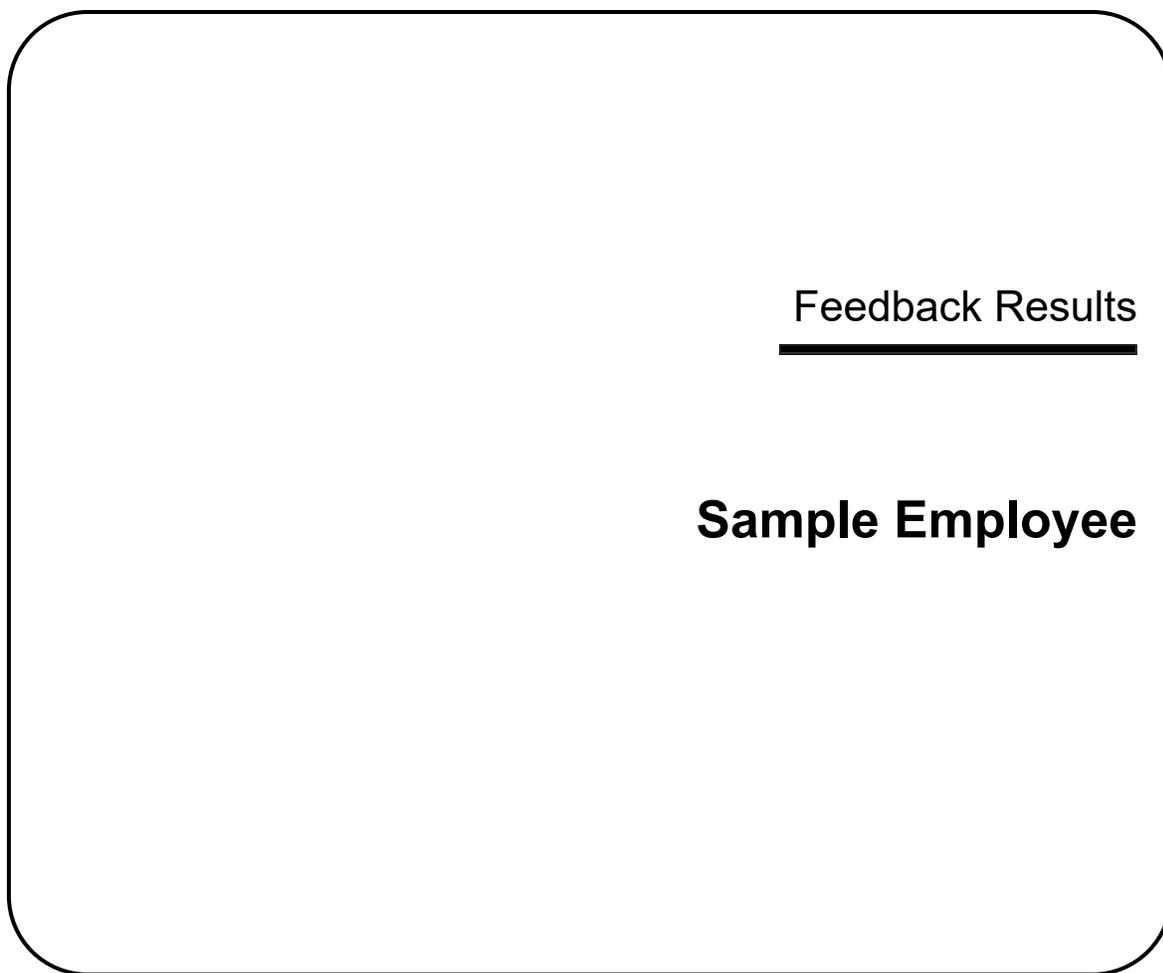


Your Company Logo

360-Degree Feedback



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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.

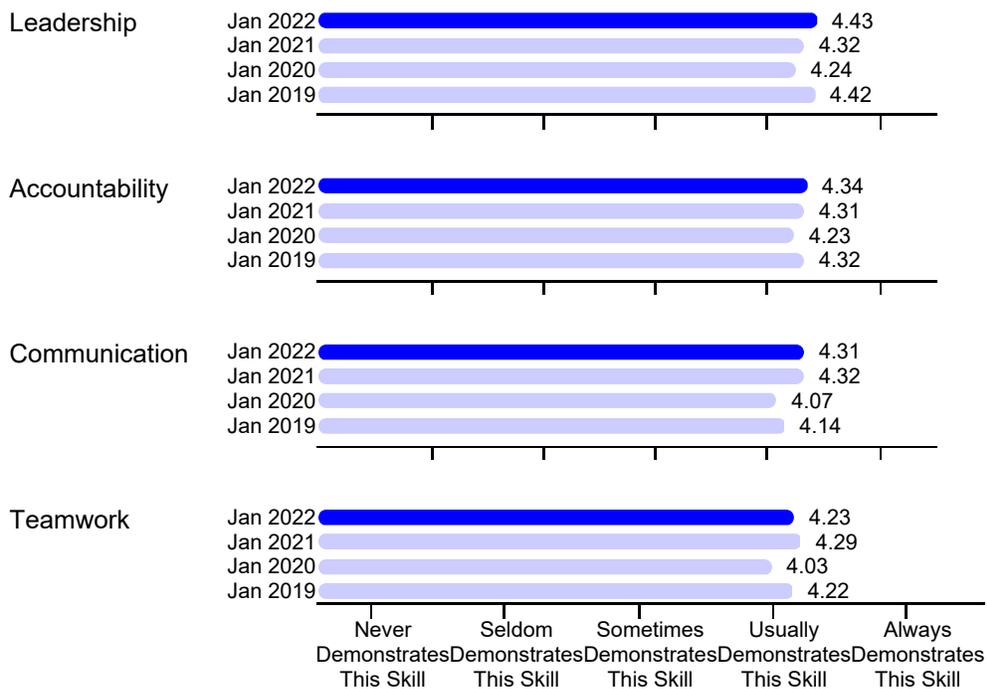
Receiving Feedback

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



Feedback Perspectives

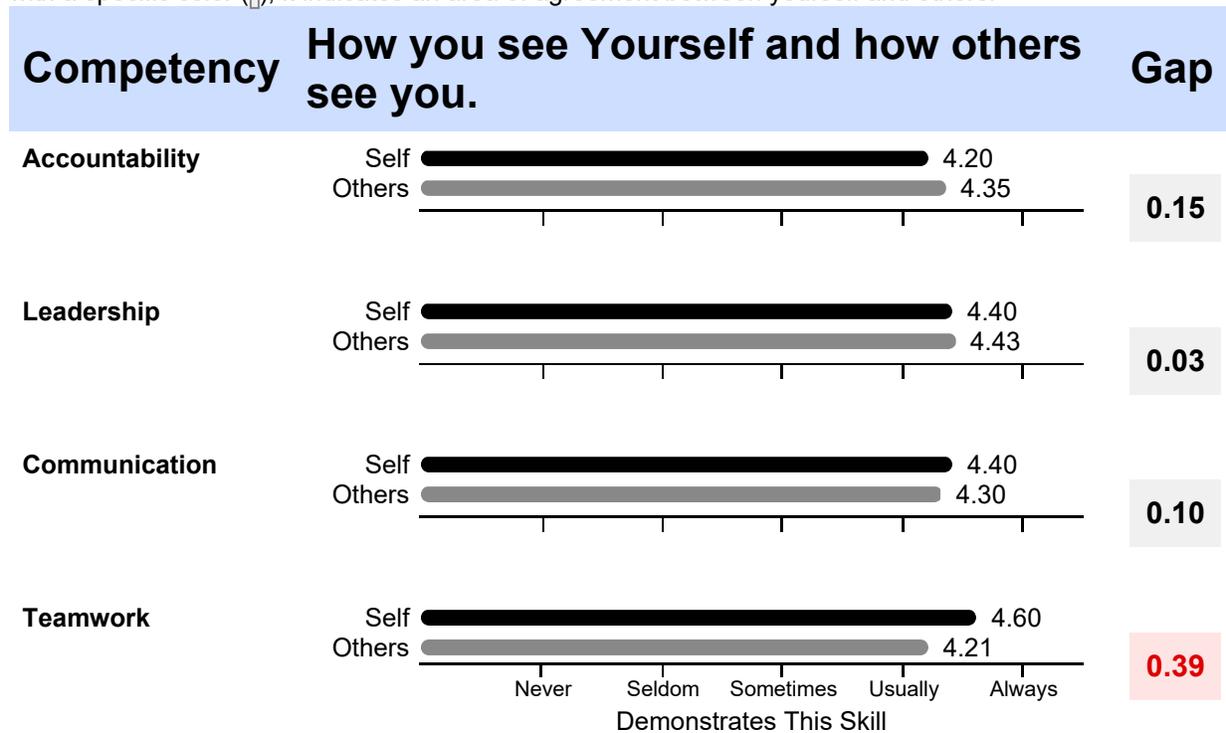
Role	Count
Self	1
Manager	7
Peers	5
Clients	2
Other	1

The results in this report are based on responses collected from individuals in different roles. This table shows the number of responses from individuals in different roles.

These different roles provide different perspectives on your behaviors, competencies, and attributes. And, of course, the perspectives of individuals in each role may be unique.

Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each dimension (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blindspots, or areas where you were rated more favorably by other respondents than by yourself. The Gap for these dimensions 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 Gap 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.



Accountability

Level of Skill

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Never Demonstrates This Skill) to green (Always Demonstrates This Skill). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement.

<i>Item</i>	<i>n</i>	<i>Avg</i>	Never Demonstrates This Skill	Seldom Demonstrates This Skill	Sometimes Demonstrates This Skill	Usually Demonstrates This Skill	Always Demonstrates This Skill
1. Can be counted on to do what they say they are going to do	16	4.31	19%		31%	50%	
2. Tackles issues head on and finds solutions	16	4.31			56%	38%	
3. Is someone who is there when you need them	16	4.38			50%	44%	
4. Takes responsibility for results	16	4.19	19%		44%	38%	
5. Defines roles, rights, and responsibilities of employees	16	4.50			38%	56%	

Comparison to Previous Administration (Averages) Averages

<i>Item</i>	<i>Jan 2019</i>	<i>Jan 2020</i>	<i>Jan 2021</i>	<i>Jan 2022</i>	<i>Change</i>	
1. Can be counted on to do what they say they are going to do	4.29	4.23	4.13	4.31	+0.19	Δ
2. Tackles issues head on and finds solutions	4.38	4.31	4.53	4.31	-0.22	▽
3. Is someone who is there when you need them	4.38	4.38	4.50	4.38	-0.12	▽
4. Takes responsibility for results	4.13	4.00	4.00	4.19	+0.19	Δ
5. Defines roles, rights, and responsibilities of employees	4.41	4.21	4.40	4.50	+0.10	Δ

Suggestions for Improvements

General Suggestions

- Sample Employee is very sharp and plays a vital role in this organization (*Supervisor*)

- Sample Employee is honest, does what he says he is going to do and can be counted on to be timely in his communication. (*Peers*)
 - I appreciate his openness and availability to all the staff. (*Peers*)
 - I have found Sample Employee to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position. (*Peers*)
-

Communication

Level of Skill

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Never Demonstrates This Skill) to green (Always Demonstrates This Skill). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Never Demonstrates This Skill</i>	<i>Seldom Demonstrates This Skill</i>	<i>Sometimes Demonstrates This Skill</i>	<i>Usually Demonstrates This Skill</i>	<i>Always Demonstrates This Skill</i>
6. An effective listener who is responsive to information needs	15	4.47	20%	13%	67%		
7. Communicates the vision of the organization to all employees	15	4.20	20%	40%	40%		
8. Conveys priorities with right sense of urgency and importance	15	4.20	13%	53%	33%		
9. Listens actively & speaks clearly and directly	15	4.27	13%	47%	40%		
10. Is visible and approachable	15	4.40	13%	33%	53%		

Comparison to Previous Administration (Averages) Averages

<i>Item</i>	<i>Jan 2019</i>	<i>Jan 2020</i>	<i>Jan 2021</i>	<i>Jan 2022</i>	<i>Change</i>	
6. An effective listener who is responsive to information needs	4.31	4.23	4.38	4.47	+0.09	Δ
7. Communicates the vision of the organization to all employees	4.06	4.00	4.20	4.20	0.00	
8. Conveys priorities with right sense of urgency and importance	4.13	4.00	4.43	4.20	-0.23	▽
9. Listens actively & speaks clearly and directly	4.06	3.91	4.13	4.27	+0.14	Δ
10. Is visible and approachable	4.13	4.18	4.47	4.40	-0.07	▽

Suggestions for Improvements

General Suggestions

- Sample Employee makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs. (*Supervisor*)
 - I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted. (*Peers*)
 - I am impressed with his commitment to task and job knowledge. (*Peers*)
 - Sample Employee is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens. (*Peers*)
-

Leadership

Level of Skill

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Never Demonstrates This Skill) to green (Always Demonstrates This Skill). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Never Demonstrates This Skill</i>	<i>Seldom Demonstrates This Skill</i>	<i>Sometimes Demonstrates This Skill</i>	<i>Usually Demonstrates This Skill</i>	<i>Always Demonstrates This Skill</i>
11. Maximizes the efforts of all team members	16	4.56		31%		63%	
12. Able to organize the work of others	16	4.25	13%	50%		38%	
13. Empowers others to achieve results and holds them accountable for actions	16	4.50		38%		56%	
14. Motivates others to reach and exceed organizational goals and objectives	15	4.40		47%		47%	
15. Empowers others to succeed within their jobs	16	4.44		44%		50%	

Comparison to Previous Administration (Averages) Averages

<i>Item</i>	<i>Jan 2019</i>	<i>Jan 2020</i>	<i>Jan 2021</i>	<i>Jan 2022</i>	<i>Change</i>	
11. Maximizes the efforts of all team members	4.38	4.38	4.44	4.56	+0.13	△
12. Able to organize the work of others	4.25	4.17	4.40	4.25	-0.15	▽
13. Empowers others to achieve results and holds them accountable for actions	4.60	4.23	4.38	4.50	+0.13	△
14. Motivates others to reach and exceed organizational goals and objectives	4.44	4.08	4.13	4.40	+0.28	△
15. Empowers others to succeed within their jobs	4.44	4.33	4.25	4.44	+0.19	△

Teamwork

Level of Skill

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Never Demonstrates This Skill) to green (Always Demonstrates This Skill). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Never Demonstrates This Skill</i>	<i>Seldom Demonstrates This Skill</i>	<i>Sometimes Demonstrates This Skill</i>	<i>Usually Demonstrates This Skill</i>	<i>Always Demonstrates This Skill</i>
16. Creates a culture that fosters and values collaboration	16	4.06	19%		56%		25%
17. Demonstrates compassion and respect for others through actions	16	4.38			50%		44%
18. Facilitates team discussions and problem-solving	15	4.13	20%		47%		33%
19. Creates a climate that encourages team participation	15	4.27	13%		47%		40%
20. Is open to new ideas that may change own goals for benefit of the team	16	4.31	19%		31%		50%

Comparison to Previous Administration (Averages) Averages

<i>Item</i>	<i>Jan 2019</i>	<i>Jan 2020</i>	<i>Jan 2021</i>	<i>Jan 2022</i>	<i>Change</i>	
16. Creates a culture that fosters and values collaboration	4.19	4.00	4.31	4.06	-0.25	▽
17. Demonstrates compassion and respect for others through actions	4.31	4.33	4.40	4.38	-0.03	▽
18. Facilitates team discussions and problem-solving	4.31	4.00	4.33	4.13	-0.20	▽
19. Creates a climate that encourages team participation	4.13	3.75	4.13	4.27	+0.13	△
20. Is open to new ideas that may change own goals for benefit of the team	4.19	4.08	4.25	4.31	+0.06	△

Open-ended 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 do you see as this person's greatest strengths in performing his/her current responsibilities?

Comments:

- I feel that I have performed quite well on all of the elements of leadership effectiveness. Over the next year, I want to be incredibly mindful of maintaining awareness of team member's strengths and how to create assignments that best suit them.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- We are striving to meet best practice standards.
- I have found that when Sample Employee has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- The department is lucky to have him.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- He sometimes comes off as confused about organizational/operational direction.
- Sample Employee has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.
- As part of the strategic marketing plan, the marketing team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization. It is vital that Sample Employee respect this process by involving the team whenever possible before he makes any promises or agreements with meeting members or service line leaders in the organization.
- When Sample Employee was tapped for the VP position I was very pleased as he was a very good director.

What do you think this person could improve in performing his/her current responsibilities?

Comments:

- I have been committed to [CompanyName] for 20 years. I have completed my MBA at the age of 42 because I believe [CompanyName] deserves qualified experts in leadership roles.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- I know I can always count on Sample Employee to consistently encourage collaboration and system perspective.

Final Comments

Comments:

- I learned a lot this year and experimented with different approaches to determine which had the most positive effect when dealing with staff and their issues and concerns. I will continue to work on this area and be open to suggestion and help.
- Sample Employee excels at customer service and keeping our team focused on the customer.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- Sample Employee does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- Sample Employee exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- Sample Employee is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.
- Sample Employee always makes decisions based on what is best for the department or organization.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- Sample Employee always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.