

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.

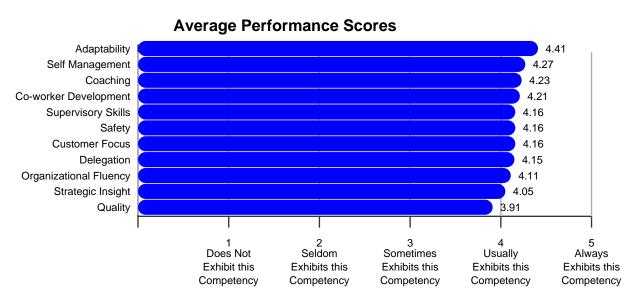
What to Do with Your Feedback

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

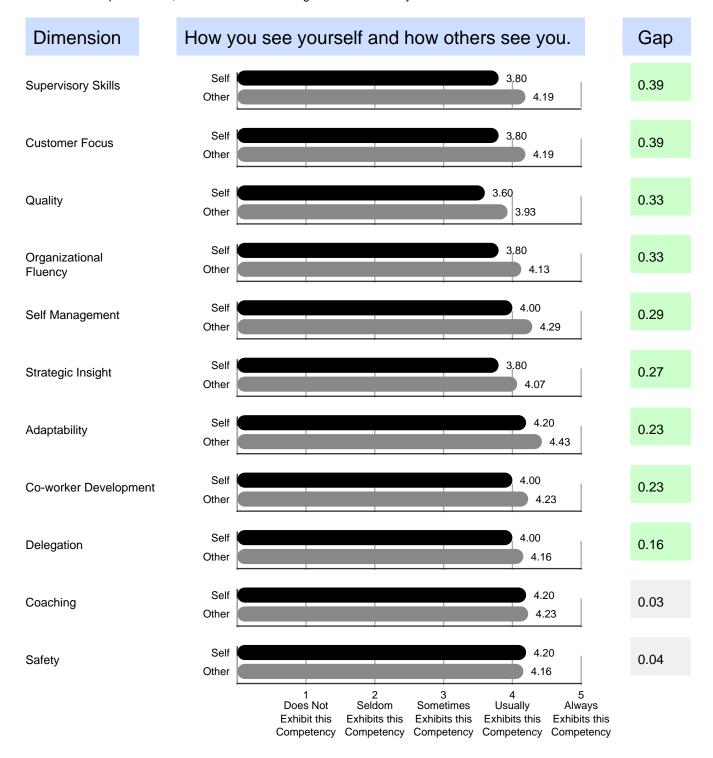
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



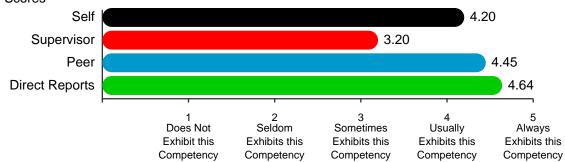
Gap Analysis

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.



Adaptability





1. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.



2. You are able to work effectively with new people and new teams.



3. You work effectively in dynamic and changing work environments.



4. You are able to quickly learn new ways of performing your job.

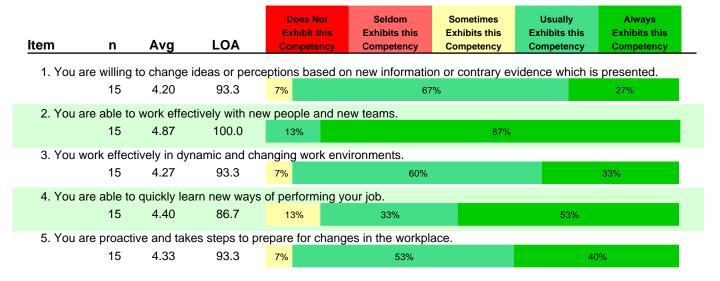


5. You are proactive and takes steps to prepare for changes in the workplace.



Level of Skill

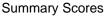
The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

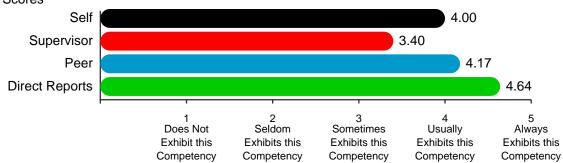


Comments:

- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- She is very effective and she has learned so much about our product.
- Her years of experience and wisdom are generously shared and appreciated.
- I appreciate ____'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- She has been and is a mentor for me.
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.

Self Management





6. You consciously control own negative emotions in order to keep team morale up.



7. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.



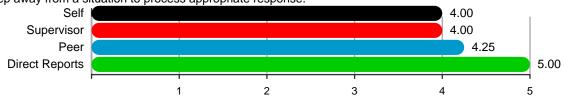
8. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



9. You do not allow own emotions to interfere with the performance of others.



10. You step away from a situation to process appropriate response.



Level of Skill

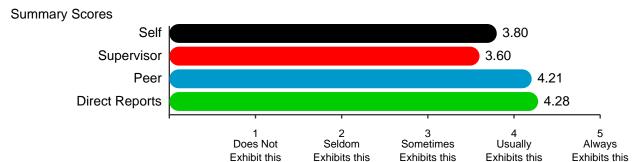
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Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You consciously control own negative emotions in order to keep team morale up.								
	15	4.00	0.08	7% 13%		53%		27%
7. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.								
	15	4.07	80.0	20%		53%		27%
8. You d	eal with c	onflict by c	ontrolling own	emotions by lis	tening, being fle	xible, and since	re in responding	g
	15	4.33	93.3	7%	47%		47%	
9. You d	o not allov	w own emo	otions to interf	ere with the per	formance of othe	ers.		
	15	4.47	93.3	7%	40%		53%	
10. You step away from a situation to process appropriate response.								
	15	4.47	93.3	7%	40%		53%	

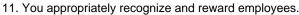
Comments:

- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- I respect and have turned to her for advice.
- ____ has extremely strong communication skills and is able to work in a wide variety of settings.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expections to the staff.

Supervisory Skills



Competency





Competency

Competency

Competency

Competency

12. You treat all staff equitably.



13. You provide constructive, ongoing feedback.



14. You resolve personnel problems quickly and effectively.

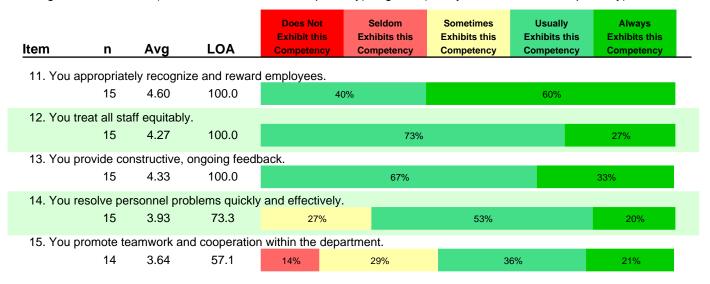


15. You promote teamwork and cooperation within the department.



Level of Skill

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Comments:

- ____ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- ____ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- ___ has a good perspective on the organization as a whole.
- ____ is very knowledgeable, honest, and consistent in her leadership decisions.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired
 me to forward the Strategic Plan to all staff.
- I can't think of a single thing ____ could improve upon.

Delegation

Summary Scores



16. You set clear and reasonable expectations for others and follows through on your progress.



17. You delegate tasks, responsibilities, and accountability as appropriate to the level of employee.



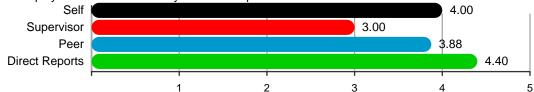
18. You assign tasks to create learning opportunities for the employees.



19. You clearly define duties and tasks to be completed.

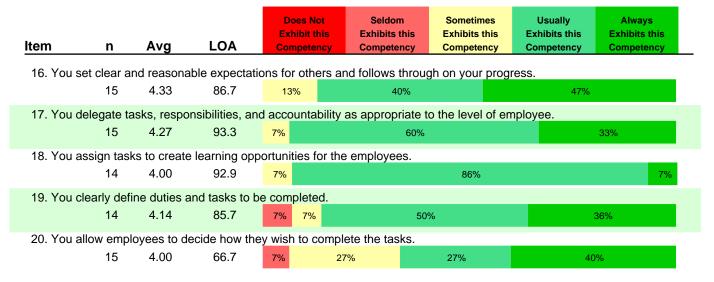


20. You allow employees to decide how they wish to complete the tasks.



Level of Skill

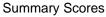
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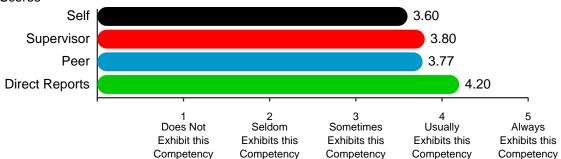


Comments:

- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- Takes complete ownership of role and looks for ways to assist teammates.
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- Has a "go getter" attitude!
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.

Quality





21. You encourage others to achieve high quality standards.



22. You correct issues in a timely manner.



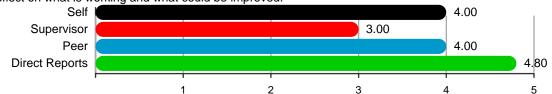
23. You analyze what occurred and re-adjusts accordingly when goals are not met.



24. You always strive to produce the highest quality work products.



25. You reflect on what is working and what could be improved.



Level of Skill

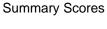
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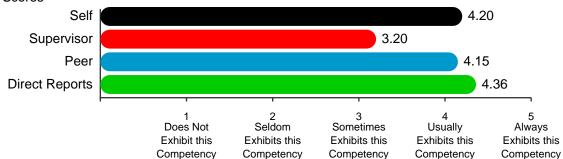


Comments:

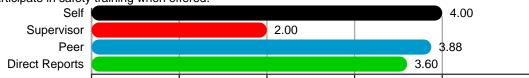
- She is very customer focused and this reflects in her division leadership and performance.
- exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing
 meetings with support for difficult issues. Have begun focus and educational leadership meeting components
 to promote growth of that team.
- ___ is a pleasure to work with.

Safety

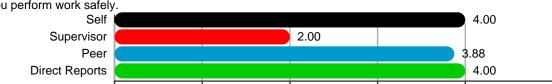




26. You participate in safety training when offered.



27. You perform work safely.



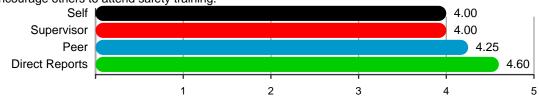
28. You identify and addresses safety needs.



29. You point out behaviors in others that may be unsafe.



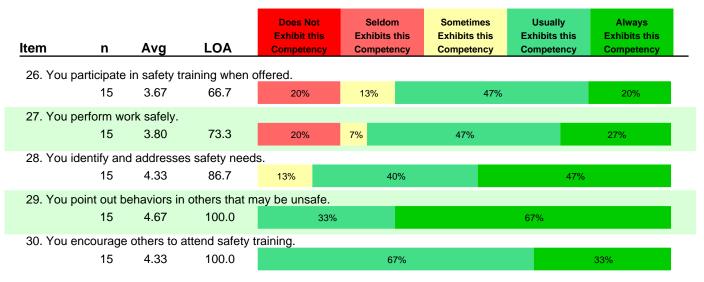
30. You encourage others to attend safety training.



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Level of Skill

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Comments:

- She cares deeply about the engagement of her staff and has concern for those in need.
- Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- ___ is a rock amongst the management at [CompanyName].
- ____ does a great job investigating an issue thinking it through before she takes action.
- ___ is a strong advocate for both the customer and staff.

Customer Focus

Summary Scores



31. You develop good rapport and trust with the customer.



32. You ensure all customer commitments and requirements are met or exceeded.



33. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.



34. You consider customers point of view when making decisions.



35. You consistently model positive customer service attitudes.



Level of Skill

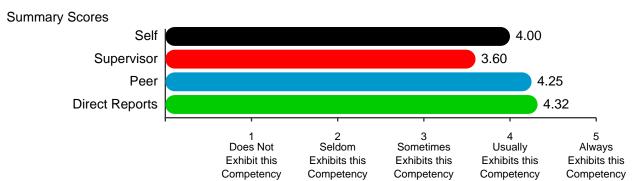
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31. You develop good rapport and trust with the customer.									
	15	4.07	80.0	20%		53%		27%	
32. You e	ensure all	customer c	commitments a	and requirement	s are met or exc	ceeded.			
	15	4.47	100.0		53%		4	47%	
33. You a	sk questic	ons and list	ten carefully to	determine cus	tomer needs an	d to ensure tha	t the custome	r's needs are met.	
	15	4.13	80.0	20%		47%		33%	
34. You consider customers point of view when making decisions.									
	15	4.13	86.7	13%		60%		27%	
35. You c	onsistentl	y model po	sitive custom	er service attitud	des.				
	15	4.00	80.0	20%		60%		20%	

Comments:

- ___ listens to employees ideas and concerns and address the issues right away.
- ____ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- ____'s number one priority is customer outcome she is a team player and is a pleasure to work with.
- ___ is very responsive and provides great support service.
- She is always willing to learn, but could benefit from a plan on how to achieve it filling knowledge gaps, more hands on learning, etc.
- Experience, mentoring and self-confidence.

Co-worker Development







37. You set and clearly communicate expectations, performance goals, and measurements to others



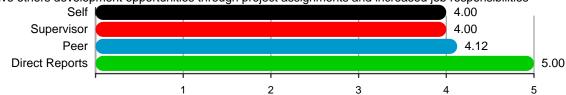
38. You provide ongoing feedback to co-workers on your development progress



39. You take immediate action on poor performance

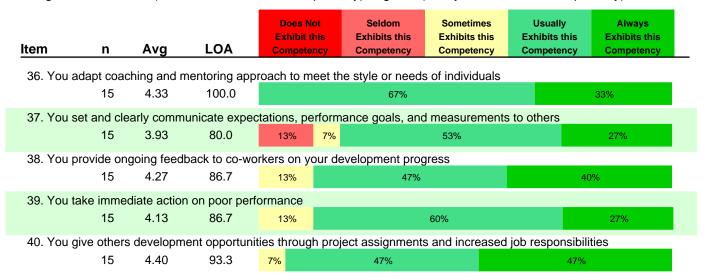


40. You give others development opportunities through project assignments and increased job responsibilities



Level of Skill

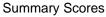
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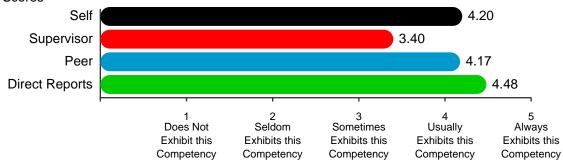


Comments:

- ____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. Otherwise she is very reliable and has taken on some big intiatives that have been very successful.
- I appreciate her receptiveness and openness and her sense of humor.
- ____ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- ____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.

Coaching





41. You meet regularly with employees to coach them on areas that will enhance your performance



42. You conduct regular performance appraisals and feedback.



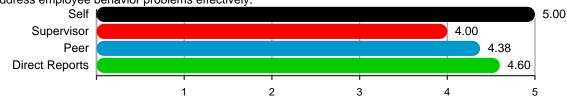
43. You help employees to understand responsibilities, authority, and expectations.



44. You provide clear, motivating, and constructive feedback.

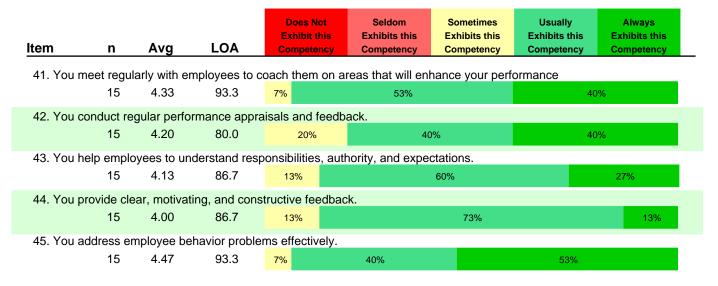


45. You address employee behavior problems effectively.



Level of Skill

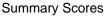
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Comments:

- I really appreciate her as a member of the team.
- Provides reinforcement and feedback within the context of the overall business strategy.
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally.
 ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff
- She also has always been thankful for any help that I have given her.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate
 more directly and more often.

Strategic Insight





46. You communicate vision for the department and company.



47. You anticipate business cycles and trends and makes adjustments in a timely manner.



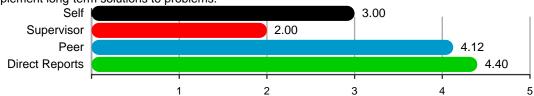
48. You identify potential problems before they become critical incidents.



49. You analyze records and reports to obtain insight into potential issues and trends.



50. You implement long-term solutions to problems.



Level of Skill

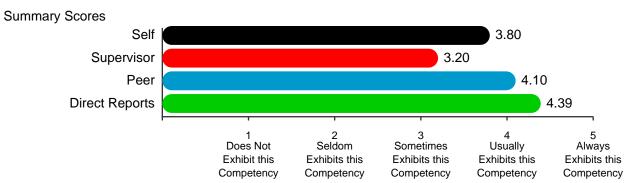
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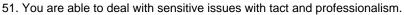
ltem	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency	
46. You c	ommunica	ate vision f	or the departn	nent and comp	any.				
	15	3.87	80.0	7% 13%		67%		13%	
47. You a	nticipate b	ousiness c	ycles and tren	ds and makes	adjustments in a	timely manner.			
	15	4.07	86.7	13%	53	53%		33%	
48. You ic	dentify pot	ential prob	lems before th	ney become cri	itical incidents.				
	15	4.13	86.7	13%		60%		27%	
49. You a	nalyze red	cords and	reports to obta	ain insight into	potential issues a	and trends.			
	15	4.20	86.7	7% 7%	47%		40	%	
50. You in	nplement	long-term	solutions to pr	roblems.					
	15	4.00	73.3	13%	13%	33%	40	%	

Comments:

- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- You can count on ___ to be honest and stay true to committments.
- ___ is a wonderful person to work for.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.

Organizational Fluency







52. You anticipate problems that may affect the department.



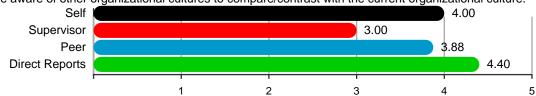
53. You are able to explain departmental policies and procedures to others.



54. You adept at navigating within the culture of the department.



55. You are aware of other organizational cultures to compare/contrast with the current organizational culture.



Level of Skill

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51. You a	re able to	deal with	sensitive issue	es with tact and	professionalism				
	14	4.14	92.9	7%		71%		21%	
52. You a	inticipate	oroblems th	hat may affect	the department					
	14	4.21	85.7	14%	50%			36%	
53. You a	re able to	explain de	partmental po	olicies and proce	dures to others				
	15	4.13	80.0	20%	47%			33%	
54. You a	dept at na	avigating w	ithin the cultur	re of the departr	nent.				
	15	4.07	80.0	20%	53%			27%	
55. You a	re aware	of other or	ganizational c	ultures to compa	are/contrast with	the current org	anizational cult	ure.	
	15	4.00	0.08	20%		60%		20%	

Comments:

- ___ has been an excellent assistant manager.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- She is effective and her knowledge of processes is invaluable.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- She could help teammates by becoming more proficient in some areas.
- ___ is a strong advocate for both the customer and staff.

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 communication is precise and at times short when some would prefer a greater detailed account.
- ____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- Committment or expectation overload" has been an issue this past year. Reducing one managerial position within the
 department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to
 meeting deadlines.
- I think ____ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- ____ has been instrumental in the working relationship of our department.
- Improve on providing feedback.

What do you like best about working with this individual?

- I am always impressed by ____'s insight into our processes so that we continuously strive to improve and be consistent.
- Great addition to our team!
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.

What do you like least about working with this individual?

- I appreciate the straight forward style of leadership ___ uses.
- I appreciate ____'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- ___ is a outstanding manager.
- ___ has an impressive vision for the company.
- eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement
 what she has learned while leading her team-in other words she does not implement continuous improvement strategies
 independently.
- She is open to feedback and actively tries to improve.

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

- ___ has a strong knowledge base and willingly shares information.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- Our department continues to have a very low loss rate.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.

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

- · She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- Initiative, attitude, and willingness to pitch in.
- She is very customer focused and this reflects in her division leadership and performance.
- One of the main reasons I am here is because of _____

Any final comments?

- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
 __ is a great leader. She has excellent communication skills and has a wonderful leadership style.
 __ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive
- of her colleagues and able to create a fun atmosphere that makes us all want to work hard.

 It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued
- member of the team.
 Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- ____ is a great manager to work for.