



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.

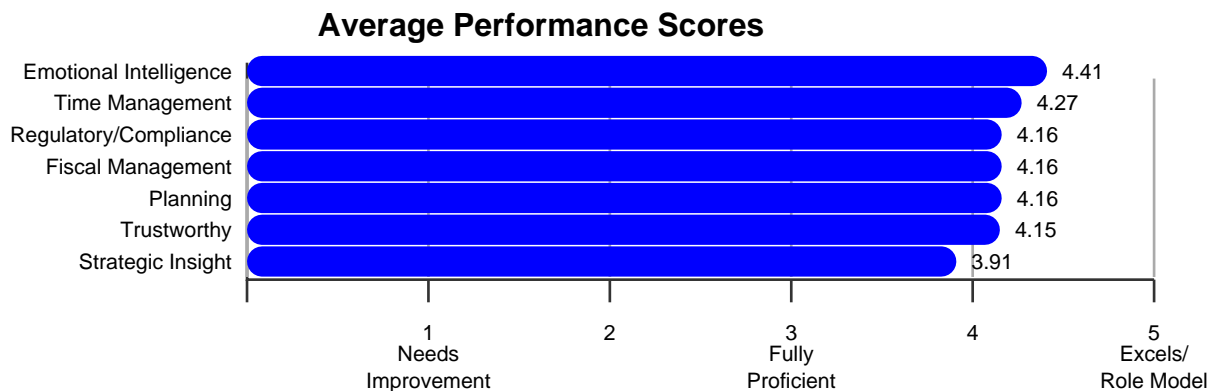
What to Do with Your Feedback

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

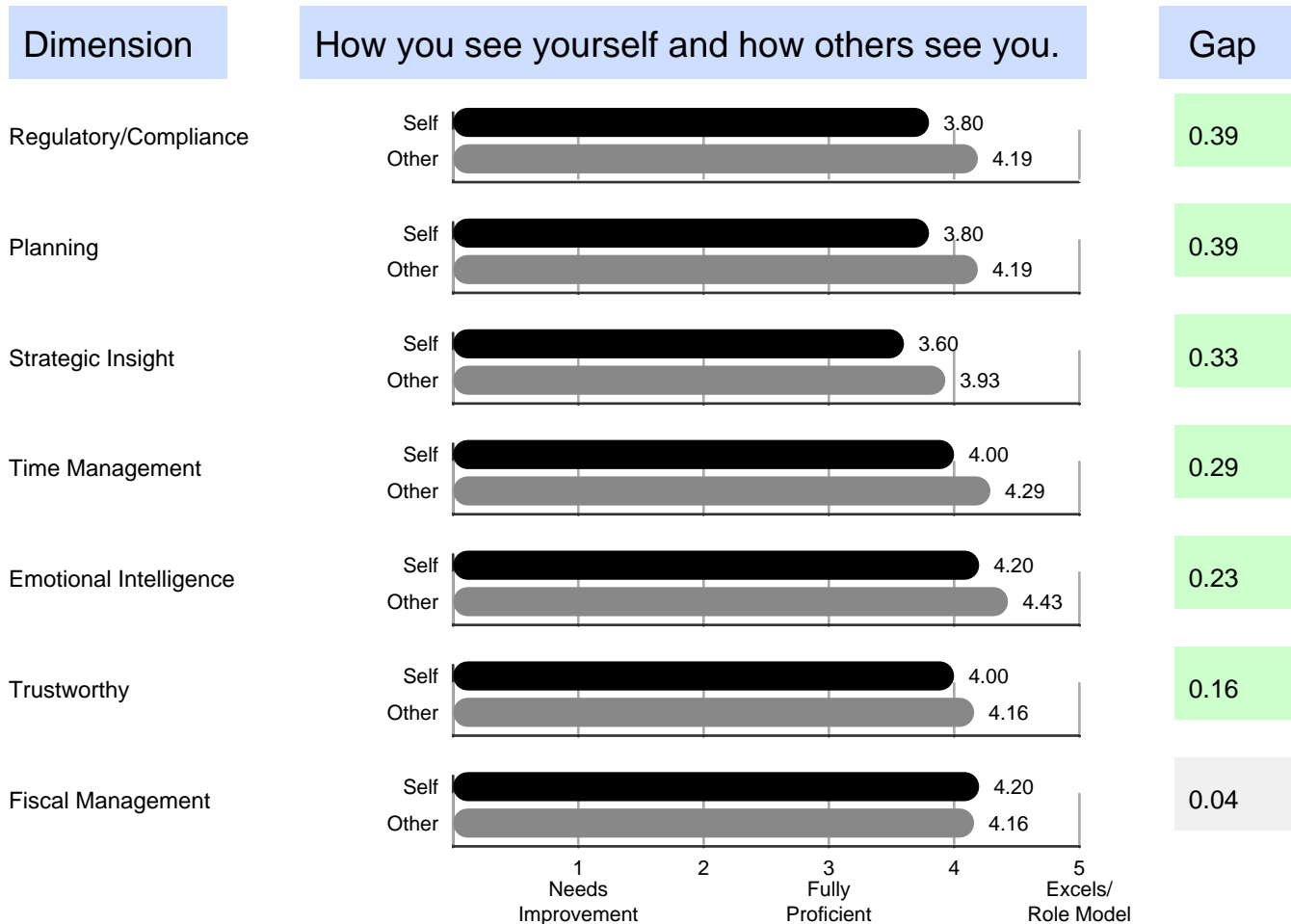
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



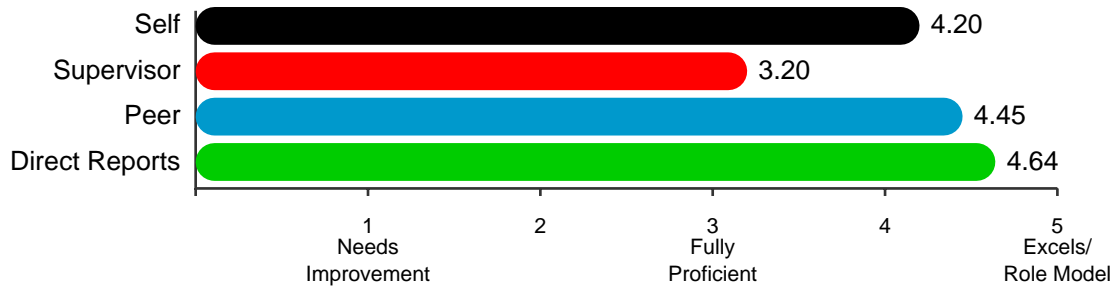
Gap Analysis

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.



Emotional Intelligence

Summary Scores



1. Is attentive to emotional cues and interprets others' feelings correctly.



2. Is able to control their own emotions.



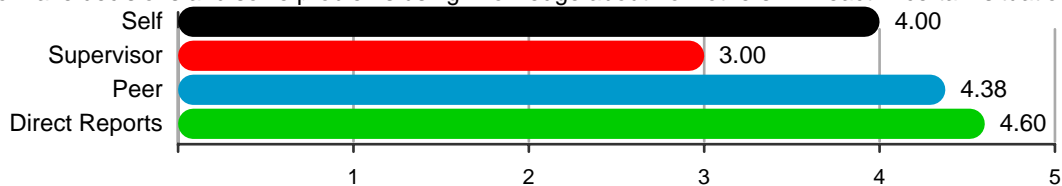
3. Accurately perceives the emotional reactions of others.



4. Is able to express themselves clearly.



5. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.20	93.3	7%	67%	27%
2. Is able to control their own emotions.	15	4.87	100.0	13%	87%	
3. Accurately perceives the emotional reactions of others.	15	4.27	93.3	7%	60%	33%
4. Is able to express themselves clearly.	15	4.40	86.7	13%	33%	53%
5. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.33	93.3	7%	53%	40%

Comments:

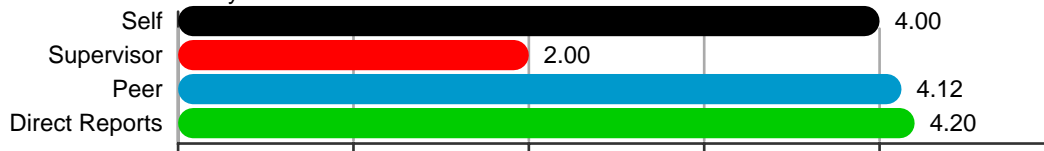
- I cannot say if he challenges others.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- Communication to staff has greatly improved.
- _____ listens to employees ideas and concerns and address the issues right away.
- He is excellent at helping/coaching/problem-solving with others.
- _____ is very professional in dealing with his peers and the staff.

Time Management

Summary Scores



6. Does not become flustered by deadlines and timelines.



7. Focuses on tasks that have high priority.



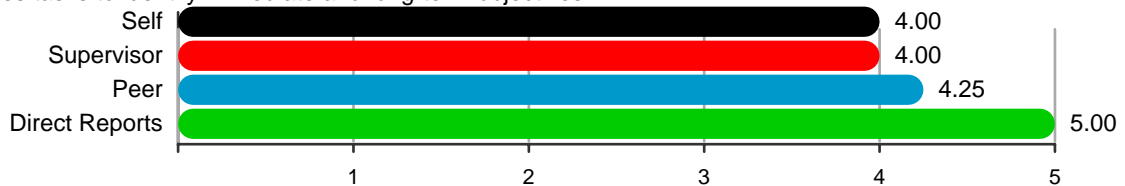
8. Keeps and maintains a To-Do list.



9. Does not procrastinate.



10. Prioritizes tasks to identify immediate and long-term objectives.



Level of Skill

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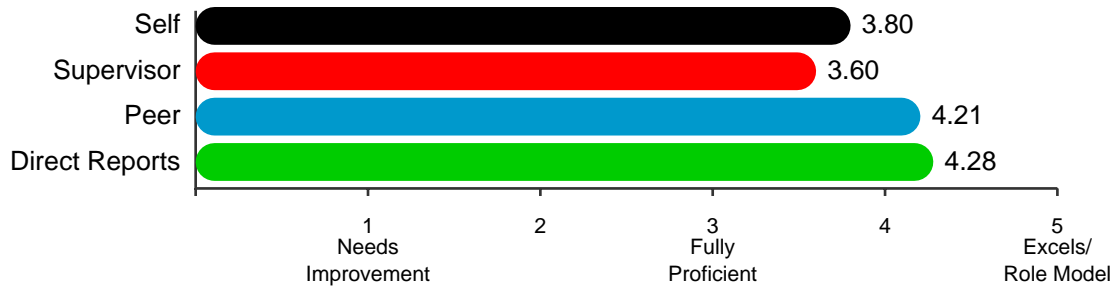
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Does not become flustered by deadlines and timelines.	15	4.00	80.0	7%	13%	53%	27%
7. Focuses on tasks that have high priority.	15	4.07	80.0		20%	53%	27%
8. Keeps and maintains a To-Do list.	15	4.33	93.3	7%		47%	47%
9. Does not procrastinate.	15	4.47	93.3	7%		40%	53%
10. Prioritizes tasks to identify immediate and long-term objectives.	15	4.47	93.3	7%		40%	53%

Comments:

- _____ has made good judgements in hiring top notch employees.
- 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.
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- His professionalism is beyond reproach and he is fair and just.
- I do very much appreciate that _____ will support me in a decision when needed.

Regulatory/Compliance

Summary Scores



11. Complies with trade agreements affecting international companies.



12. Understands the applicable regulations and laws that impact our business.



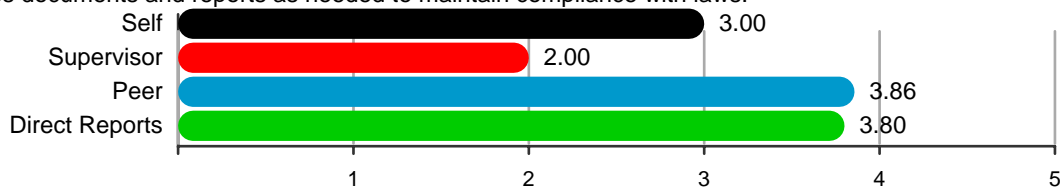
13. Addresses issues quickly before they develop into major problems.



14. Creates documents and reports as needed to maintain compliance with regulations.



15. Provides documents and reports as needed to maintain compliance with laws.



Level of Skill

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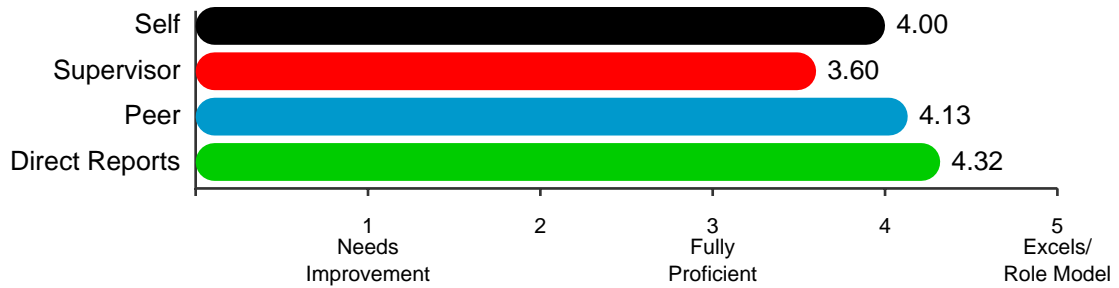
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Complies with trade agreements affecting international companies.	15	4.60	100.0	40%	60%	
12. Understands the applicable regulations and laws that impact our business.	15	4.27	100.0	73%	27%	
13. Addresses issues quickly before they develop into major problems.	15	4.33	100.0	67%	33%	
14. Creates documents and reports as needed to maintain compliance with regulations.	15	3.93	73.3	27%	53%	20%
15. Provides documents and reports as needed to maintain compliance with laws.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- _____ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- He make sure the team effort not only succeed on paper.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.

Trustworthy

Summary Scores



16. Is trustworthy; is someone I can trust.



17. Communicates an understanding of the other person's interests, needs and concerns.



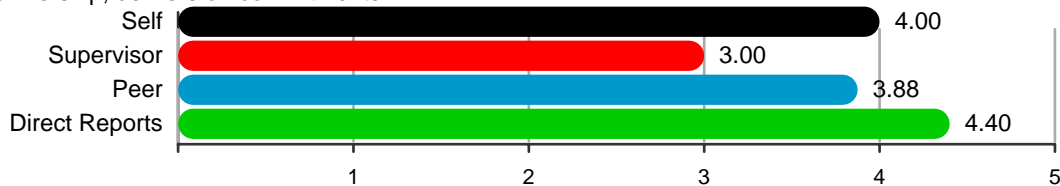
18. Delivers on promises made.



19. Works in a way that makes others want to work with her/him.



20. Takes ownership, delivers on commitments



Level of Skill

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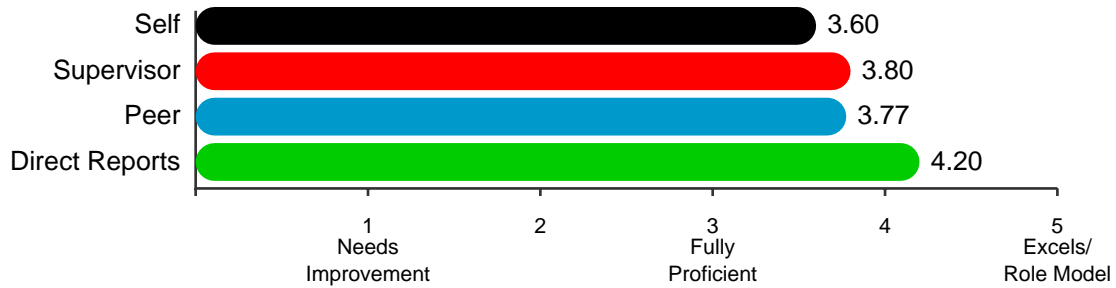
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Is trustworthy; is someone I can trust.	15	4.33	86.7	13%		40%	47%
17. Communicates an understanding of the other person's interests, needs and concerns.	15	4.27	93.3	7%		60%	33%
18. Delivers on promises made.	14	4.00	92.9	7%		86%	7%
19. Works in a way that makes others want to work with her/him.	14	4.14	85.7	7%	7%	50%	36%
20. Takes ownership, delivers on commitments	15	4.00	66.7	7%	27%	27%	40%

Comments:

- He is an outstanding manager.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- His positive attitude is constant.
- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- I respect _____'s focus and hard work to move this work forwards for the good of the organization and our customers, and without his personal efforts this project would not be underway.

Strategic Insight

Summary Scores



21. Implements long-term solutions to problems.



22. Identifies root causes of problems.



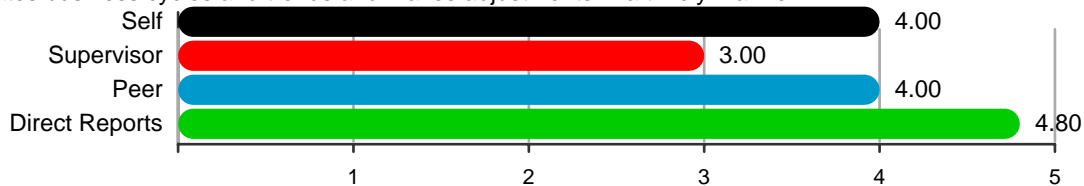
23. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



24. Maintains knowledge of current trends in the industry.



25. Anticipates business cycles and trends and makes adjustments in a timely manner.



Level of Skill

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

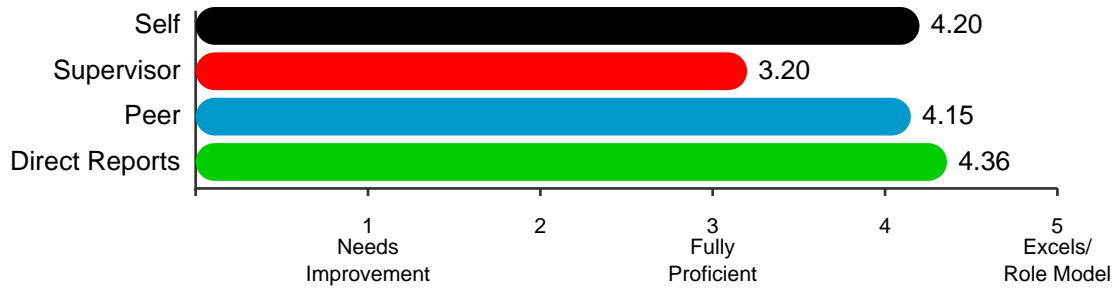
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Implements long-term solutions to problems.	15	4.00	66.7	13%	20%	20%	47%
22. Identifies root causes of problems.	15	3.47	53.3	13%	33%	47%	7%
23. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.60	66.7	13%	20%	60%	7%
24. Maintains knowledge of current trends in the industry.	15	4.27	86.7	7%	7%	40%	47%
25. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	4.20	80.0	7%	13%	33%	47%

Comments:

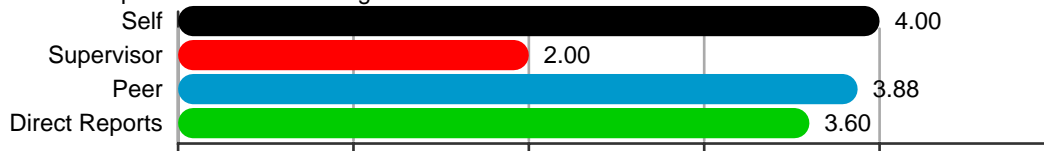
- _____ is a great asset to the team. We are grateful to have him.
- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- _____ does a great job investigating an issue thinking it through before he takes action.
- _____ has also come down to help our department when we have been very busy and needed help.

Fiscal Management

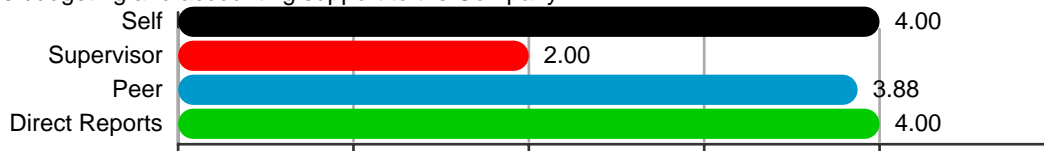
Summary Scores



26. Develops of the department's annual budget.



27. Provides budgeting and accounting support to the Company.



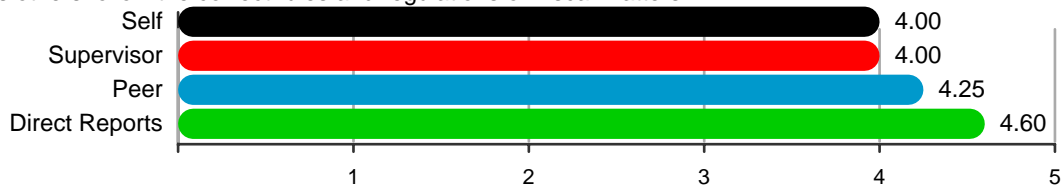
28. Effective in using Company's resources.



29. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



30. Ensures others follow the correct rules and regulations on fiscal matters.



Level of Skill

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

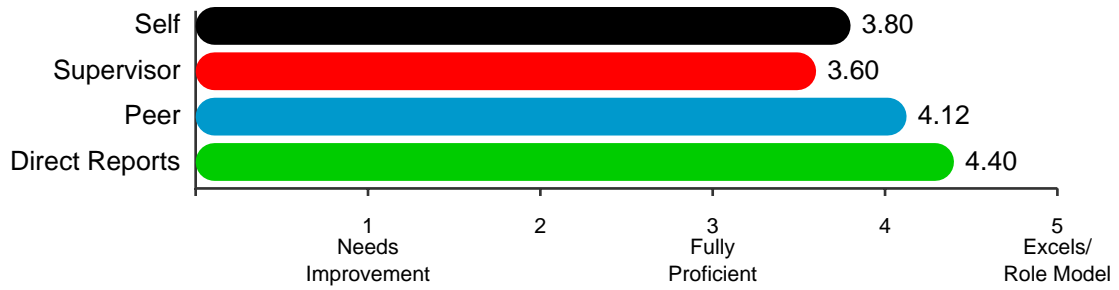
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Develops of the department's annual budget.	15	3.67	66.7	20%	13%	47%		20%
27. Provides budgeting and accounting support to the Company.	15	3.80	73.3	20%	7%	47%		27%
28. Effective in using Company's resources.	15	4.33	86.7		13%	40%		47%
29. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	4.67	100.0			33%		67%
30. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.33	100.0			67%		33%

Comments:

- _____ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.
- Uses his people skills to change negative situations into positive.
- _____ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.
- He has really filled the role of interim manager for the department well.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- Could benefit from increasing awareness on how much influence they have on the department.

Planning

Summary Scores



31. Makes plans and follows through.



32. Able to look ahead (beyond the present) when addressing the work/needs of the department.



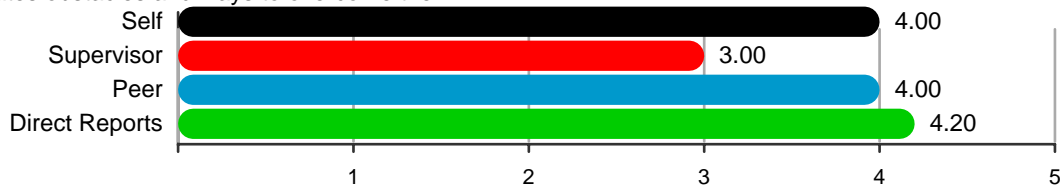
33. Able to identify the needs of the department before a major change.



34. Delegates role to team members to accomplish goals.



35. Anticipates obstacles and ways to overcome them.



Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Makes plans and follows through.	15	4.07	80.0	20%	53%	27%
32. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	4.47	100.0		53%	47%
33. Able to identify the needs of the department before a major change.	15	4.13	80.0	20%	47%	33%
34. Delegates role to team members to accomplish goals.	15	4.13	86.7	13%	60%	27%
35. Anticipates obstacles and ways to overcome them.	15	4.00	80.0	20%	60%	20%

Comments:

- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- _____ works to keep up but a lot of new concepts.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- He is a strong leader and it will make his even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- I do very much appreciate that _____ will support me in a decision when needed.

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?

- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- _____ is an outstanding leader. He has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- Improvement should come over time. There is potential which is present.
- Don't be afraid to ask questions when stuck on a task.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.

What do you like best about working with this individual?

- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- We are lucky to have his here at [CompanyName].
- _____ works with a very diverse group and treats everyone the same while respecting that diversity.
- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership.. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken hold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.

What do you like least about working with this individual?

- I think that _____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- _____ has an impressive vision for the company.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- _____ is respected by the team and they openly seek out his advise or opinion.
- _____ has been very helpful to me as a new manager this year.

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

- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- _____ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped _____ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.

- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.

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

- Overall I think he does a great job and he is very approachable.
- He provides essential data in order to help explain decisions.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- He is a great manager and person to work for/with.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.

Any final comments?

- Is empathetic, understanding, and dependable.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- _____ has a good perspective on the organization as a whole.