

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.

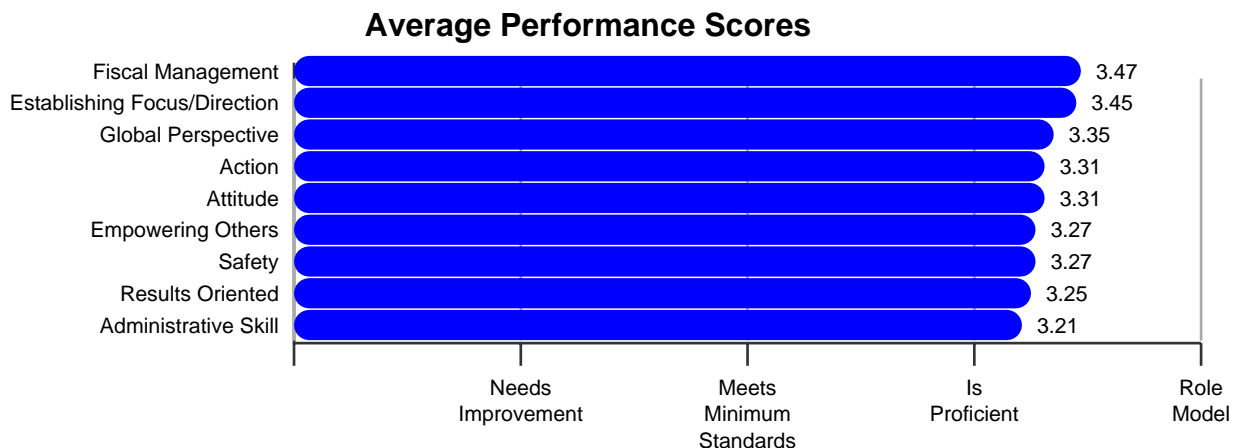
What to Do with Your Feedback

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

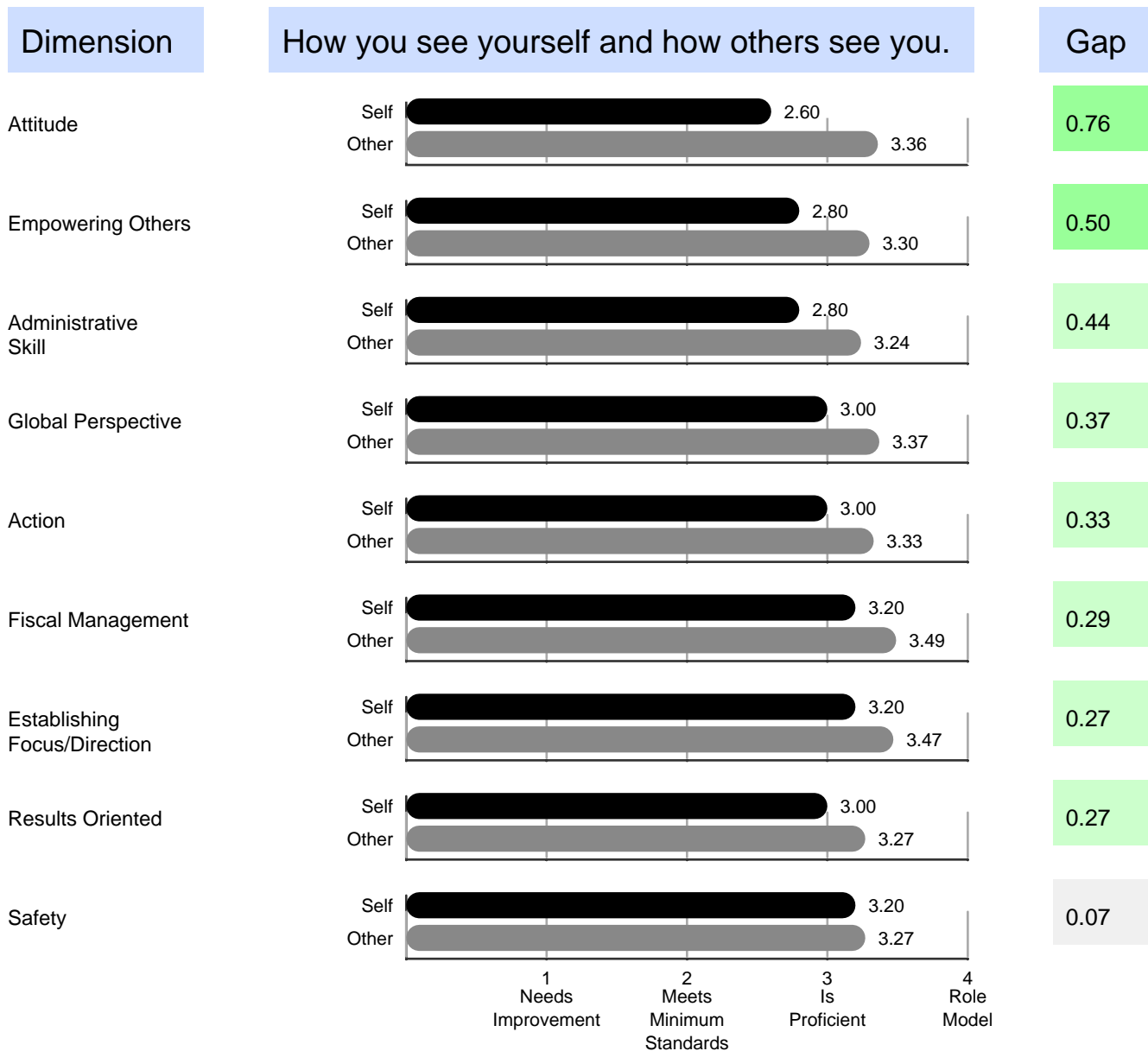
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Fiscal 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Effective in using Company's resources.	15	3.20	93.3	7%	67%		27%
2. Develops of the department's annual budget.	15	3.87	100.0	13%	87%		
3. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.33	93.3	7%	53%		40%
4. Monitors spending.	15	3.60	93.3	7%	27%	67%	
5. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	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. Effective in using Company's resources.	3.29	3.20	-0.09 ▼
2. Develops of the department's annual budget.	3.65	3.87	+0.22 ▲
3. Ensures others follow the correct rules and regulations on fiscal matters.	3.18	3.33	+0.16 ▲
4. Monitors spending.	3.41	3.60	+0.19 ▲
5. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.24	3.33	+0.10 ▲

Comments:

- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Facilitates open communication with individuals from other countries.	15	3.20	93.3	7%	60%		33%
7. Aligns personal vision with global strategies.	15	3.20	86.7	13%	53%		33%
8. Understands global systems such as the global economy.	15	3.40	93.3	7%	47%		47%
9. Demonstrates working knowledge of global transactions.	15	3.47	93.3	7%	40%		53%
10. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	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. Facilitates open communication with individuals from other countries.	3.24	3.20	-0.04 ▼
7. Aligns personal vision with global strategies.	3.41	3.20	-0.21 ▼
8. Understands global systems such as the global economy.	3.24	3.40	+0.16 ▲
9. Demonstrates working knowledge of global transactions.	3.18	3.47	+0.29 ▲
10. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	3.35	3.47	+0.11 ▲

Comments:

- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- He will always be able to state that he did everything he could, he gives this job his all!
- _____ has been in a challenging role this past year with a lot of change and transitions.
- I have found that _____ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- _____ always goes above and beyond in his daily work.

Empowering 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Expresses confidence in the abilities of others.	15	3.53	100.0	47%	53%		
12. Lets employees complete tasks according to their methods.	15	3.27	100.0	73%	27%		
13. Gives responsibility for making important decisions to employees.	15	3.33	100.0	67%	33%		
14. Recognizes the accomplishments of employees when they complete important assignments.	15	3.13	86.7	13%	60%	27%	
15. Trusts employees are able to complete assigned tasks.	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. Expresses confidence in the abilities of others.	3.47	3.53	+0.06 ▲
12. Lets employees complete tasks according to their methods.	3.47	3.27	-0.20 ▼
13. Gives responsibility for making important decisions to employees.	3.35	3.33	-0.02 ▼
14. Recognizes the accomplishments of employees when they complete important assignments.	3.18	3.13	-0.04 ▼
15. Trusts employees are able to complete assigned tasks.	3.00	3.07	+0.07 ▲

Comments:

- He is very effective.
- He has a calm demeanor and willingness to help with anything.
- Attitude is there; however, follow through is lacking at times.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- He is an excellent Manager!
- _____ has a lot of knowledge in competency models and is passing that on to his teams.

Action

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Works quickly when faced with difficult problems.	15	3.40	93.3	7%	47%	47%	
17. Motivates & supports others to gain skills	15	3.27	93.3	7%	60%	33%	
18. Displays high energy and enthusiasm on consistent basis.	14	3.00	92.9	7%	79%	14%	
19. Drives and mobilizes others progress toward goals.	15	3.47	100.0		53%	47%	
20. Is not afraid to take corrective action when necessary.	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. Works quickly when faced with difficult problems.	3.65	3.40	-0.25 ▼
17. Motivates & supports others to gain skills	3.47	3.27	-0.20 ▼
18. Displays high energy and enthusiasm on consistent basis.	3.12	3.00	-0.12 ▼
19. Drives and mobilizes others progress toward goals.	3.59	3.47	-0.12 ▼
20. Is not afraid to take corrective action when necessary.	3.29	3.40	+0.11 ▲

Comments:

- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Where do I even start to articulate how much I value about working with _____? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: him/her] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as _____ is.
- _____ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- _____ has excellent job and people skills.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Contributes to a positive and fun work environment.	15	3.53	100.0	47%	53%		
22. Contributes to a positive work environment.	15	3.00	80.0	20%	60%	20%	
23. Builds open and trusting relationships.	15	2.87	80.0	20%	73%	7%	
24. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.47	100.0	53%	47%		
25. Visibly supports and encourages diversity in style and background.	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. Contributes to a positive and fun work environment.	3.35	3.53	+0.18 ▲
22. Contributes to a positive work environment.	3.00	3.00	
23. Builds open and trusting relationships.	2.88	2.87	-0.02 ▼
24. Works to eliminate unnecessary work or barriers that get in others' way.	3.00	3.47	+0.47 ▲
25. Visibly supports and encourages diversity in style and background.	3.76	3.67	-0.10 ▼

Comments:

- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- He always involves others in decisions ensuring a well rounded approach.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.

Establishing Focus/Direction

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Aligns the department's goals with the goals of the organization.	15	3.40	93.3	7%	47%	47%	
27. Stays focused even when under pressure and stress.	15	3.33	93.3	7%	53%	40%	
28. Functions well under stress, deadlines, and/or significant workloads.	15	3.53	100.0		47%	53%	
29. Makes sure that employees understand and identify with the team's mission.	15	3.67	100.0	33%		67%	
30. Maintains self-control when personally criticized.	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. Aligns the department's goals with the goals of the organization.	3.53	3.40	-0.13 ▼
27. Stays focused even when under pressure and stress.	3.12	3.33	+0.22 ▲
28. Functions well under stress, deadlines, and/or significant workloads.	3.41	3.53	+0.12 ▲
29. Makes sure that employees understand and identify with the team's mission.	3.59	3.67	+0.08 ▲
30. Maintains self-control when personally criticized.	3.41	3.33	-0.08 ▼

Comments:

- 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.
- He is a great leader.
- _____ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- He is very astute, proactive in problem solving, and a great team member.
- One of the best supervisors that I have had.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Able to develop, justify and present a budget.	15	3.20	86.7	13%	53%	33%	
32. Implements and uses performance measures.	15	3.40	100.0		60%	40%	
33. Accurately implements contract provisions.	15	3.20	86.7	13%	53%	33%	
34. Takes responsibility for decisions.	15	3.27	93.3	7%	60%	33%	
35. Completes reports on-time.	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. Able to develop, justify and present a budget.	3.18	3.20	+0.02 ▲
32. Implements and uses performance measures.	3.35	3.40	+0.05 ▲
33. Accurately implements contract provisions.	3.18	3.20	+0.02 ▲
34. Takes responsibility for decisions.	2.88	3.27	+0.38 ▲
35. Completes reports on-time.	3.18	3.00	-0.18 ▼

Comments:

- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- I have great respect and appreciation for _____. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- He is becoming more comfortable to deliver critical feedback.
- _____ offers support to his managers in a style that is engaging, consistent, and motivating.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.

Results Oriented

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Stays focused on meeting the needs of customers.	15	3.20	93.3	7%	67%		27%
37. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	3.27	93.3	7%	60%		33%
38. Explains the "whys" behind organizational objectives	15	3.27	86.7	13%	47%		40%
39. Helps others when free-time is available.	15	3.13	86.7	13%	60%		27%
40. Works toward achievement of goals even when confronted with obstacles.	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. Stays focused on meeting the needs of customers.	3.18	3.20	+0.02 ▲
37. Encourages a high-energy, fun work environment and coaches others on how to do the same	3.35	3.27	-0.09 ▼
38. Explains the "whys" behind organizational objectives	3.24	3.27	+0.03 ▲
39. Helps others when free-time is available.	3.59	3.13	-0.45 ▼
40. Works toward achievement of goals even when confronted with obstacles.	3.29	3.40	+0.11 ▲

Comments:

- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- He works diligently with our supplier to ensure the inventory is cost effective.
- 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.
- He is a very diligent hard worker.
- I have found _____ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Is aware of OSHA safety guidelines.	15	3.33	93.3	7%	53%	40%	
42. Participates in safety training as applicable.	15	3.33	93.3	7%	53%	40%	
43. Mitigates hazards and safety issues that arise.	15	3.13	86.7	13%	60%	27%	
44. Seeks to reduce the likelihood of accidents.	15	3.00	86.7	13%	73%	13%	
45. Develops a sustainable safety culture.	15	3.53	100.0		47%	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
41. Is aware of OSHA safety guidelines.	3.29	3.33	+0.04 ▲
42. Participates in safety training as applicable.	3.41	3.33	-0.08 ▼
43. Mitigates hazards and safety issues that arise.	3.35	3.13	-0.22 ▼
44. Seeks to reduce the likelihood of accidents.	3.18	3.00	-0.18 ▼
45. Develops a sustainable safety culture.	3.35	3.53	+0.18 ▲

Comments:

- Works hard to build a team environment.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- He listens to the team.
- Is a fantastic source of feedback and growth development.

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?

- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- _____'s job performance exceeds all the elements.
- _____ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- _____ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.

What do you like best about working with this individual?

- _____ is very reliable, respectful and ethical in his leadership.
- _____ is a team player and effective in his role.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- _____ is a very positive addition to our Management team.
- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.

What do you like least about working with this individual?

- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- He's a very hard worker and always helping out when needed.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- He is determined to find the answer to any problem or obstacle in his way.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- _____ 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.

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

- Great addition to the department!
- His positive attitude is constant.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- _____ is a great asset to the team. We are grateful to have him.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.

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

- I can depend on him with whatever is needed.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- Uses his people skills to change negative situations into positive.
- Could benefit from increasing awareness on how much influence they have on the department.
- He is smart, quick, compassionate, and thorough.
- 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.

Any final comments?

- I appreciate his style and support.
- _____ 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.
- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- He is a very diligent hard worker.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.