needed.	3.35	3.33	-0.02 ▼
14. Open to the perspectives/viewpoints of others.	3.18	3.13	-0.04 ▼
15. Implements changes as a result of having listened to employees	3.00	3.07	+0.07 ▲

Comments:
- I can not say enough good things about ___ she has been an asset to our department from day one.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.

Attitude

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. Shows by their actions that they trust in the positive intentions of others.	15	3.40	93.3	7%	47%		47%
17. Contributes to a positive and fun work environment.	15	3.27	93.3	7%	60%		33%
18. Is gracious and professional in their interactions with others.	14	3.00	92.9	7%	79%		14%
19. Contributes to a positive work environment.	15	3.47	100.0		53%		47%
20. Works to eliminate unnecessary work or barriers that get in others' way.	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. Shows by their actions that they trust in the positive intentions of others.	3.65	3.40	-0.25 ▼
17. Contributes to a positive and fun work environment.	3.47	3.27	-0.20 ▼
18. Is gracious and professional in their interactions with others.	3.12	3.00	-0.12 ▼
19. Contributes to a positive work environment.	3.59	3.47	-0.12 ▼
20. Works to eliminate unnecessary work or barriers that get in others' way.	3.29	3.40	+0.11 ▲

Comments:
- She 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.
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- ___ has done a wonderful job in supporting her team and making herself available.
- ___ has a strong knowledge base and willingly shares information.
- Great addition to our team!
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.

Emotional Intelligence

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. Accurately perceives the emotional reactions of others.	15	3.53	100.0			47%	53%
22. Able to understand others' points of view.	15	3.00	80.0	20%	60%		20%
23. Is able to express themselves clearly.	15	2.87	80.0	20%	73%		7%
24. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.47	100.0		53%	47%	
25. Is attentive to emotional cues and interprets others' feelings correctly.	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. Accurately perceives the emotional reactions of others.	3.35	3.53	+0.18 ▲
22. Able to understand others' points of view.	3.00	3.00	
23. Is able to express themselves clearly.	2.88	2.87	-0.02 ▼
24. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.00	3.47	+0.47 ▲
25. Is attentive to emotional cues and interprets others' feelings correctly.	3.76	3.67	-0.10 ▼

Comments:
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- ___ has a strong knowledge base and willingly shares information.
- She is an advocate for [CompanyName].
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Makes sure the team's goals are met.	15	3.40	93.3	7%	47%	47%	
27. Reviews job performance shortly after completion of tasks.	15	3.33	93.3	7%	53%	40%	
28. Ensures team members receive rewards for positive performance accomplishments.	15	3.53	100.0		47%	53%	
29. Ensures employees understand the goals of the organization/department.	15	3.67	100.0		33%	67%	
30. Informs team members how their performance compares to stated goals.	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. Makes sure the team's goals are met.	3.53	3.40	-0.13	▼
27. Reviews job performance shortly after completion of tasks.	3.12	3.33	+0.22	▲
28. Ensures team members receive rewards for positive performance accomplishments.	3.41	3.53	+0.12	▲
29. Ensures employees understand the goals of the organization/department.	3.59	3.67	+0.08	▲
30. Informs team members how their performance compares to stated goals.	3.41	3.33	-0.08	▼

Comments:
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- I feel she has really engaged with the staff and with the quality work staff performs.   She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- ___ is a great Manager.   She is extremely talented at what she does and invests a great amount of effort into developing her staff.   She is very supportive of staff growth, while also caring a great deal about each of her employees.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- ___ is able to problem solve very well.

Safety

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. Identifies and addresses safety needs.	15	3.20	86.7	13%	53%		33%
32. Participates in safety training as applicable.	15	3.40	100.0		60%		40%
33. Works to implement corrective safety measures.	15	3.20	86.7	13%	53%		33%
34. Supports our company's safety programs.	15	3.27	93.3	7%	60%		33%
35. Participates in safety training when offered.	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. Identifies and addresses safety needs.	3.18	3.20	+0.02	▲
32. Participates in safety training as applicable.	3.35	3.40	+0.05	▲
33. Works to implement corrective safety measures.	3.18	3.20	+0.02	▲
34. Supports our company's safety programs.	2.88	3.27	+0.38	▲
35. Participates in safety training when offered.	3.18	3.00	-0.18	▼

Comments:
- One of the best supervisors that I have had.
- She could help teammates by becoming more proficient in some areas.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- Gets the job organized and in time.   Makes sure all are on the same page and communicates very well.
- She is very collaborative and always attempts to work with others.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.20	93.3	7%	67%		27%
37. Communicates the vision and strategy of [Company]	15	3.27	93.3	7%	60%		33%
38. Communicates a vision of where the Company needs to be in the future.	15	3.27	86.7	13%	47%		40%
39. Develops action plans to align his/her work with the goals of the organization	15	3.13	86.7	13%	60%		27%
40. Demonstrates consistency between words and actions	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. Understands the vision of the Company and promotes it ahead of any self-interests.	3.18	3.20	+0.02 ▲
37. Communicates the vision and strategy of [Company]	3.35	3.27	-0.09 ▼
38. Communicates a vision of where the Company needs to be in the future.	3.24	3.27	+0.03 ▲
39. Develops action plans to align his/her work with the goals of the organization	3.59	3.13	-0.45 ▼
40. Demonstrates consistency between words and actions	3.29	3.40	+0.11 ▲

Comments:
- She involves stakeholders in discussions and values input from others.   I respect and value her as a peer.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- ___ is a great team player with an employee safety and satisfaction focus.
- ___ is always professional during interactions with staff.
- Great year of growth!

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 has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName].   At the same time, she seems to be able to keep our unit in the financial green.
- ___ does an exceptional job at running the department.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- Her open and upbeat attitude is refreshing and contagious.   A real role model for professionalism.
- ___ has also attended many off-site events to show her support to department staff.
- ___ is a valued peer.   I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.

What do you like best about working with this individual?

- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- ___ leads by example in each of the areas noted above.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- I have never known ___ to not hire for talent.
- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.

What do you like least about working with this individual?

- Based on her customer satisfaction scores it is clear she has a strong team in place.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- 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 is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.

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

- Appreciate ___'s calm approach
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- I am very surprised and impressed with ___ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.

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

- We are lucky to have her here at [CompanyName].
- ___ is a wonderful partner to work with.   She has been consistently responsive to issues or requests from my team.   She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- There are a lot of great features this system has to offer and ___ has challenges at times.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- She does follow up and follow through.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.

Any final comments?

- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- I really appreciate her.
- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done.   Many things are planned behind closed doors and we are told what to do.
- ___ is a very good leader.