



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.

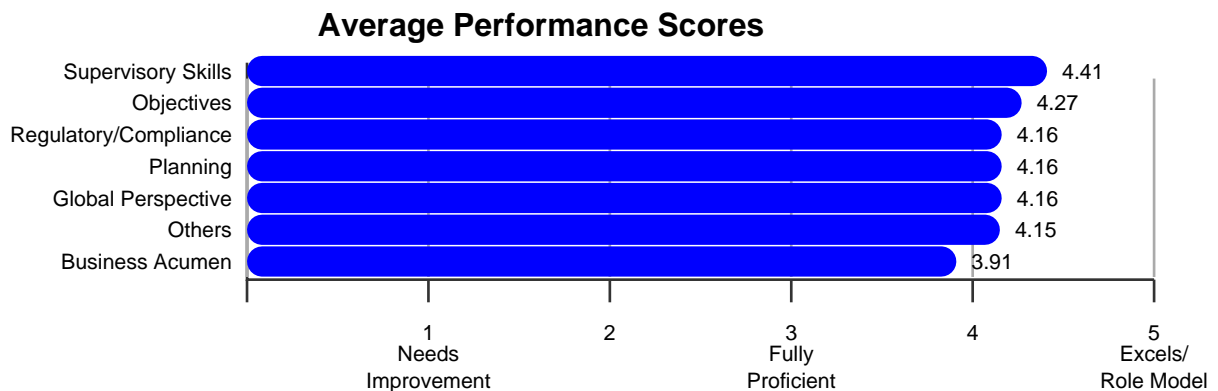
What to Do with Your Feedback

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

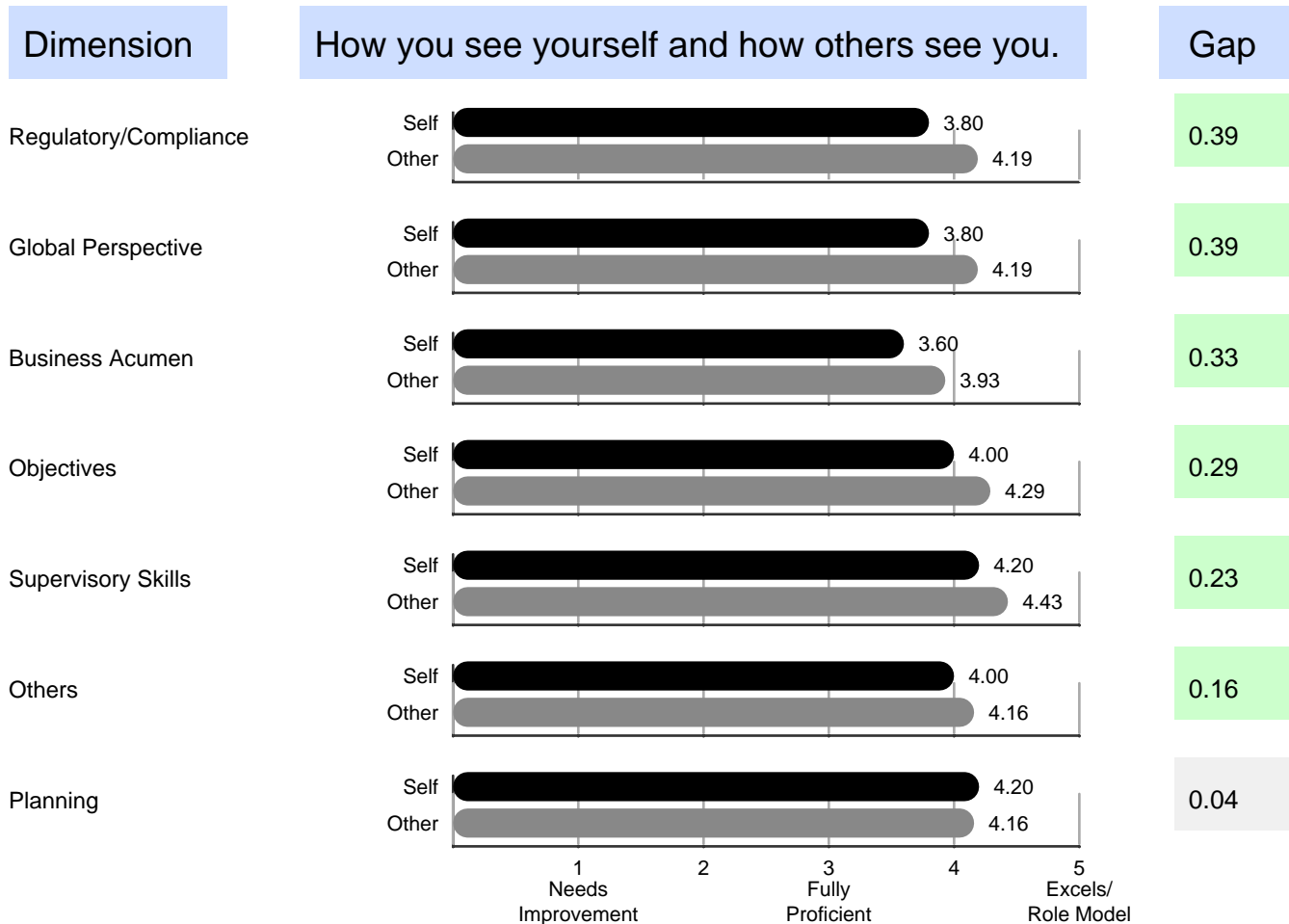
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Supervisory Skills

Summary Scores



1. Appropriately recognizes and rewards employees.



2. Resolves personnel problems quickly and effectively.



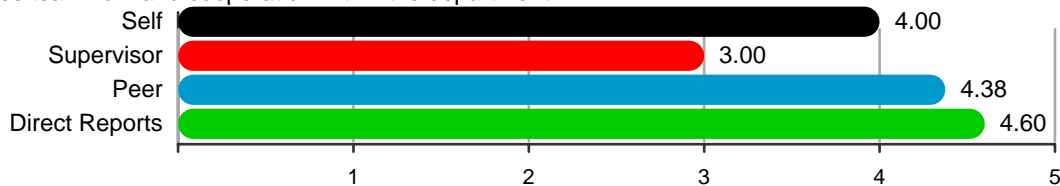
3. Maintains good working relationships with employees.



4. Delegates effectively.



5. Promotes teamwork and cooperation within the department.



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. Appropriately recognizes and rewards employees.	15	4.20	93.3	7%	67%	27%
2. Resolves personnel problems quickly and effectively.	15	4.87	100.0	13%	87%	
3. Maintains good working relationships with employees.	15	4.27	93.3	7%	60%	33%
4. Delegates effectively.	15	4.40	86.7	13%	33%	53%
5. Promotes teamwork and cooperation within the department.	15	4.33	93.3	7%	53%	40%

Comments:

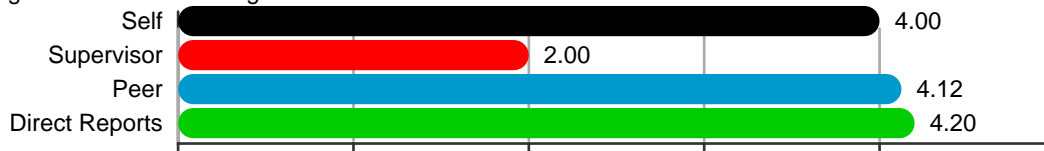
- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- Stay focused more on the agenda for meetings.
- _____ exemplifies all of the above.
- Ready to tackle any given problem and help others finish 1st
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.

Objectives

Summary Scores



6. Sets long-term and short-term goals.



7. Ability to establish realistic goals.



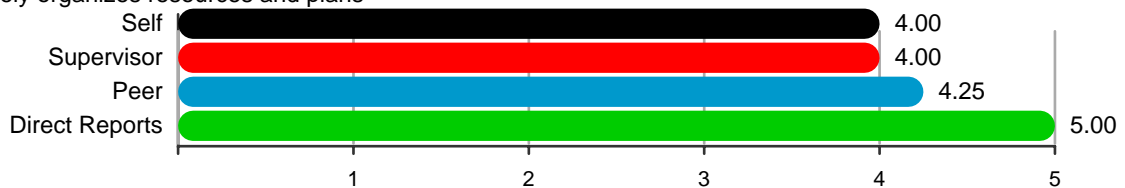
8. Able to organize work.



9. Encourages me to take on greater responsibility.



10. Effectively organizes resources and plans



Level of Skill

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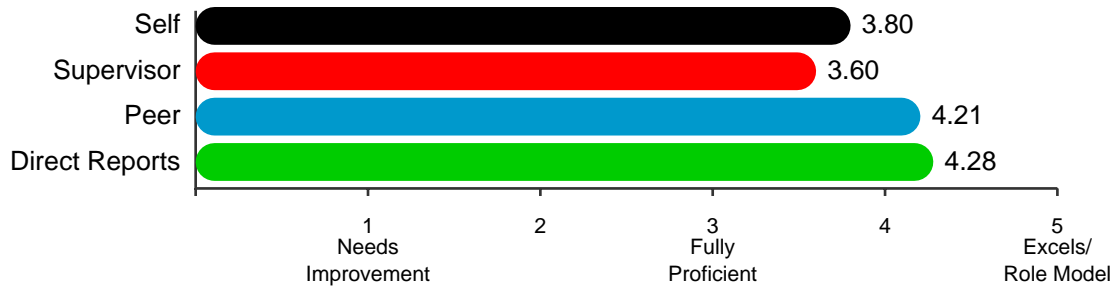
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Sets long-term and short-term goals.	15	4.00	80.0	7%	13%	53%	27%
7. Ability to establish realistic goals.	15	4.07	80.0		20%	53%	27%
8. Able to organize work.	15	4.33	93.3	7%		47%	47%
9. Encourages me to take on greater responsibility.	15	4.47	93.3	7%		40%	53%
10. Effectively organizes resources and plans	15	4.47	93.3	7%		40%	53%

Comments:

- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- As a new manager he is progressing very well.
- _____ is a great team player with an employee safety and satisfaction focus.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- _____ is a strong leader & mentor.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

Regulatory/Compliance

Summary Scores



11. Follows all safety regulations and procedures.



12. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.



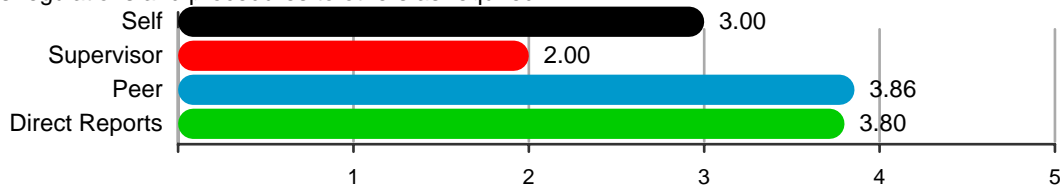
13. Maintains compliance with federal, state, and local laws.



14. Is aware of federal and local laws affecting employees.



15. Explains regulations and procedures to others as required.



Level of Skill

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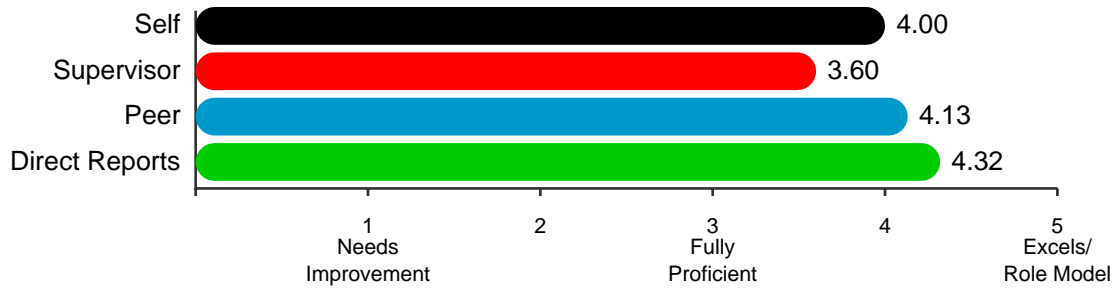
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Follows all safety regulations and procedures.	15	4.60	100.0	40%	60%	
12. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	15	4.27	100.0	73%	27%	
13. Maintains compliance with federal, state, and local laws.	15	4.33	100.0	67%	33%	
14. Is aware of federal and local laws affecting employees.	15	3.93	73.3	27%	53%	20%
15. Explains regulations and procedures to others as required.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- _____ is a true asset to [CompanyName].
- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- I have not had any issues with _____ since I have been working for him.

Others

Summary Scores



16. Consistently demonstrates ability and willingness to trust others.



17. Works effectively with people from other departments.



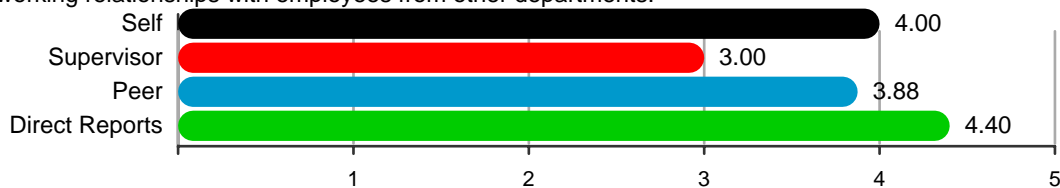
18. Treats others with respect and dignity.



19. Constructively receives criticism and suggestions from others.



20. Forms working relationships with employees from other departments.



Level of Skill

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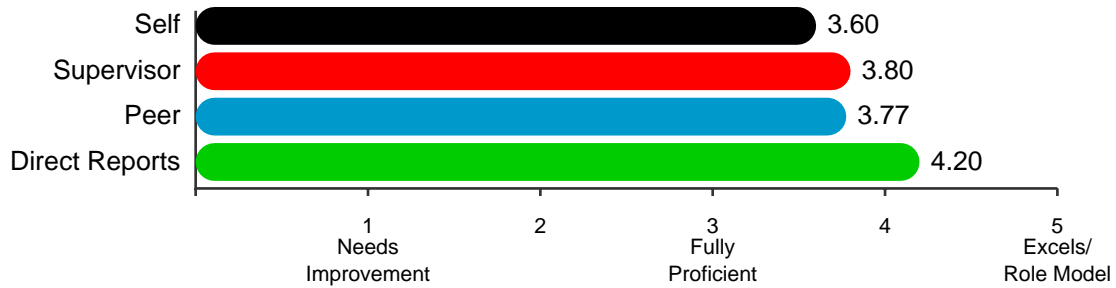
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Consistently demonstrates ability and willingness to trust others.	15	4.33	86.7	13%	40%	47%	
17. Works effectively with people from other departments.	15	4.27	93.3	7%	60%	33%	
18. Treats others with respect and dignity.	14	4.00	92.9	7%	86%	7%	
19. Constructively receives criticism and suggestions from others.	14	4.14	85.7	7%	7%	50%	36%
20. Forms working relationships with employees from other departments.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- I think he is the kind of manager our department has needed and will continue to need.
- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- _____ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
- I envy his versatility in working with a wide variety of issues and topics.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.

Business Acumen

Summary Scores



21. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



22. Able to align resources to meet the business needs of the company.



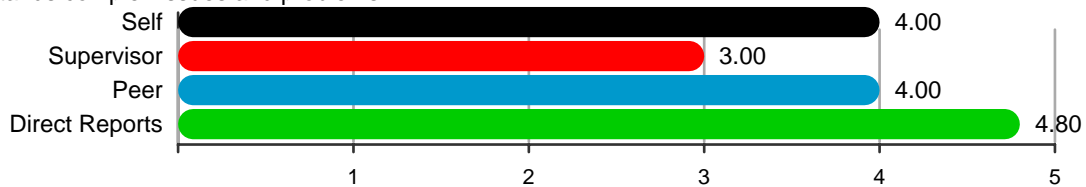
23. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



24. Considers impact of actions on other areas of the organization.



25. Understands complex issues and problems.



Level of Skill

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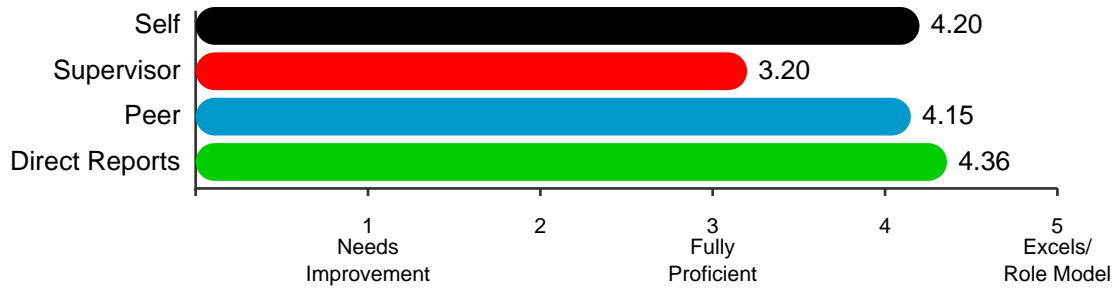
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	4.00	66.7	13%	20%	20%	47%	
22. Able to align resources to meet the business needs of the company.	15	3.47	53.3	13%	33%	47%	7%	
23. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.60	66.7	13%	20%	60%	7%	
24. Considers impact of actions on other areas of the organization.	15	4.27	86.7	7%	7%	40%	47%	
25. Understands complex issues and problems.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

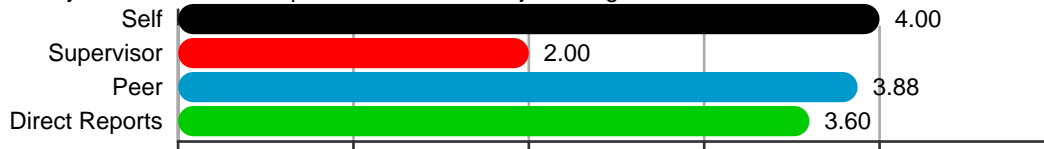
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- He is organized, kind, and extremely approachable.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- he is open and willing to share his vision for the team.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.

Planning

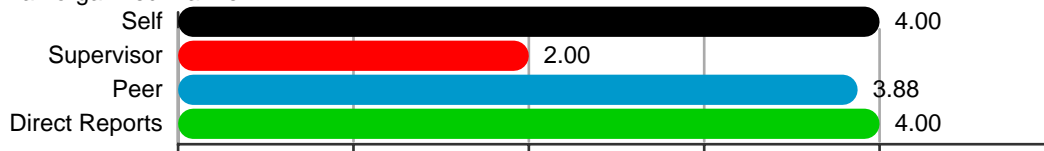
Summary Scores



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



27. Works in an organized manner



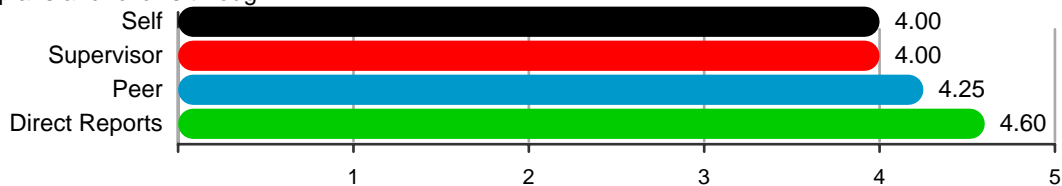
28. Delegates role to team members to accomplish goals.



29. Anticipates obstacles and ways to overcome them.



30. Makes plans and follows through.



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).

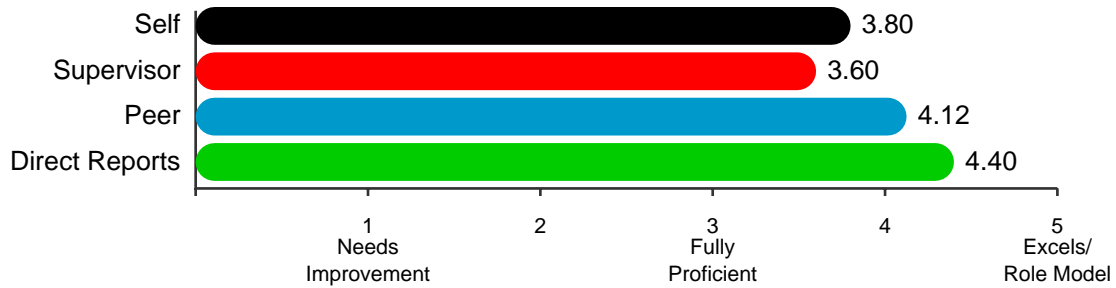
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Able to identify the needs of the department before a major change.	15	3.67	66.7	20%	13%	47%		20%
27. Works in an organized manner	15	3.80	73.3	20%	7%	47%		27%
28. Delegates role to team members to accomplish goals.	15	4.33	86.7	13%		40%		47%
29. Anticipates obstacles and ways to overcome them.	15	4.67	100.0			33%		67%
30. Makes plans and follows through.	15	4.33	100.0			67%		33%

Comments:

- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- I enjoy working with _____ very much.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- Always conducts himself in a professional manner.

Global Perspective

Summary Scores



31. Can effectively deliver presentations to international clients.



32. Has positive interactions with individuals from different cultures and backgrounds.



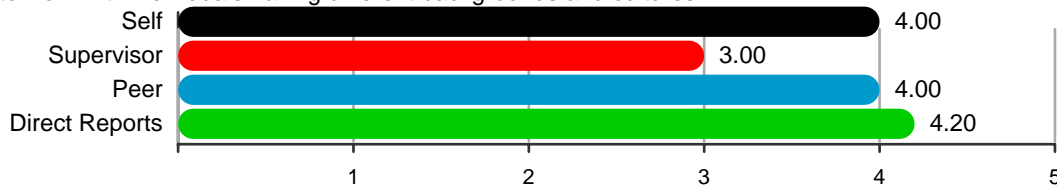
33. Respects individual differences.



34. Accepts setbacks and challenges in foreign markets as improvement opportunities



35. Is able to work with individuals having different backgrounds and cultures.



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. Can effectively deliver presentations to international clients.	15	4.07	80.0	20%	53%	27%
32. Has positive interactions with individuals from different cultures and backgrounds.	15	4.47	100.0		53%	47%
33. Respects individual differences.	15	4.13	80.0	20%	47%	33%
34. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	4.13	86.7	13%	60%	27%
35. Is able to work with individuals having different backgrounds and cultures.	15	4.00	80.0	20%	60%	20%

Comments:

- _____ would be my choice for permanent manager of the department.
- As mentioned above, good collaboration.
- He is very professional and caring in his job
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- _____ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.

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?

- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- _____ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- _____ is a rock amongst the management at [CompanyName].

What do you like best about working with this individual?

- He truly is the best Manager I have ever had.
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- Constantly working on improving the customer experience.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.

What do you like least about working with this individual?

- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- He seems to be well respected from members of his own team as well.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- _____ is not always clear in communicating desired outcomes and expectation. He sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.

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

- _____ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. _____ also helps his team recognize areas of improvement and works to improve those areas as well.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- _____ is a very positive addition to our Management team.
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also

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

- I value _____ for so much more than his negotiating skills which are outstanding.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- I appreciate his receptiveness and openness and his sense of humor.
- He is effective and his knowledge of processes is invaluable.
- _____ has done a remarkable job managing the department.

Any final comments?

- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- Confidence, Attitude, Desire to learn.
- 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.
- He is a strength that supports department morale and work flow.
- 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.