



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.

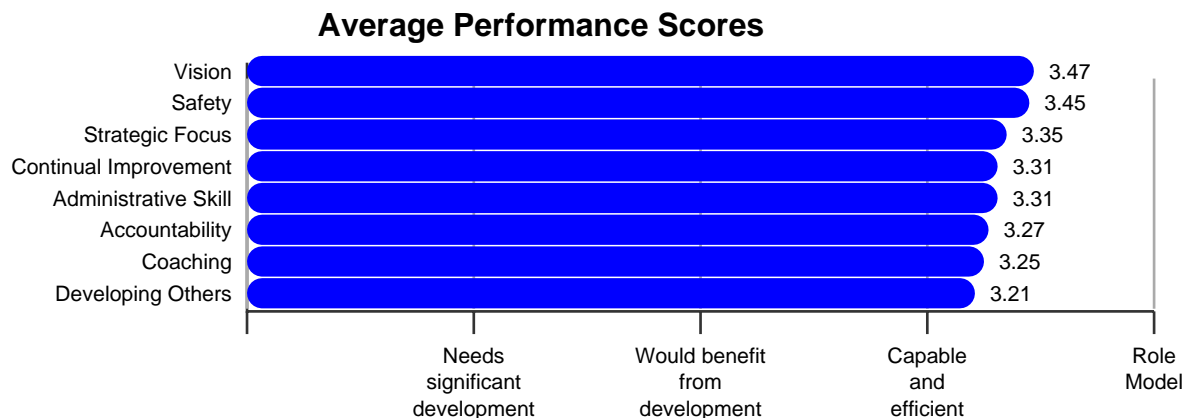
What to Do with Your Feedback

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

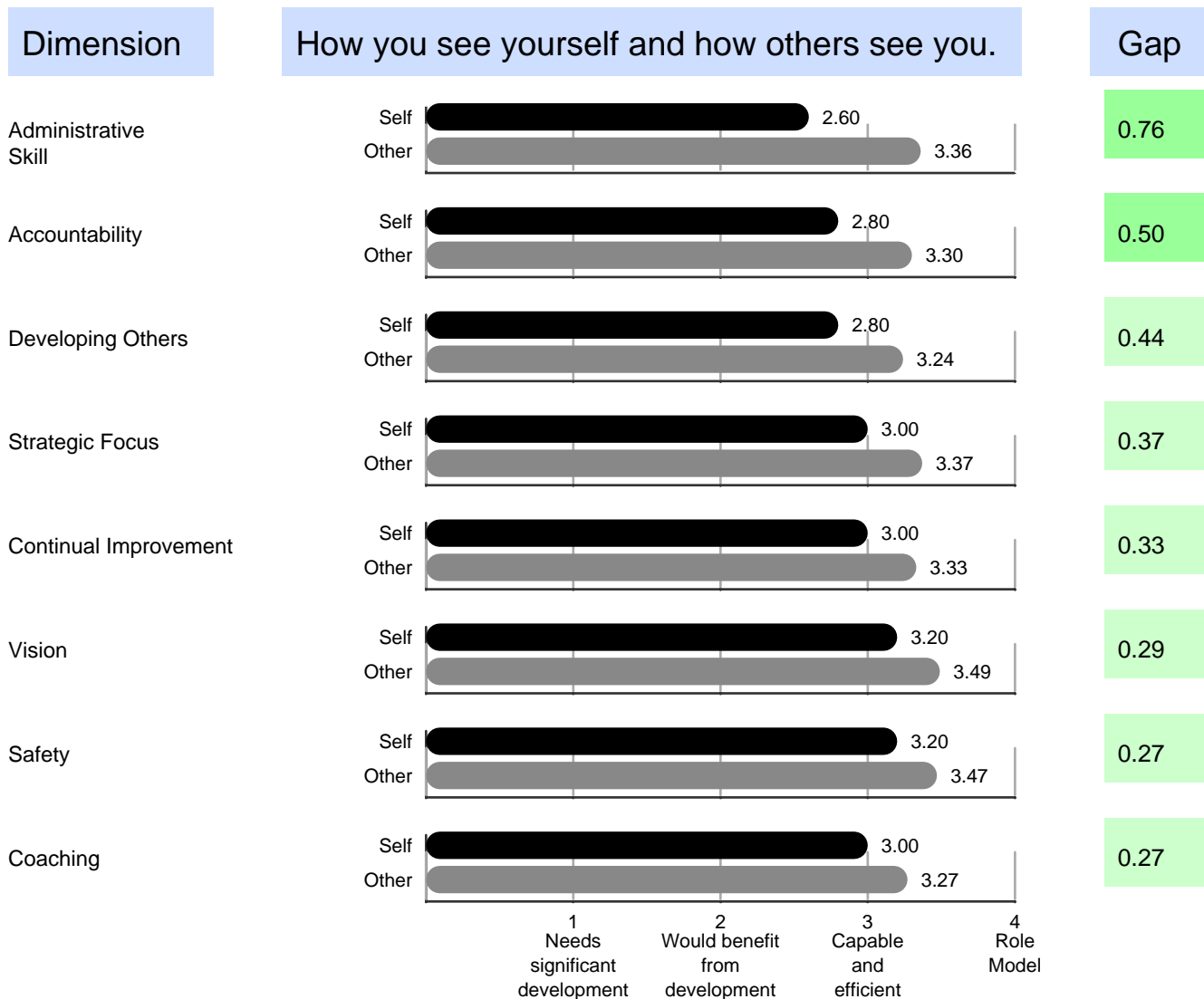
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



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.



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
1. You lead employees in new directions.	15	3.20	93.3	7%	67%		27%
2. You create a positive vision of the future for the Company.	15	3.87	100.0	13%	87%		
3. You communicate the vision and strategy of [Company]	15	3.33	93.3	7%	53%		40%
4. You demonstrate consistency between words and actions	15	3.60	93.3	7%	27%	67%	
5. You work to support the strategy of [Company]	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 lead employees in new directions.	3.29	3.20	-0.09 ▼
2. You create a positive vision of the future for the Company.	3.65	3.87	+0.22 ▲
3. You communicate the vision and strategy of [Company]	3.18	3.33	+0.16 ▲
4. You demonstrate consistency between words and actions	3.41	3.60	+0.19 ▲
5. You work to support the strategy of [Company]	3.24	3.33	+0.10 ▲

Comments:

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- _____ has extremely strong communication skills and is able to work in a wide variety of settings.
- He provided coaching and support to improve this individual's performance.
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- _____ addresses questions/concerns quickly and listens to staffs' needs.

Strategic Focus

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. You are able to decline a poor strategy by proposing alternate strategies.	15	3.20	93.3	7%	60%		33%
7. You communicate goals and objectives to employees.	15	3.20	86.7	13%	53%		33%
8. You understand and contribute to development of strategic goals.	15	3.40	93.3	7%	47%		47%
9. You focus attention on treating the causes of problems rather than simply addressing the symptoms.	15	3.47	93.3	7%	40%		53%
10. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	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 are able to decline a poor strategy by proposing alternate strategies.	3.24	3.20	-0.04 ▼
7. You communicate goals and objectives to employees.	3.41	3.20	-0.21 ▼
8. You understand and contribute to development of strategic goals.	3.24	3.40	+0.16 ▲
9. You focus attention on treating the causes of problems rather than simply addressing the symptoms.	3.18	3.47	+0.29 ▲
10. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.35	3.47	+0.11 ▲

Comments:

- I look forward to learning and improving with his and the other members in the division.
- When dealing with HR issues my HR business partner is always involved.
- He has the desire and effort to get it right and continuously improve self and culture.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- _____ is organized and thorough.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.

Accountability

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. You define roles, rights, and responsibilities of the team.	15	3.53	100.0	47%	53%		
12. You keep you supervisor informed of recent events.	15	3.27	100.0	73%	27%		
13. You act like an owner when they make decisions.	15	3.33	100.0	67%	33%		
14. You develop goals and establishes objective measures of success.	15	3.13	86.7	13%	60%	27%	
15. You tackle issues head on and finds solutions.	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 define roles, rights, and responsibilities of the team.	3.47	3.53	+0.06 ▲
12. You keep you supervisor informed of recent events.	3.47	3.27	-0.20 ▼
13. You act like an owner when they make decisions.	3.35	3.33	-0.02 ▼
14. You develop goals and establishes objective measures of success.	3.18	3.13	-0.04 ▼
15. You tackle issues head on and finds solutions.	3.00	3.07	+0.07 ▲

Comments:

- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- Timely follow through.
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- He has always encouraged others and provided tools for the employee to do so.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- He interacts effectively with our most difficult customers.

Continual Improvement

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. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.40	93.3	7%	47%	47%	
17. You look for ways to expand and learn new job skills.	15	3.27	93.3	7%	60%	33%	
18. You are open to the suggestions from others.	14	3.00	92.9	7%	79%	14%	
19. You look for ways to expand current job responsibilities.	15	3.47	100.0		53%	47%	
20. You look for ways to improve work processes and procedures.	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 search for new methods, techniques, and processes that increase efficiency and reduce costs.	3.65	3.40	-0.25 ▼
17. You look for ways to expand and learn new job skills.	3.47	3.27	-0.20 ▼
18. You are open to the suggestions from others.	3.12	3.00	-0.12 ▼
19. You look for ways to expand current job responsibilities.	3.59	3.47	-0.12 ▼
20. You look for ways to improve work processes and procedures.	3.29	3.40	+0.11 ▲

Comments:

- He uses the strengths of everyone around him to get the best solutions possible.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- This year _____ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.
- He had done amazingly well considering all of the global threats to the product line.
- I enjoy working with _____ and look forward to future opportunities for collaboration.
- _____ is a strong leader & mentor.

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
21. You have strong technical/computer skills.	15	3.53	100.0	47%	53%		
22. You take responsibility for decisions.	15	3.00	80.0	20%	60%	20%	
23. You implement and use performance measures.	15	2.87	80.0	20%	73%	7%	
24. You are able to develop, justify and present a budget.	15	3.47	100.0	53%	47%		
25. You are enthusiastic about taking on challenging projects.	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 have strong technical/computer skills.	3.35	3.53	+0.18 ▲
22. You take responsibility for decisions.	3.00	3.00	
23. You implement and use performance measures.	2.88	2.87	-0.02 ▼
24. You are able to develop, justify and present a budget.	3.00	3.47	+0.47 ▲
25. You are enthusiastic about taking on challenging projects.	3.76	3.67	-0.10 ▼

Comments:

- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- Our organization is a better place because of his and his future focus.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- _____ is very busy and does a good job delegating work. By delegating he 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.

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
26. You point out behaviors in others that may be unsafe.	15	3.40	93.3	7%	47%	47%	
27. You ensure that all supervisors are aware of regulatory and compliance measures.	15	3.33	93.3	7%	53%	40%	
28. You seek to reduce the likelihood of accidents.	15	3.53	100.0		47%	53%	
29. You participate in safety training when available.	15	3.67	100.0		33%	67%	
30. You are aware of osha safety guidelines.	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 point out behaviors in others that may be unsafe.	3.53	3.40	-0.13 ▼
27. You ensure that all supervisors are aware of regulatory and compliance measures.	3.12	3.33	+0.22 ▲
28. You seek to reduce the likelihood of accidents.	3.41	3.53	+0.12 ▲
29. You participate in safety training when available.	3.59	3.67	+0.08 ▲
30. You are aware of osha safety guidelines.	3.41	3.33	-0.08 ▼

Comments:

- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- he continues to make improvements in core competencies.
- He provides essential data in order to help explain decisions.
- I so appreciate that _____ is so on top of everything that we do in payroll.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.

Developing Others

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. You try to ensure employees are ready to move to the next level.	15	3.20	86.7	13%	53%	33%	
32. You are open to receiving feedback.	15	3.40	100.0		60%	40%	
33. You create a work environment that fosters positive feedback to employees.	15	3.20	86.7	13%	53%	33%	
34. You set performance objectives for subordinates that encourages development opportunities.	15	3.27	93.3	7%	60%	33%	
35. You assess employees' developmental needs.	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 try to ensure employees are ready to move to the next level.	3.18	3.20	+0.02 ▲
32. You are open to receiving feedback.	3.35	3.40	+0.05 ▲
33. You create a work environment that fosters positive feedback to employees.	3.18	3.20	+0.02 ▲
34. You set performance objectives for subordinates that encourages development opportunities.	2.88	3.27	+0.38 ▲
35. You assess employees' developmental needs.	3.18	3.00	-0.18 ▼

Comments:

- _____ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- He is a team player and willing to help other departments and staff when needed.
- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- _____ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.

Coaching

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. You coach employees in how to strengthen knowledge and skills to improve work performance.	15	3.20	93.3	7%	67%		27%
37. You help employees to understand responsibilities, authority, and expectations.	15	3.27	93.3	7%	60%		33%
38. You meet regularly with employees to coach them on areas that will enhance your performance	15	3.27	86.7	13%	47%		40%
39. You conduct regular performance appraisals and feedback.	15	3.13	86.7	13%	60%		27%
40. You provide clear, motivating, and constructive feedback.	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 coach employees in how to strengthen knowledge and skills to improve work performance.	3.18	3.20	+0.02 ▲
37. You help employees to understand responsibilities, authority, and expectations.	3.35	3.27	-0.09 ▼
38. You meet regularly with employees to coach them on areas that will enhance your performance	3.24	3.27	+0.03 ▲
39. You conduct regular performance appraisals and feedback.	3.59	3.13	-0.45 ▼
40. You provide clear, motivating, and constructive feedback.	3.29	3.40	+0.11 ▲

Comments:

- Always available to give us what we need to succeed.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- _____ 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 his communication. To his merit, _____ will stop the conversation and clarify expectations or needs prior to moving forward.

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?

- Lean on team to help reduce burden and establish clear expectations.
- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members.
With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- _____ is very approachable and always willing to listen.

What do you like best about working with this individual?

- Improve on providing feedback.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- I believe I need to give him a chance to get into his position.
- He consistently conducts himself with professionalism and represents our unit well.

What do you like least about working with this individual?

- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- He communicates clearly and responds to request without unnecessary delay.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- He won't settle for less.

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

- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- _____ has been an excellent assistant manager.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- He has a calm demeanor and willingness to help with anything.
- Improve on providing feedback.

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

- _____ is an extremely competent leader and I am enjoying learning by his example.
- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. _____ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.
- Closes off discussions with action plans.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leads and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.

- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.

Any final comments?

- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.
- He is a charismatic leader. Really the best!!
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- Confidence, Attitude, Desire to learn.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.