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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.

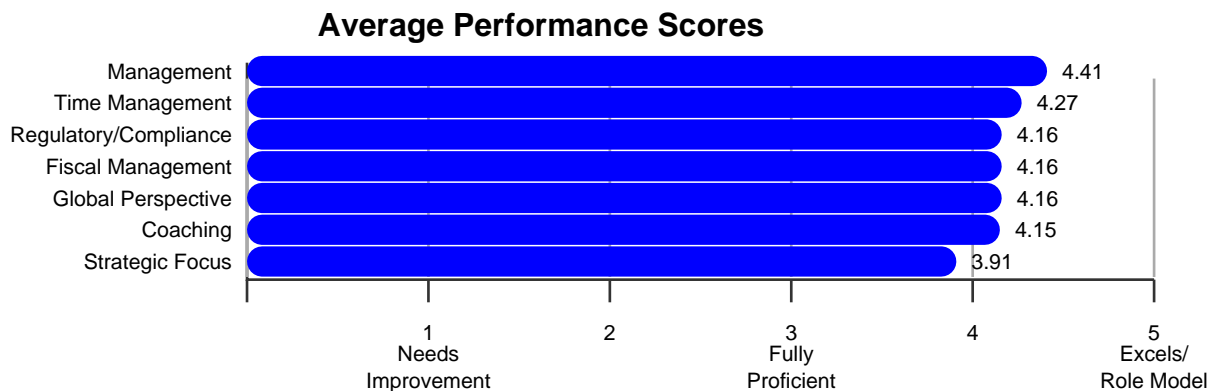
## What to Do with Your Feedback

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.



# Management

## Summary Scores



### 1. Takes responsibility for things that go wrong



### 2. Keep staff informed about what is happening in the company



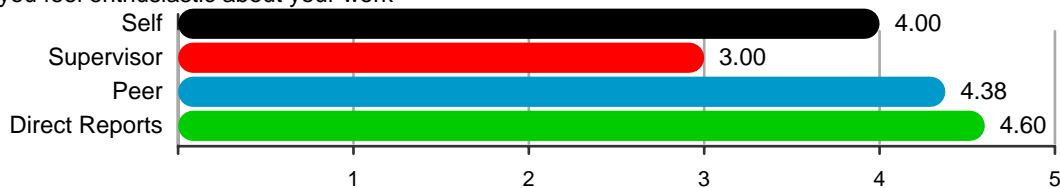
### 3. Delegate tasks effectively



### 4. Is ready to offer help



### 5. Makes you feel enthusiastic about your work



## 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).

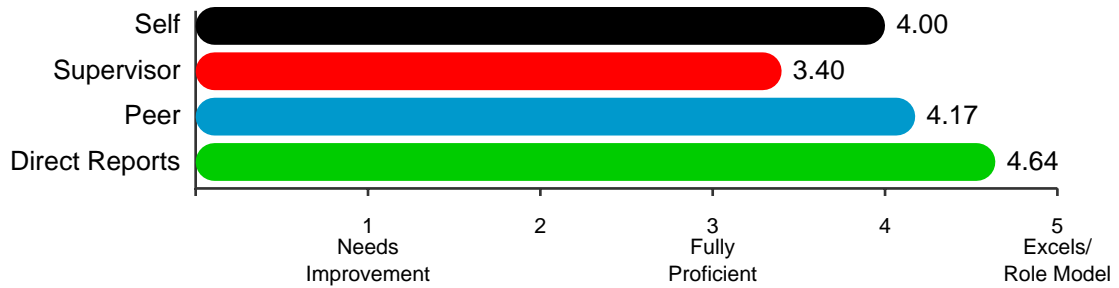
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Takes responsibility for things that go wrong	15	4.20	93.3	7%	67%	27%
2. Keep staff informed about what is happening in the company	15	4.87	100.0	13%	87%	
3. Delegate tasks effectively	15	4.27	93.3	7%	60%	33%
4. Is ready to offer help	15	4.40	86.7	13%	33%	53%
5. Makes you feel enthusiastic about your work	15	4.33	93.3	7%	53%	40%

### Comments:

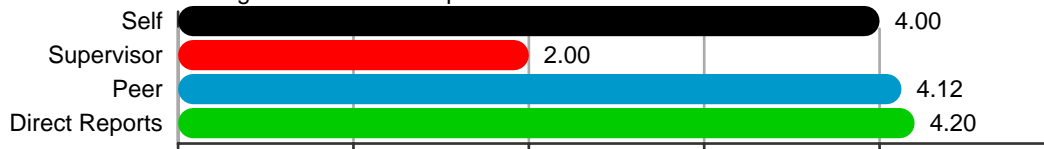
- She also has always been thankful for any help that I have given her.
- Always looking for ways to grow as a person. Inspires others to do the same.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to \_\_\_ last month.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- \_\_\_ is very approachable and ensures the best for all employees in the department.

# Time Management

## Summary Scores



### 6. Prioritizes new tasks according to their relative importance.



### 7. Avoids distractions in the workplace.



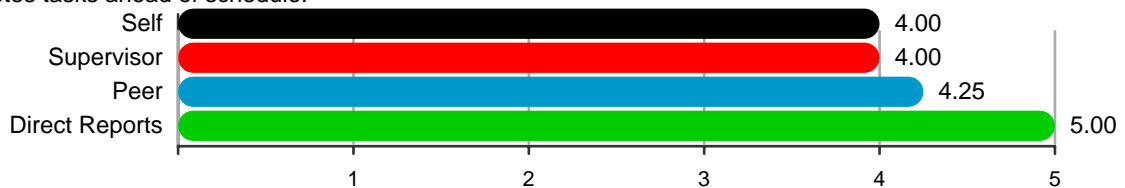
### 8. Focuses on tasks that have high priority.



### 9. Sets clearly defined goals.



### 10. Completes tasks ahead of schedule.



## 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
6. Prioritizes new tasks according to their relative importance.	15	4.00	80.0	7%	13%	53%		27%
7. Avoids distractions in the workplace.	15	4.07	80.0		20%	53%		27%
8. Focuses on tasks that have high priority.	15	4.33	93.3	7%		47%		47%
9. Sets clearly defined goals.	15	4.47	93.3	7%		40%		53%
10. Completes tasks ahead of schedule.	15	4.47	93.3	7%		40%		53%

### Comments:

- She has a calm demeanor and willingness to help with anything.
- She is a great teammate!
- \_\_\_ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- \_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- 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.
- Provides reinforcement and feedback within the context of the overall business strategy.

# Regulatory/Compliance

## Summary Scores



### 11. Complies with trade agreements affecting international companies.



### 12. Ensures regulations are followed as required.



### 13. Implements regulatory changes in a timely manner.



### 14. Maintains historical records and documents as needed/required.



### 15. Understands the applicable regulations and laws that impact our business.





## Level of Skill

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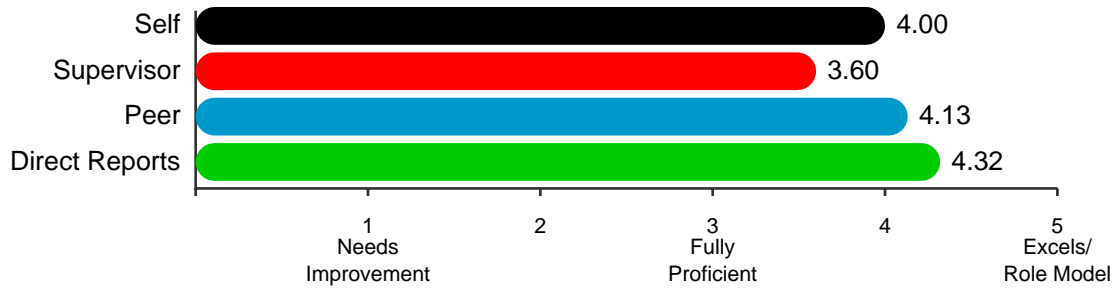
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Complies with trade agreements affecting international companies.	15	4.60	100.0	40%	60%	
12. Ensures regulations are followed as required.	15	4.27	100.0	73%	27%	
13. Implements regulatory changes in a timely manner.	15	4.33	100.0	67%	33%	
14. Maintains historical records and documents as needed/required.	15	3.93	73.3	27%	53%	20%
15. Understands the applicable regulations and laws that impact our business.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_\_, more than most, takes what we've learned and implements changes.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- \_\_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- I enjoy working with \_\_\_\_ very much.
- Job performance is excellent. Lucky to have \_\_\_\_ on our team.
- She has a calm demeanor and willingness to help with anything.

# Coaching

## Summary Scores



### 16. Develops the skills and capabilities of others.



### 17. Meets regularly with employees to coach them on areas that will enhance their performance



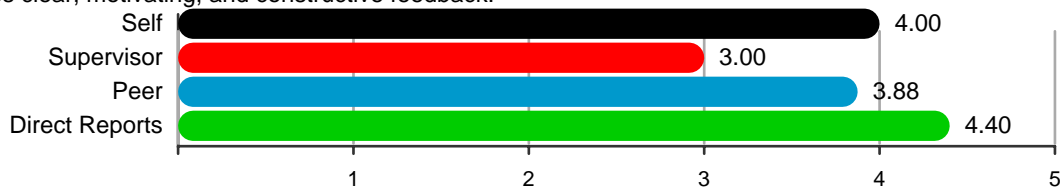
### 18. Addresses employee behavior problems effectively.



### 19. Helps employees to understand responsibilities, authority, and expectations.



### 20. Provides clear, motivating, and constructive feedback.



## Level of Skill

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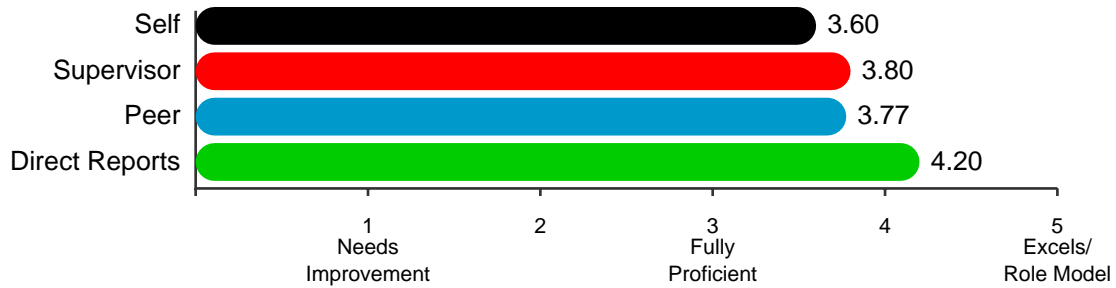
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Develops the skills and capabilities of others.	15	4.33	86.7	13%		40%	47%
17. Meets regularly with employees to coach them on areas that will enhance their performance	15	4.27	93.3	7%		60%	33%
18. Addresses employee behavior problems effectively.	14	4.00	92.9	7%		86%	7%
19. Helps employees to understand responsibilities, authority, and expectations.	14	4.14	85.7	7%	7%	50%	36%
20. Provides clear, motivating, and constructive feedback.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- she is open and willing to share her vision for the team.
- \_\_\_ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- \_\_\_ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.
- \_\_\_ has made good judgements in hiring top notch employees.
- Employees were not encouraged to do anything besides come to work.
- She is a team player and willing to help other departments and staff when needed.

# Strategic Focus

## Summary Scores



### 21. Understands & contributes to development of strategic goals.



### 22. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.



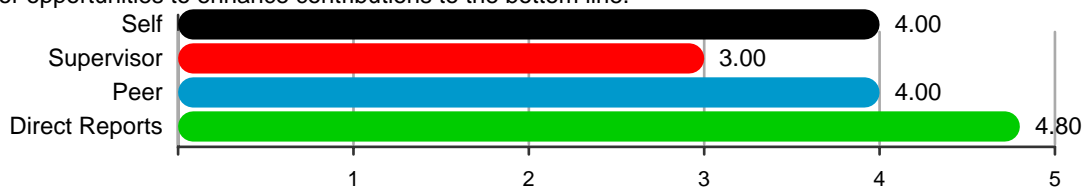
### 23. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



### 24. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



### 25. Looks for opportunities to enhance contributions to the bottom line.



## 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).

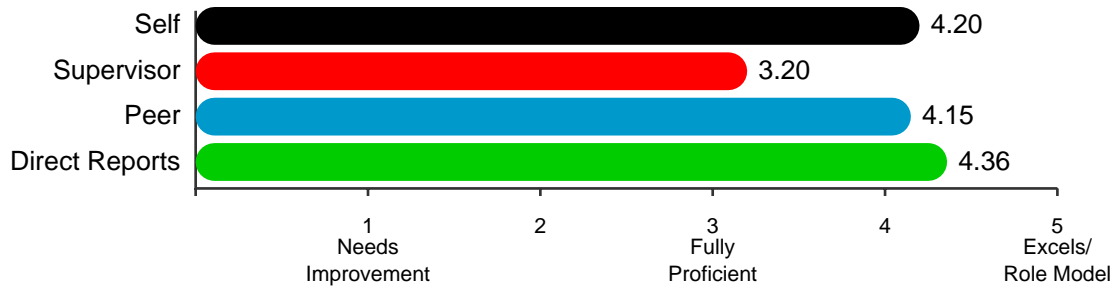
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Understands & contributes to development of strategic goals.	15	4.00	66.7	13%	20%	20%	47%
22. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	3.47	53.3	13%	33%	47%	7%
23. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	3.60	66.7	13%	20%	60%	7%
24. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	4.27	86.7	7%	7%	40%	47%
25. Looks for opportunities to enhance contributions to the bottom line.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

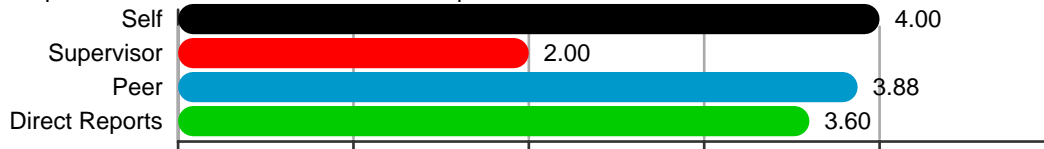
- Needs to have more face-to-face communications with other employees in the company.
- My interaction with \_\_\_ is very limited, but when I have requested time with her, she makes time for me.
- \_\_\_ is an outstanding leader. She has the experience and knowledge to build a business from the ground 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.
- \_\_\_ is a rock amongst the management at [CompanyName].
- Initiative, attitude, and willingness to pitch in.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.

# Fiscal Management

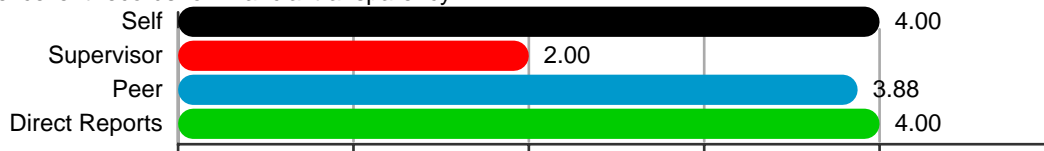
## Summary Scores



26. Monitors expenses and verifies the need for items purchased.



27. Keeps excellent records for financial transparency.



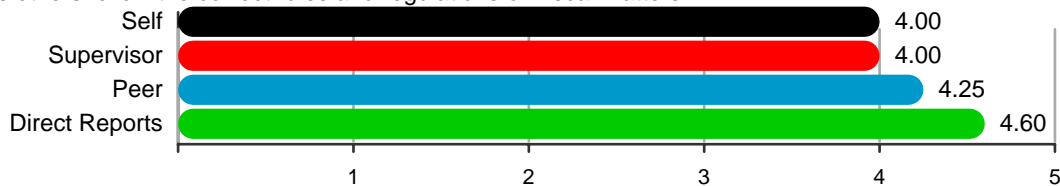
28. Effective in using Company's resources.



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).

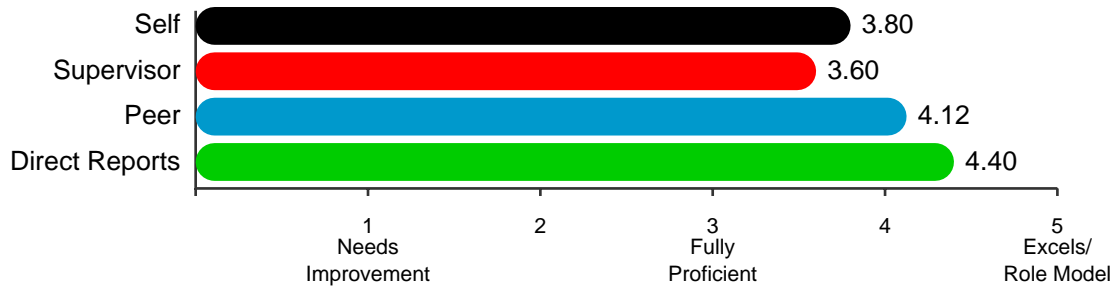
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Monitors expenses and verifies the need for items purchased.	15	3.67	66.7	20%	13%	47%		20%
27. Keeps excellent records for financial transparency.	15	3.80	73.3	20%	7%	47%		27%
28. Effective in using Company's resources.	15	4.33	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:

- She is both the manager and the interim director for the service line.
- \_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- \_\_\_ continues to be a wonderful boss and mentor.
- \_\_\_ is an outstanding leader. She 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.
- Taking everything into consideration, \_\_\_ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.

# Global Perspective

## Summary Scores



31. Able to listen and understand others and discuss issues in a respectful way.



32. Respects individual differences.



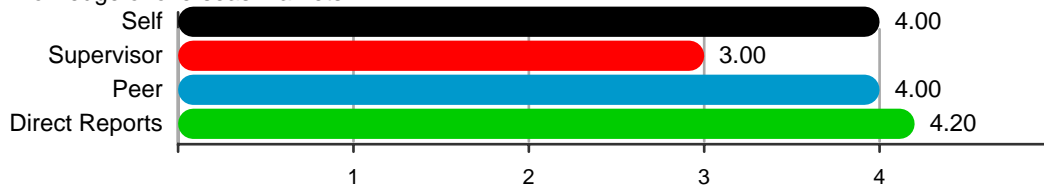
33. Understands global systems such as the global economy.



34. Works well with others from different cultural backgrounds.



35. Applies knowledge of overseas markets.





## 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. Able to listen and understand others and discuss issues in a respectful way.	15	4.07	80.0	20%	53%	27%
32. Respects individual differences.	15	4.47	100.0		53%	47%
33. Understands global systems such as the global economy.	15	4.13	80.0	20%	47%	33%
34. Works well with others from different cultural backgrounds.	15	4.13	86.7	13%	60%	27%
35. Applies knowledge of overseas markets.	15	4.00	80.0	20%	60%	20%

### Comments:

- I feel \_\_\_ always has the customer's best interest at heart.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- I have only worked under \_\_\_ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- \_\_\_ continues to be a great boss. She is available to us and always has time to help with anything.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to \_\_\_'s work.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.

## 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?

- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- \_\_\_ is very supportive and knows her area of expertise. She is a pleasure to work with.
- I am proud to say that \_\_\_ has greatly made so many improvements to our department, that were so desperately needed.
- Show others it is possible to understand both sides without having to agree all the time.
- \_\_\_ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.

### What do you like best about working with this individual?

- I would recommend that \_\_\_ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- \_\_\_ needs no improvement
- \_\_\_ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- \_\_\_ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- I am glad to have \_\_\_ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.

### What do you like least about working with this individual?

- \_\_\_ has a strong knowledge base and willingly shares information.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- I have truly appreciated her guidance.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- Does above and beyond work consistently

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

- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- \_\_\_ is a strong leader & mentor.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- I am having a hard time evaluating the last four. \_\_\_ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- \_\_\_ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- \_\_\_ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.

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

- Her communication techniques are clear and to the point which is very much appreciated.
- \_\_\_ has demonstrated the ability to manage significant changes in her area with great skill.
- She is very effective.
- \_\_\_ is a outstanding manager.
- \_\_\_ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- \_\_\_ could also improve her ability to work with the framework of a team. \_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.

### Any final comments?

- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- \_\_\_ is very sharp and plays a vital role in this organization
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- \_\_\_ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- Have persistence and tenacity