360° Feedback Survey

**360-Degree
Feedback Results**

Sample Employee 1

September 2021

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www.HR-Survey.com

Introduction

> **Sample Document**: All content of the document is customized to meet your needs.

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.
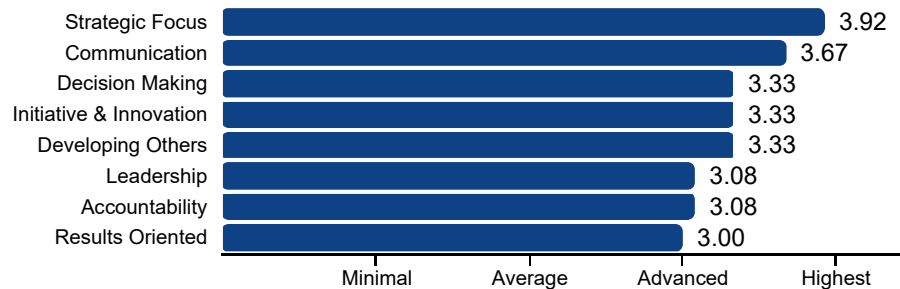
Receiving Feedback
Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be 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.
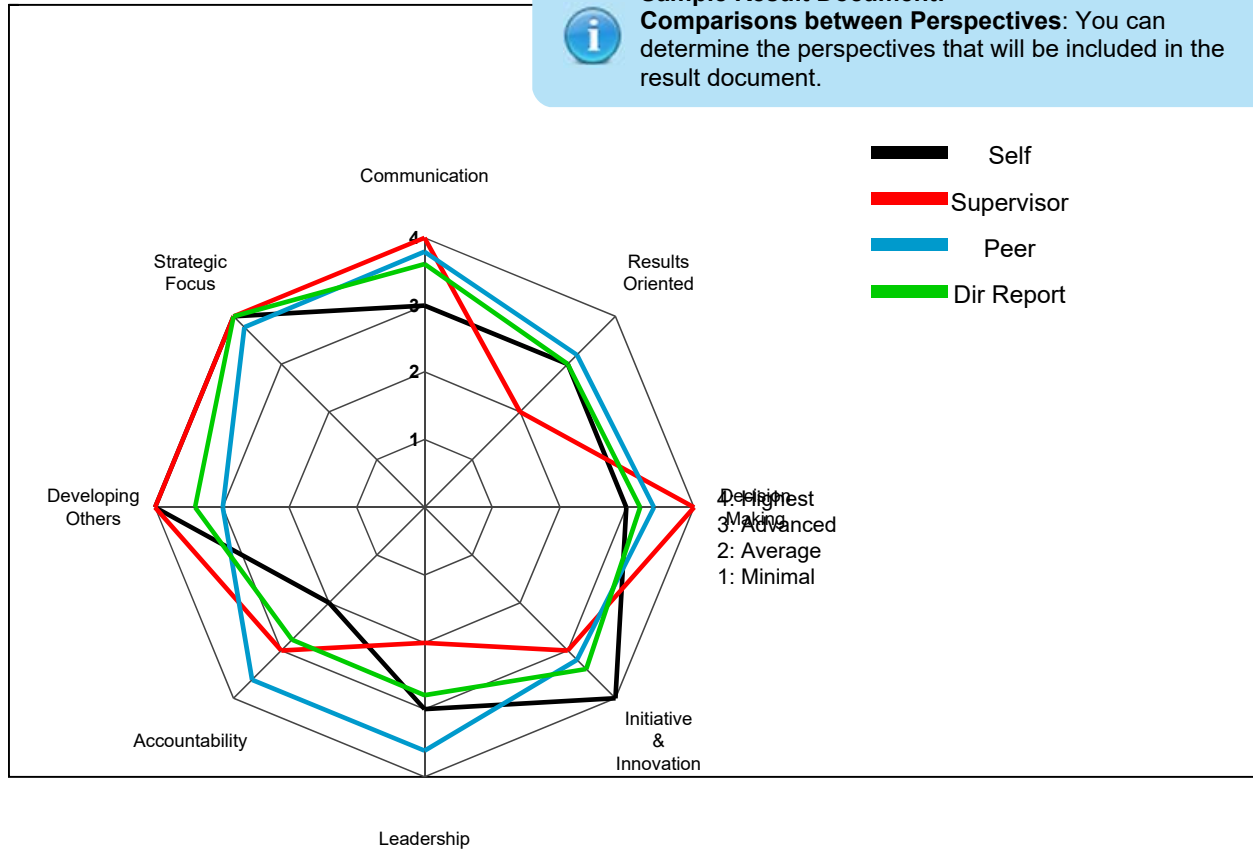
What to Do with Your Feedback
Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

The competencies used in this survey represent important areas of leadership effectiveness. The bars shown below are a graphical representation of the ratings you received on each competency and are sorted by rating with the highest ratings shown at the top of the graph. The questions on this survey were grouped into 8 competencies with averages shown in the chart below. The bars are sorted by average score in descending order. The competencies shown at the bottom of the chart represent those with the greatest need for employee development. The competencies shown at the top of the chart represent those with the least need for employee development.

Competency	Rating
Strategic Focus	3.92
Communication	3.67
Decision Making	3.33
Initiative & Innovation	3.33
Developing Others	3.33
Leadership	3.08
Accountability	3.08
Results Oriented	3.00

Minimal — Average — Advanced — Highest

Sample Result Document:
Comparisons between Perspectives: You can determine the perspectives that will be included in the result document.

Legend:
- Self (black)
- Supervisor (red)
- Peer (blue)
- Dir Report (green)

Radar chart dimensions: Communication, Results Oriented, Decision Making, Initiative & Innovation, Leadership, Accountability, Developing Others, Strategic Focus

Scale:
4: Highest
3: Advanced
2: Average
1: Minimal

Feedback Perspectives

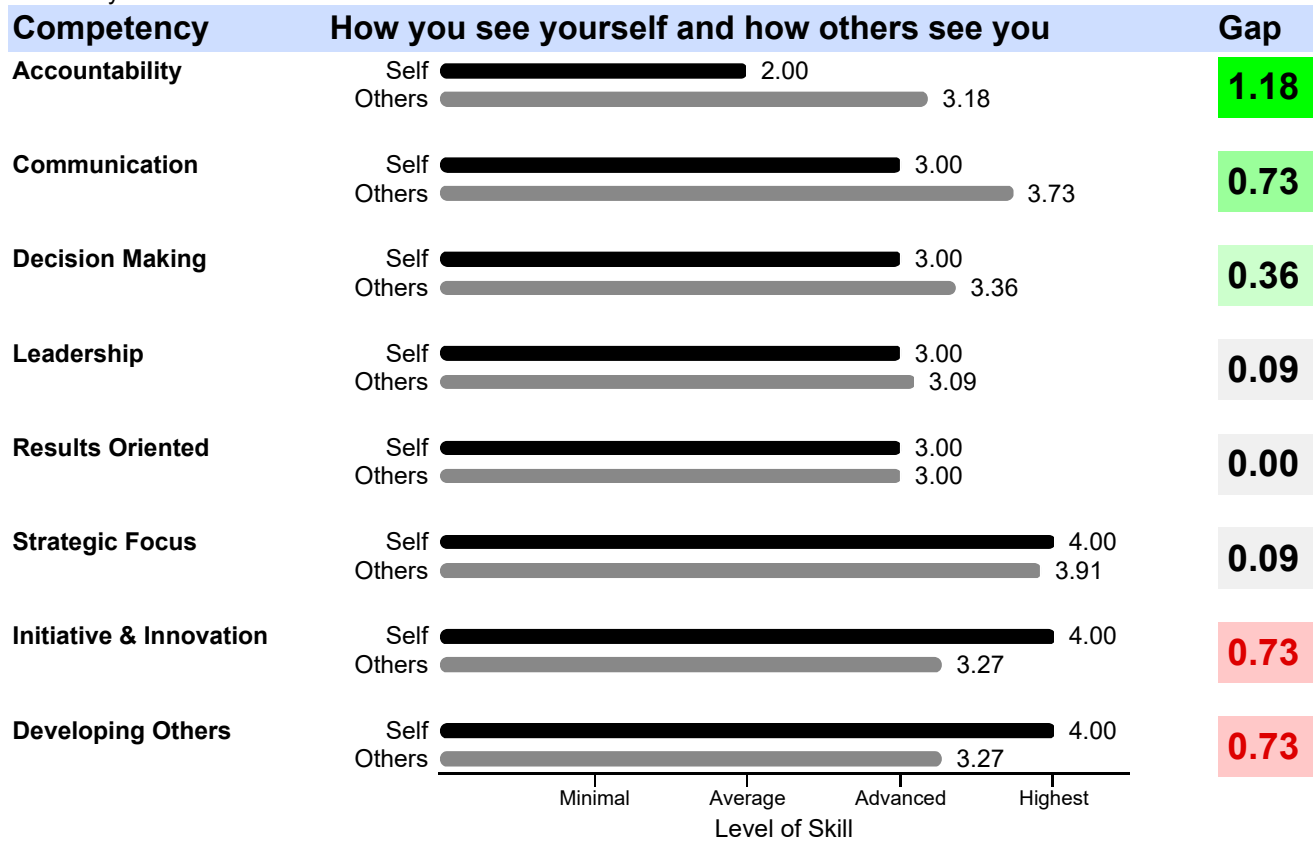| Role	Count
Self	1
Supervisor	1
Peer	5
Direct Report	5

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.
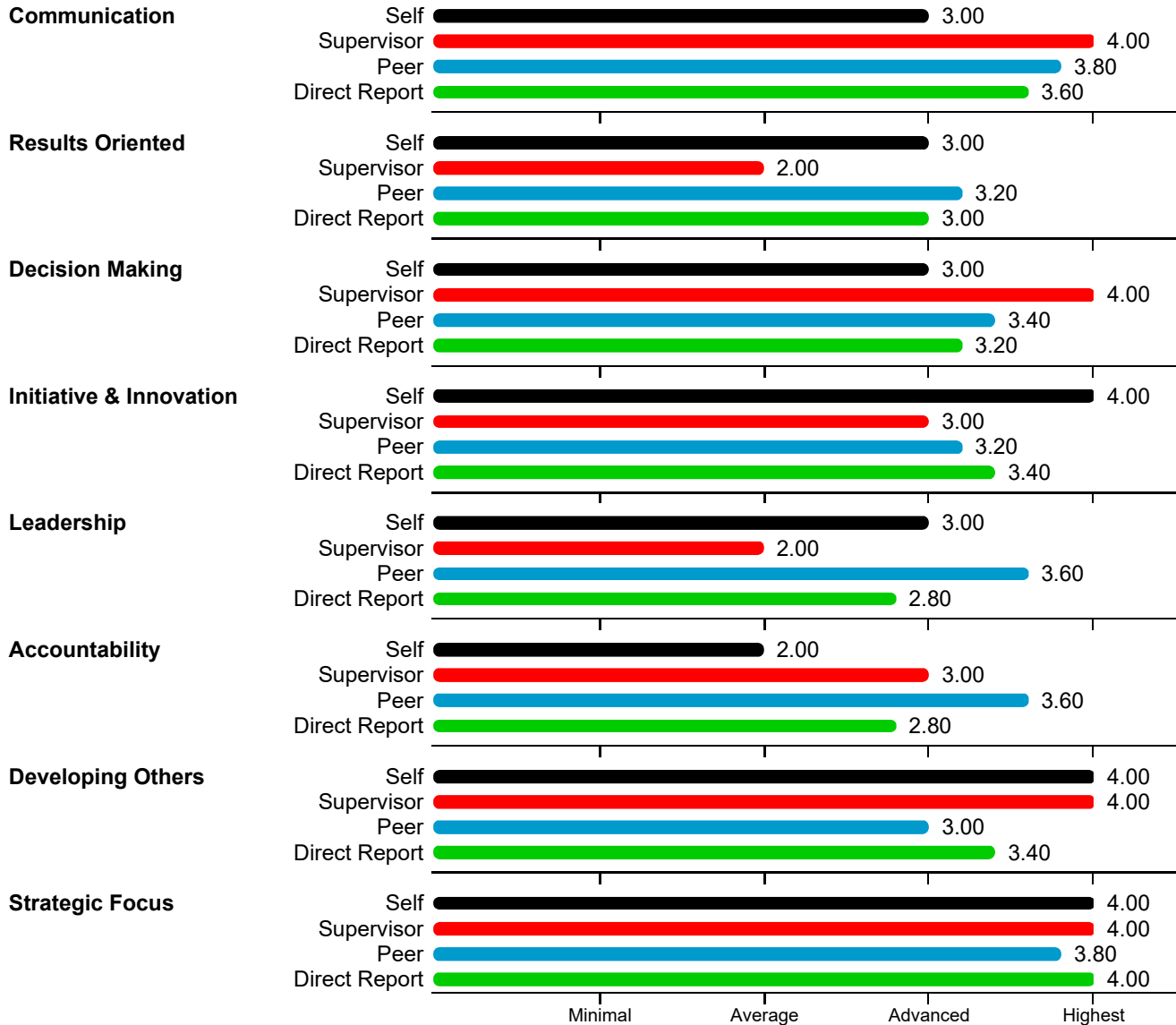
Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (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

> **Sample Result Document:**
> **Self Perception and Feedback from Other**: A direct comparison between the individual's self assessment and the feedback received from others.

respondents than by yourself. The Gap 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 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.

Competency	How you see yourself and how others see you	Gap
Accountability	Self 2.00 Others 3.18	**1.18**
Communication	Self 3.00 Others 3.73	**0.73**
Decision Making	Self 3.00 Others 3.36	**0.36**
Leadership	Self 3.00 Others 3.09	**0.09**
Results Oriented	Self 3.00 Others 3.00	**0.00**
Strategic Focus	Self 4.00 Others 3.91	**0.09**
Initiative & Innovation	Self 4.00 Others 3.27	**0.73**
Developing Others	Self 4.00 Others 3.27	**0.73**

Minimal   Average   Advanced   Highest
Level of Skill

Competencies by Perspective

This section shows a comparison of each of the competencies by rater perspective. This allows you to compare your self-assessment with the feedback you received from the other perspectives (Supervisor, Peer, Direct Report).
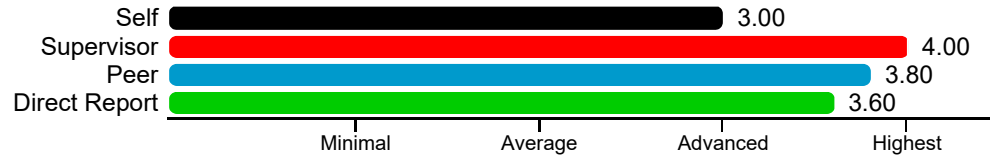
Communication
- Self: 3.00
- Supervisor: 4.00
- Peer: 3.80
- Direct Report: 3.60

Results Oriented
- Self: 3.00
- Supervisor: 2.00
- Peer: 3.20
- Direct Report: 3.00

Decision Making
- Self: 3.00
- Supervisor: 4.00
- Peer: 3.40
- Direct Report: 3.20

Initiative & Innovation
- Self: 4.00
- Supervisor: 3.00
- Peer: 3.20
- Direct Report: 3.40

Leadership
- Self: 3.00
- Supervisor: 2.00
- Peer: 3.60
- Direct Report: 2.80

Accountability
- Self: 2.00
- Supervisor: 3.00
- Peer: 3.60
- Direct Report: 2.80

Developing Others
- Self: 4.00
- Supervisor: 4.00
- Peer: 3.00
- Direct Report: 3.40

Strategic Focus
- Self: 4.00
- Supervisor: 4.00
- Peer: 3.80
- Direct Report: 4.00

Minimal   Average   Advanced   Highest

Communication

Summary Scores

Sample Result Document:
Competency Details: This section shows the detailed information for each competency.

Self	3.00
Supervisor	4.00
Peer	3.80
Direct Report	3.60

Minimal   Average   Advanced   Highest

Minimal

- Is visible and approachable.
- Consistently speaks clearly.
- Is an effective communicator
- Writes in a concise and organized manner.

Sample Result Document:
Ratings: In this assessment each competency is rated based on statements describing behaviors that range from Minimal to Highest.

Average

- Considers the audience in how the communication is presented.
- Communicates a clear understanding of the subject at hand.
- Listens to others' points of view with an open mind.
- Delivers information in a clear, concise, and logical manner.

Advanced

- Effectively and regularly communicates regarding issues that are critical to the team.
- Communicates goals of project, resources required, resources available, etc. to team
- Communicates progress on business goals to team and upper management
- Speaks clearly, fluently, and in a compelling manner to both individuals and groups.
- Presents information in a clear and logical format.

Highest

- Communicates the vision of the organization to all employees
- Delivers effective public presentations.
- Able to demonstrate persuasiveness in pursuit of objectives.
- Delivers messages with personal energy, enthusiasm, and conviction.
- Delivers difficult messages to co-workers in an appropriate manner
- Delivers well-prepared, informed, poised and succinct presentations.

Results Oriented

Summary Scores

Self	████████████████	3.00
Supervisor	██████████	2.00
Peer	█████████████████	3.20
Direct Report	███████████████	3.00

Minimal   Average   Advanced   Highest
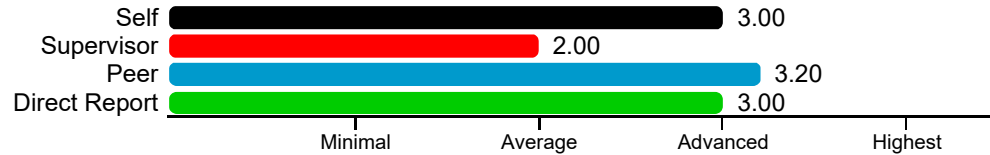
Minimal

- Completes work to given time frame and to budget.
- Provides clear expectations for employees.
- Stays focused on meeting the needs of customers.
- Stays focused on solving problems and getting work done.

Average

- Holds employees accountable for completing required work.
- Sets challenging personal and organizational goals.
- Inspires and motivates co-workers to be productive and energetic at work
- Gives extra effort to solve problems and get work done on time.

Advanced

- Follows-up and takes action when goals are not met to ensure better results in the future.
- Directs team in prioritizing daily work activities
- Spends majority of time working on "important and urgent" activities.
- Takes risks as needed to improve products and services.
- Exhibits high energy and a positive attitude on the job with others.

Highest

- Demonstrates a well-organized and timely approach to achieve desired results
- Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.
- Shares market-developed productivity and process improvements within the market and with the general manager.
- Identifies and acts upon opportunities to increase quality of team output
- Accomplishes difficult tasks obtaining measurable results.
- Requests specific, measurable results and continuous progress from Supervisors; holds them accountable for any missed targets.

Decision Making

Summary Scores
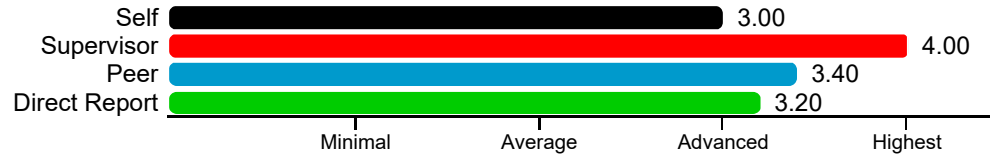
Minimal

- Makes decisions independently (without having to be told what or how).
- Makes effective, practical decisions based on knowledge, experience, and judgment.
- Makes decisions that are based on available facts, existing constraints, and probable outcomes.
- Seeks input from key people who should be involved in, or will be affected by, decisions

Average

- Remains calm when making important or difficult decisions.
- Makes sound and timely decisions.
- Is aware of the impact of decisions and informs others about potential outcomes.
- Evaluates short and long term consequences when making decisions.

Advanced

- Is not afraid to take risks that may yeild significant results.
- Balances analysis with decisiveness in order to meet deadlines
- Makes good decisions even under conditions of uncertainty.
- Develops and shares effective decision-making practices and tools to further develop the team
- Involves others in decisions and keep them informed of consequences that affect them.
- Considers the impact and implications of decisions on others and on situations.

Highest

- Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions.
- Responds quickly to tough "people issues" when dealing with internal or external customers.
- Makes decisions that positively impact team/departmental performance.
- Develops alternative courses of action and choose the best course of action based on analysis of their relative costs and benefits.
- Coaches team on decision-making, especially from a multiple-site-management perspective.
- Trains/coaches others on how to make effective decisions.

Initiative & Innovation

Summary Scores
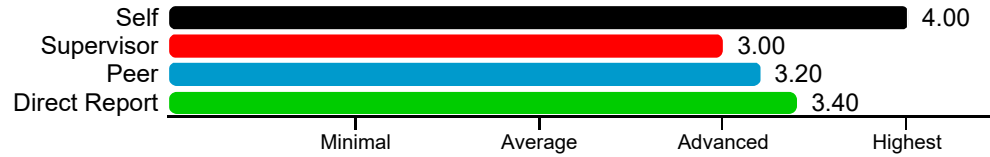
Minimal

- Takes action without being asked.
- Is open to innovative ideas.
- Generates innovative and practical solutions.
- Looks for new ways of doing things.

Average

- Goes above and beyond the stated goals.
- Uses unconventional approaches to solve problems.
- Challenges current procedures to develop other alternatives.
- Improves and makes systems more efficient.

Advanced

- Finds creative ways to get things done with limited resources.
- Creates improved methods or solutions for meeting goals and objectives.
- Solves problems with insight and understanding.
- Establishes systems of continuous improvement.
- Takes risks to advance important ideas.

Highest

- Takes the initiative to change the direction or course of events.
- Looks beyond company for new ideas and innovative approaches.
- Searches for opportunities and innovative ways to improve the organization.
- Creates innovative methods of developing business opportunities.
- Offers innovative solutions to Company problems.
- Fosters a creative and innovative work environment.

Leadership

Summary Scores

Self	3.00
Supervisor	2.00
Peer	3.60
Direct Report	2.80

Minimal   Average   Advanced   Highest
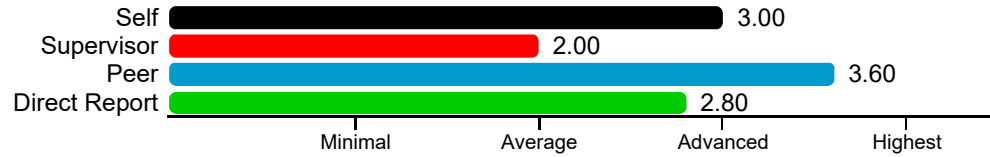
Minimal

- Leads by example.
- Expects participation by all team members.
- Influences the work of employees within the department.
- Expresses clear goals and objectives.

Average

- Sets specific, measurable, and challenging goals.
- Remains open to suggestions, ideas, and opinions of others.
- Maximizes the efforts of all team members.
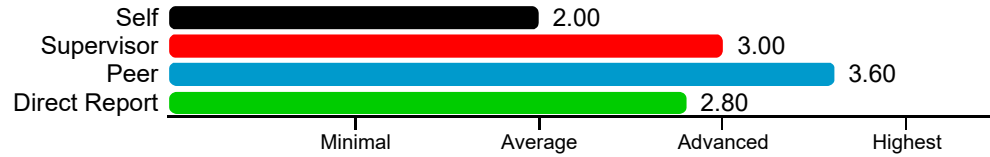- Provides constructive, ongoing feedback.

Advanced

- Uses persuasion and influence instead of micromanaging employees.
- Provides individual coaching for employees as needed.
- Recognizes and rewards employees for their accomplishments.
- Effective in delegating assignments.
- Gives employees feedback on a regular basis.

Highest

- Inspires a shared vision of being the best.
- Accepts responsibility for organizational performance.
- Influences the decisions made at [Company].
- Utilizes recognition, and non-monetary rewards, as well as financial compensation, to reward excellent performance.
- Selects the best and brightest people from inside or outside [Company].
- Provides direction and coaching to employees.

Accountability

Summary Scores

	Value
Self	2.00
Supervisor	3.00
Peer	3.60
Direct Report	2.80

Minimal   Average   Advanced   Highest

Minimal

- Can be counted on to do what they say they are going to do.
- Takes personal responsibility for results.
- Holds team accountable to meeting goals.
- Consistently keeps commitments.

Average

- Takes responsibility for results.
- Analyzes interpersonal problems instead of reacting to them.
- Emphasizes and demonstrates goal commitment and persistence in achieving goals
- Delivers on promises made.

Advanced

- Develops goals and establishes objective measures of success.
- Seeks commitment from employees prior to assigning tasks.
- Keeps supervisor informed of recent events.
- Persists to meet commitments despite obstacles
- Communicates an understanding of the other person's interests, needs and concerns.

Highest

- Takes ownership of mistakes and learns from them.
- Implements and facilitates controls and processes that maintain the integrity of the organization.
- Remains knowledgable of Company performance.
- Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.
- Able to handle a high level of stress.
- Consistently demonstrates high personal standards of ethical judgment.

Developing Others

Summary Scores

	Score
Self	4.00
Supervisor	4.00
Peer	3.00
Direct Report	3.40

Minimal   Average   Advanced   Highest
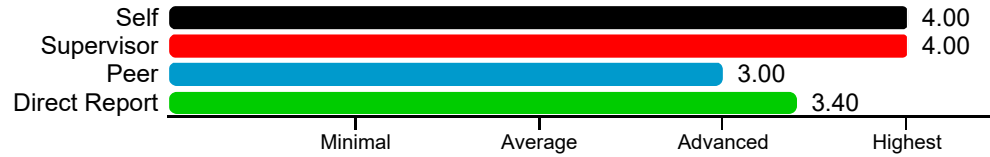
Minimal

- Assigns tasks and responsibilities to develop skills of others.
- Makes sure that employees are aware of how they perform in their job.
- Offers constructive feedback to improve performance.
- Helps employees to understand the responsibilities and expectations of their job.

Average

- Sets performance objectives for subordinates that encourages development opportunities.
- Conducts regular reviews to explore development opportunities.
- Provides ongoing feedback to co-workers on their development progress
- Provides clear, motivating, and constructive feedback.

Advanced

- Helps to coach other employees.
- Encourages employees through recognition of positive changes in behavior.
- Takes immediate action on poor performance.
- Works to identify root causes of performance problems.
- Encourages employees to achieve their full potential.

Highest

- Rewards and recognizes employees for engaging in professional development activities.
- Tries to ensure employees are ready to move to the next level.
- Adapts coaching and mentoring approach to meet the style or needs of individuals
- Coaches/mentors individuals outside of direct team for performance improvement and to help them be effective coaches for others.
- Provides specific, timely, meaningful feedback for Supervisor team when performance is substandard, pointing out deficiencies as they occur.
- Meets regularly with employees to coach them on areas that will enhance their performance.

Strategic Focus

Summary Scores

Self		4.00
Supervisor		4.00
Peer		3.80
Direct Report		4.00

Minimal   Average   Advanced   Highest
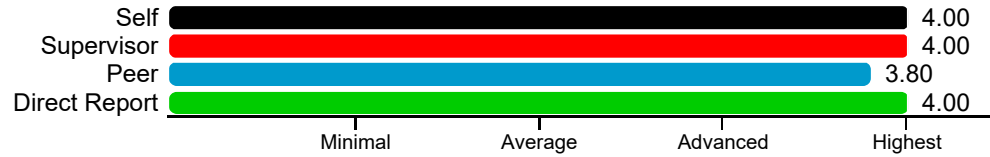
Minimal

- Understands the "basics" as to how [Company] functions/operates.
- Executes strategies to benefit the department.
- Utilizes appropriate data to accurately forecast branch sales (daily, monthly, annual data).
- Responds appropriately to various types of business expansion.

Average

- Able to align resources to meet the business needs of [Company].
- Identifies and acts promptly to take advantage of potential market opportunities
- Focuses attention on treating the causes of problems rather than simply addressing the symptoms.
- Keeps the team focused on established goals and objectives.

Advanced

- Anticipates marketplace opportunities and supports speed to market.
- Able to align resources to meet the business needs of [Company].
- Anticipates business cycles and trends and makes adjustments in a timely manner.
- Formulates strategies and action plans to ensure successful completion of goals and objectives.

Highest

- Is a "change champion," even when change appears difficult or initially unfavorable.
- Understands the organization's competitive advantages and threats.
- Considers the implications of decisions made and possible effects on the organization.
- Formulates policies and strategies for addressing [Company]'s important challenges.
- Communicates vision for the department and company.
- Creates strategies that significantly benefit [Company].

Highest and Lowest Items

The tables below show the number and percentage of responses for each score for the highest 5 and lowest 5 items. Responses to items were measured using a 4-point scale from Minimal to Highest. The responses were given values from 1 to 4 where Minimal was scored as a 1 and Highest was scored as a 4. The average score shown in the tables below represents the average response for that item.

Highest Items

Item	n	Avg	Level of Excellence	Minimal	Average	Advanced	Highest
8. **Strategic Focus** Utilizes data to forecast business targets. Able to align resources to meet the needs of the company. Anticipates opportunities. Communicates a vision for the company.							
	12	3.92	100.0%				92%
1. **Communication** Is visible and approachable. Considers the audience. Effectively communicates issues that affect the team. Presents information in a clear and compelling manner. Delivers messages with conviction.							
	12	3.67	100.0%			33%	67%
3. **Decision Making** Makes independent and effective decisions. Evaluates the consequences of decisions. Not afraid to take risks. Makes good decisions under conditions of uncertainty. Responds quickly to tough "people" issues. Trains/coaches others on how to make decisions.							
	12	3.33	91.7%			50%	42%
4. **Initiative and Innovation** Looks for new ways of doing things. Goes above and beyond the established goals. Improves and makes systems more efficient. Takes risks to advance ideas. Finds creative ways to get things done with limited resources. Develops new business opportunities.							
	12	3.33	91.7%			50%	42%
7. **Developing Others** Assigns tasks and responsibilities to others. Provides clear, constructive and motivating feedback. Takes immediate action on poor performance. Coaches/mentors individuals outside of the team.							
	12	3.33	91.7%			50%	42%

Lowest Items

Item	n	Avg	Level of Excellence	Minimal	Average	Advanced	Highest

2. **Results Oriented**Completes work on time and under budget. Holds employees accountable for completing work assignments. Follows-up and takes action when goals are not met. Exhibits high energy. Increases the output of the team and department. Accomplishes difficult tasks with measurable results.

| | 12 | 3.00 | 66.7% | 33% | 33% | | 33% |

5. **Leadership** Leads by example. Sets challenging goals. Gives feedback on a regular basis. Inspires a shared vision of being the best.

| | 12 | 3.08 | 75.0% | 25% | 42% | | 33% |

6. **Accountability** Takes personal responsibility for results. Delivers on promises made. Develops goals and establishes measures of success. Sets a positive example for others.

| | 12 | 3.08 | 75.0% | 25% | 42% | | 33% |

3. **Decision Making** Makes independent and effective decisions. Evaluates the consequences of decisions. Not afraid to take risks. Makes good decisions under conditions of uncertainty. Responds quickly to tough "people" issues. Trains/coaches others on how to make decisions.

| | 12 | 3.33 | 91.7% | | 50% | | 42% |

4. **Initiative and Innovation** Looks for new ways of doing things. Goes above and beyond the established goals. Improves and makes systems more efficient. Takes risks to advance ideas. Finds creative ways to get things done with limited resources. Develops new business opportunities.

| | 12 | 3.33 | 91.7% | | 50% | | 42% |

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?

- She is very customer focused and this reflects in her division leadership and performance.
- [Ratee] is so attentive to the needs of our department and to the needs of individuals.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- [Ratee] has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- I respect [Ratee]'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- I find her to be a stellar asset to our team at [CompanyName].
- [Ratee] is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- [Ratee] has been in a challenging role this past year with a lot of change and transitions.
- She is a pleasure to work with and an asset to [CompanyName].

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

- She always answers my questions even if She's having a busy day or isn't the right person to be asking.
- [Ratee]'s unit appears to be functioning well in regards to outcomes so She should be proud of her leadership abilities.
- [Ratee] is trusting her team, and expecting high standards of behavior from all employees.
- [Ratee] is smart, detailed and committed.
- Attitude is there; however, follow through is lacking at times.
- [Ratee] has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- [Ratee] excels at keeping in touch with all aspects of her, and our jobs.
- She continues to make improvements in core competencies.
- I have worked with [Ratee] on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.