Feedback Results
Your CompanyName Here
2024

Sample Employee

Results Generated by HR-Survey
March 2024

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.

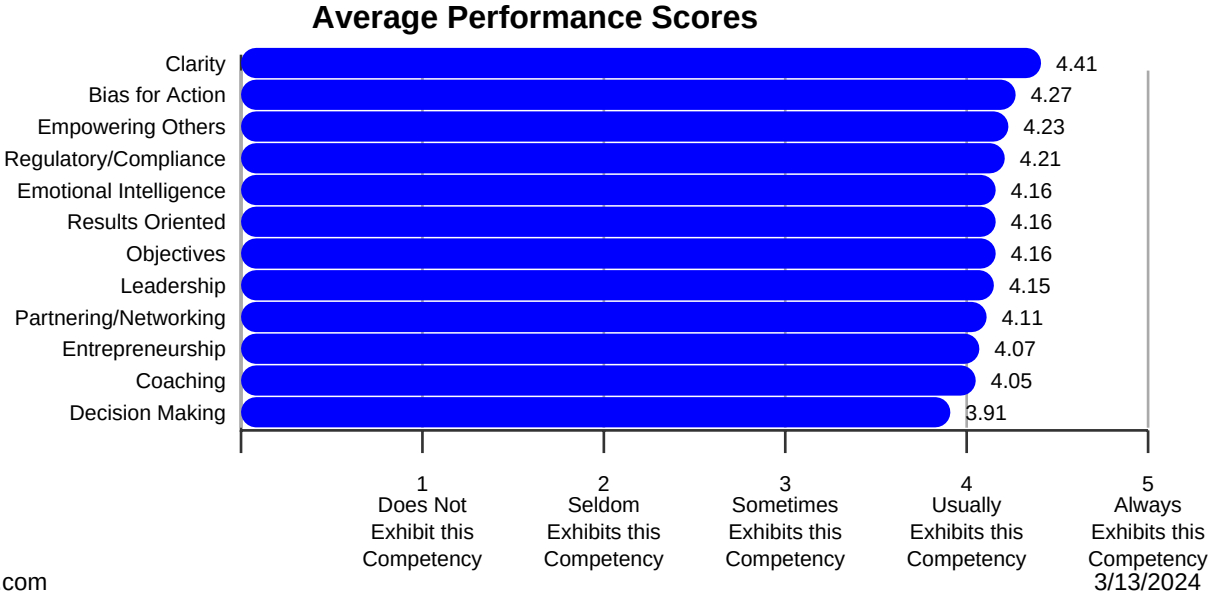
What to Do with Your Feedback

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 12 major dimensions of leadership.

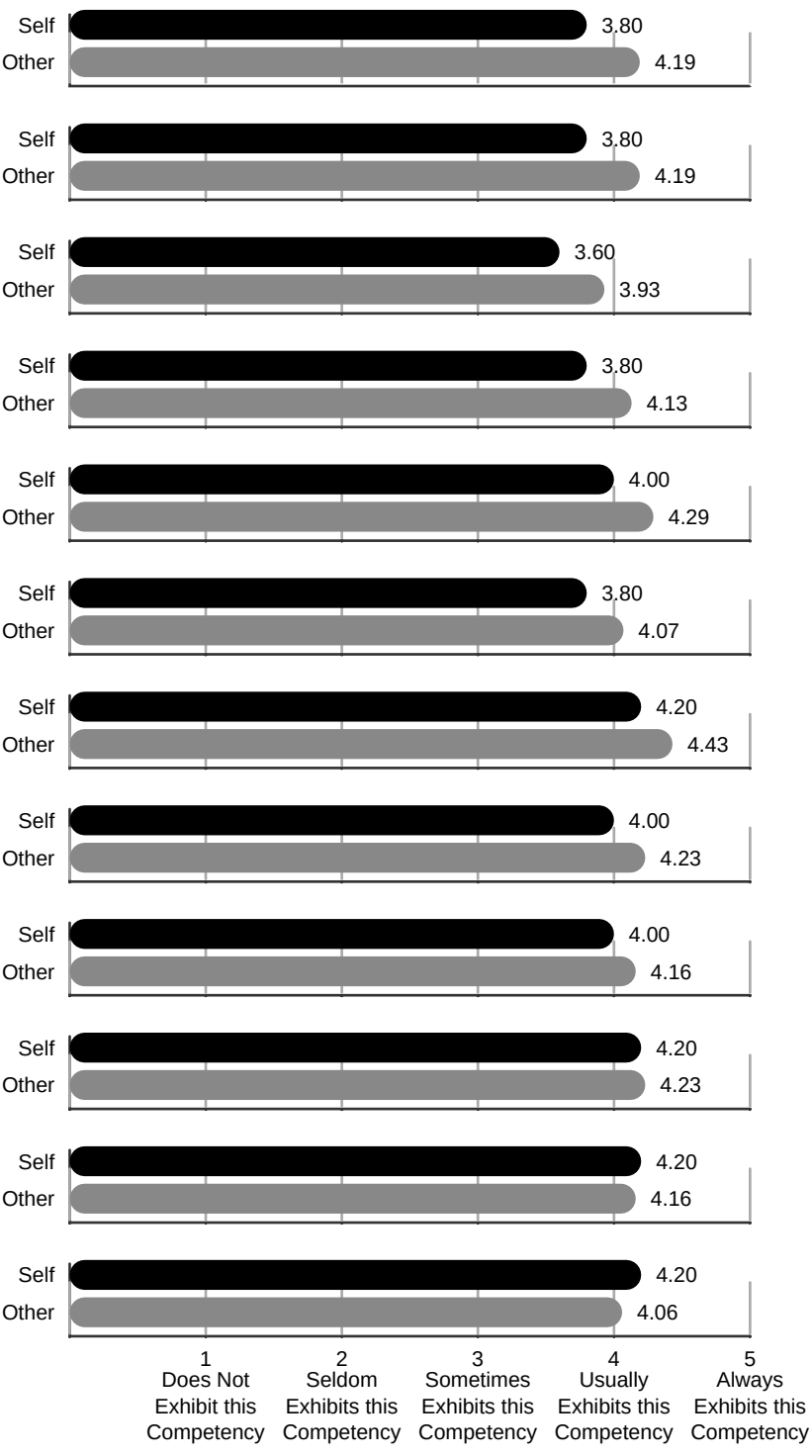
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

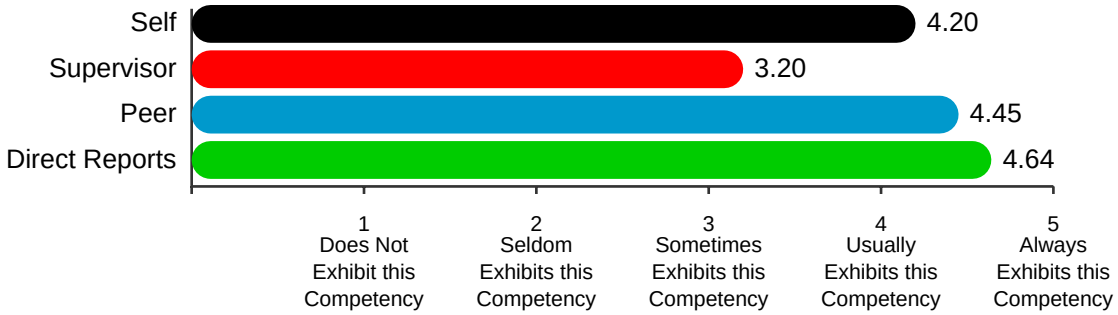
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more 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.

Dimension	How you see yourself and how others see you.	Gap
Emotional Intelligence	Self 3.80, Other 4.19	0.39
Objectives	Self 3.80, Other 4.19	0.39
Decision Making	Self 3.60, Other 3.93	0.33
Partnering/Networking	Self 3.80, Other 4.13	0.33
Bias for Action	Self 4.00, Other 4.29	0.29
Coaching	Self 3.80, Other 4.07	0.27
Clarity	Self 4.20, Other 4.43	0.23
Regulatory/Compliance	Self 4.00, Other 4.23	0.23
Leadership	Self 4.00, Other 4.16	0.16
Empowering Others	Self 4.20, Other 4.23	0.03
Results Oriented	Self 4.20, Other 4.16	0.04
Entrepreneurship	Self 4.20, Other 4.06	0.14

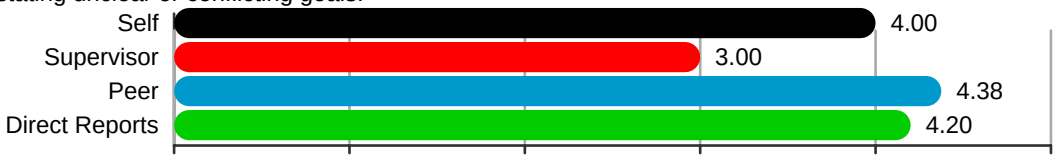


Clarity

Summary Scores



1. Avoids stating unclear or conflicting goals.

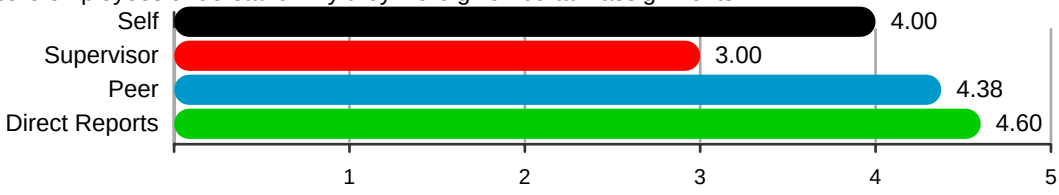


2. Clarifies problems and their causes to help employees correct them.

3. Seeks to reduce ambiguity in messaging and documents.

4. Communicates with clarity and efficiency.

5. Makes sure employees understand why they were given certain assignments.



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).

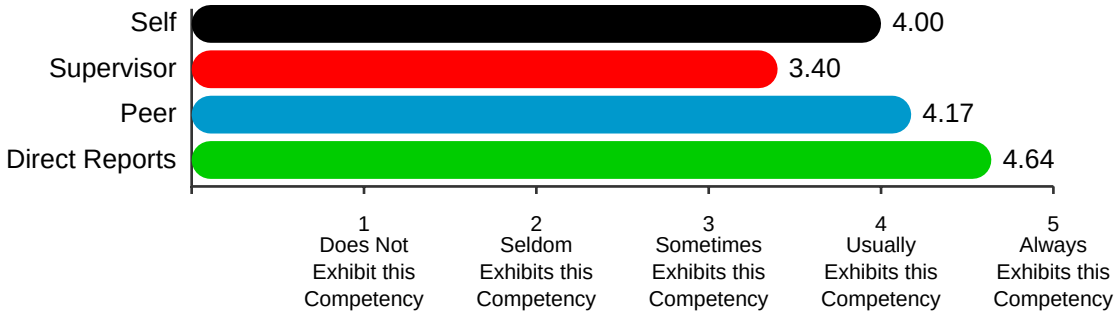
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Avoids stating unclear or conflicting goals.	15	4.20	93.3			7%	67%	27%
2. Clarifies problems and their causes to help employees correct them.	15	4.87	100.0			13%		87%
3. Seeks to reduce ambiguity in messaging and documents.	15	4.27	93.3			7%	60%	33%
4. Communicates with clarity and efficiency.	15	4.40	86.7			13%	33%	53%
5. Makes sure employees understand why they were given certain assignments.	15	4.33	93.3			7%	53%	40%

Comments:

- Team-oriented and goal focused. Shows continuous desire for improvement.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- One of the best supervisors that I have had.
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- When dealing with HR issues my HR business partner is always involved.
- She's a very hard worker and always helping out when needed.

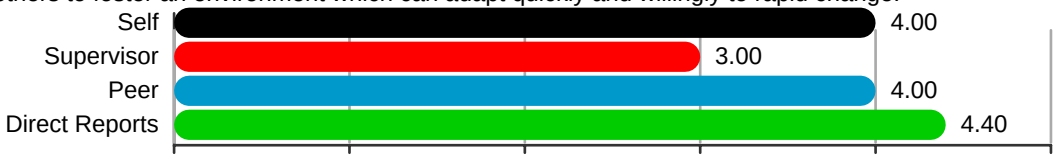
Bias for Action

Summary Scores

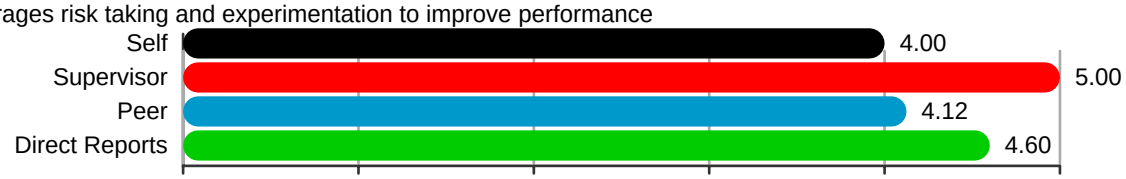


6. Identifies ways to simplify work processes and reduce cycle times

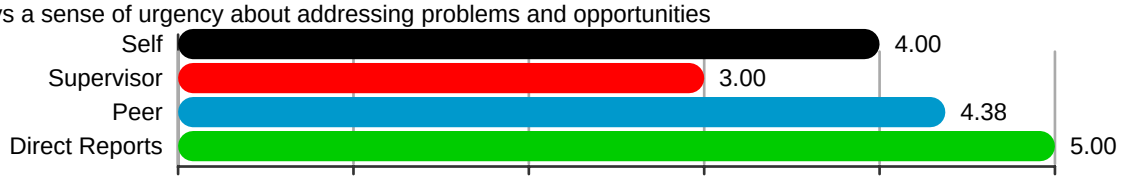
7. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



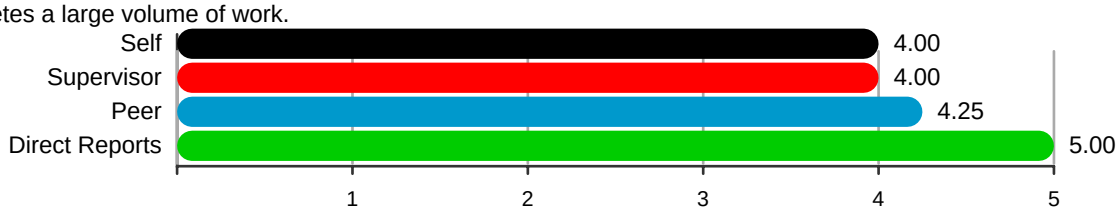
8. Encourages risk taking and experimentation to improve performance



9. Conveys a sense of urgency about addressing problems and opportunities



10. Completes a large volume of work.



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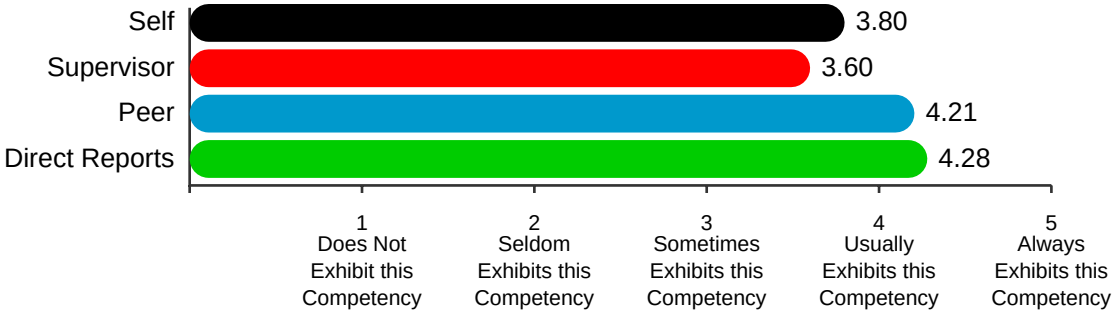
6. Identifies ways to simplify work processes and reduce cycle times	15	4.00	80.0	7%	13%		53%	27%
7. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.07	80.0		20%		53%	27%
8. Encourages risk taking and experimentation to improve performance	15	4.33	93.3	7%		47%		47%
9. Conveys a sense of urgency about addressing problems and opportunities	15	4.47	93.3		7%	40%		53%
10. Completes a large volume of work.	15	4.47	93.3		7%	40%		53%

Comments:

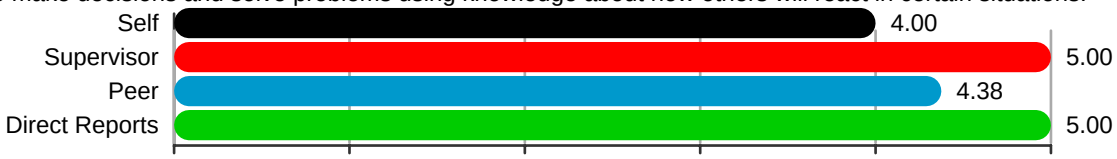
- ___ has brought a much needed positive change to [CompanyName].
- Need to take in all opinions, not just those of employees who are not always truthful....
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- ___ meets and exceeds all of these leadership roles.
- ___ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.

Emotional Intelligence

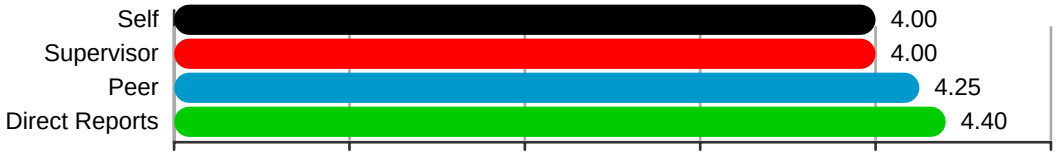
Summary Scores



11. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.

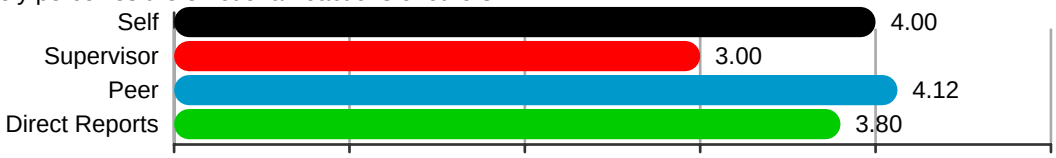


12. Is able to control their own emotions.

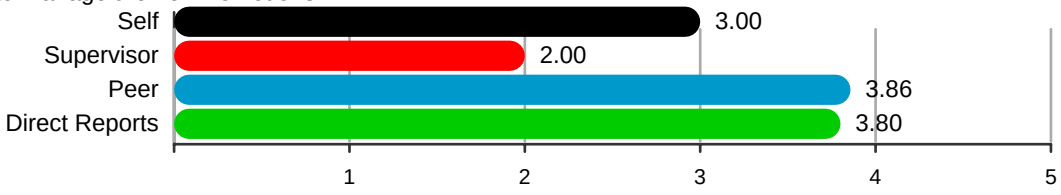


13. Able to understand others' points of view.

14. Accurately perceives the emotional reactions of others.



15. Is able to manage their own emotions.



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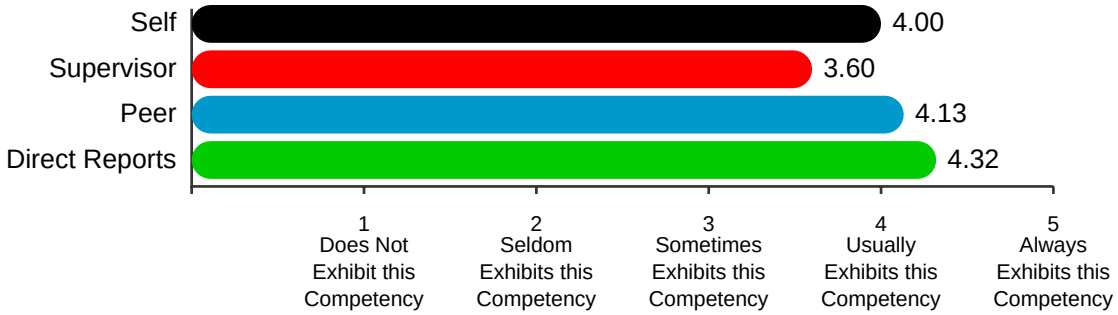
11. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.60	100.0				40%	60%
12. Is able to control their own emotions.	15	4.27	100.0				73%	27%
13. Able to understand others' points of view.	15	4.33	100.0				67%	33%
14. Accurately perceives the emotional reactions of others.	15	3.93	73.3			27%	53%	20%
15. Is able to manage their own emotions.	14	3.64	57.1		14%	29%	36%	21%

Comments:

- Experience, mentoring and self-confidence.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.

Leadership

Summary Scores



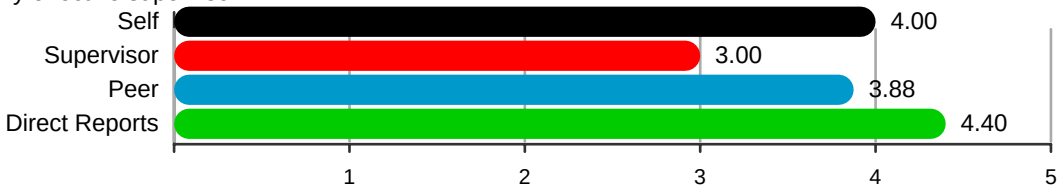
16. Able to influence others.

17. Acts decisively in implementing decisions.

18. Takes ownership and accountability for results

19. Leads team to set goals, solve problems, and accomplish tasks.

20. Is a highly effective supervisor.



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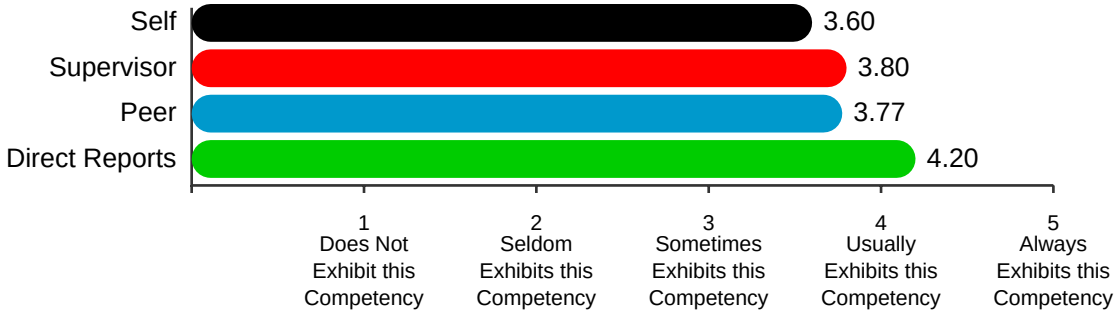
16. Able to influence others.	15	4.33	86.7		13%		40%	47%
17. Acts decisively in implementing decisions.	15	4.27	93.3		7%		60%	33%
18. Takes ownership and accountability for results	14	4.00	92.9		7%		86%	7%
19. Leads team to set goals, solve problems, and accomplish tasks.	14	4.14	85.7	7%	7%		50%	36%
20. Is a highly effective supervisor.	15	4.00	66.7	7%		27%	27%	40%

Comments:

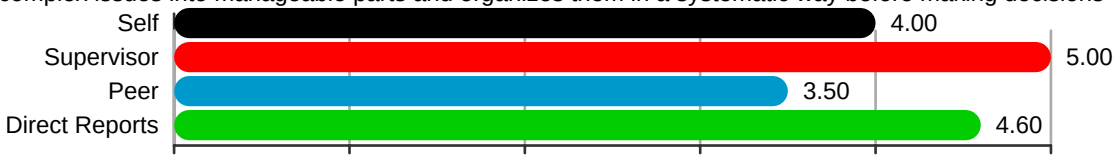
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- I love how she is always open to approach with any questions I have, no matter the hour.
- ___ is an extremely competent leader and I am enjoying learning by her example.

Decision Making

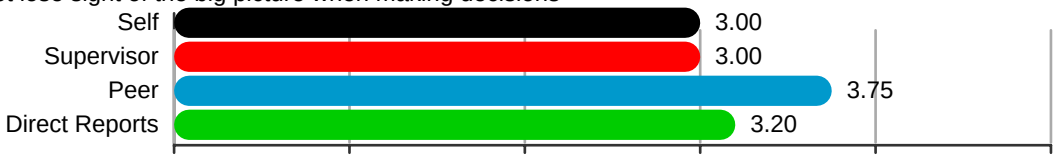
Summary Scores



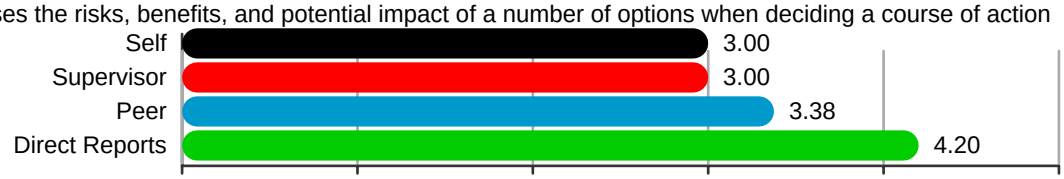
21. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



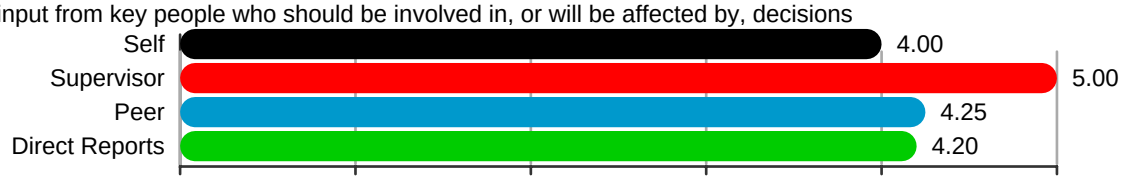
22. Does not lose sight of the big picture when making decisions



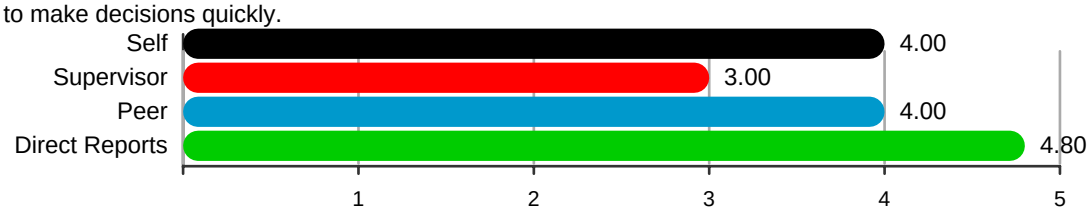
23. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action



24. Seeks input from key people who should be involved in, or will be affected by, decisions



25. Is able to make decisions quickly.



Level of Skill

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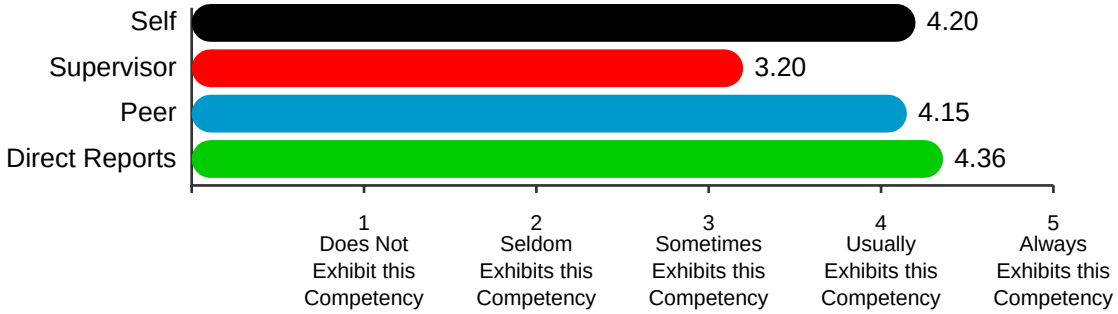
21. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	4.00	66.7	13%	20%	20%		47%
22. Does not lose sight of the big picture when making decisions	15	3.47	53.3	13%	33%		47%	7%
23. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.60	66.7	13%	20%		60%	7%
24. Seeks input from key people who should be involved in, or will be affected by, decisions	15	4.27	86.7	7%	7%		40%	47%
25. Is able to make decisions quickly.	15	4.20	80.0	7%	13%		33%	47%

Comments:

- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- She desires to do great work.
- I really appreciate her as a member of the team.

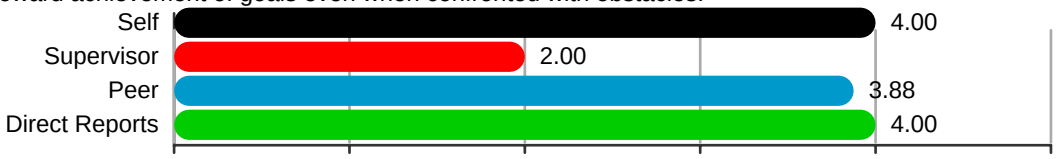
Results Oriented

Summary Scores



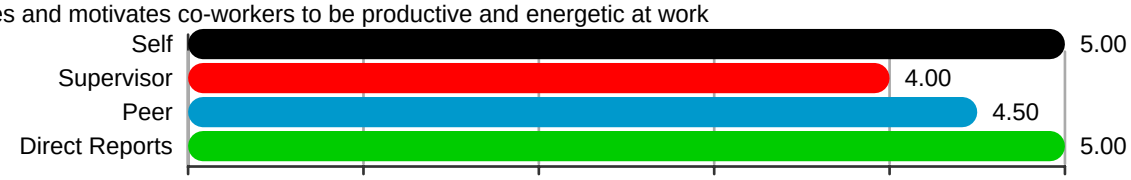
26. Does not become distracted by non-issues or interruptions.

27. Works toward achievement of goals even when confronted with obstacles.



28. Provides clear expectations for employees.

29. Inspires and motivates co-workers to be productive and energetic at work



30. Demonstrates the personal confidence to "stay the course," even when faced with difficulty

Level of Skill

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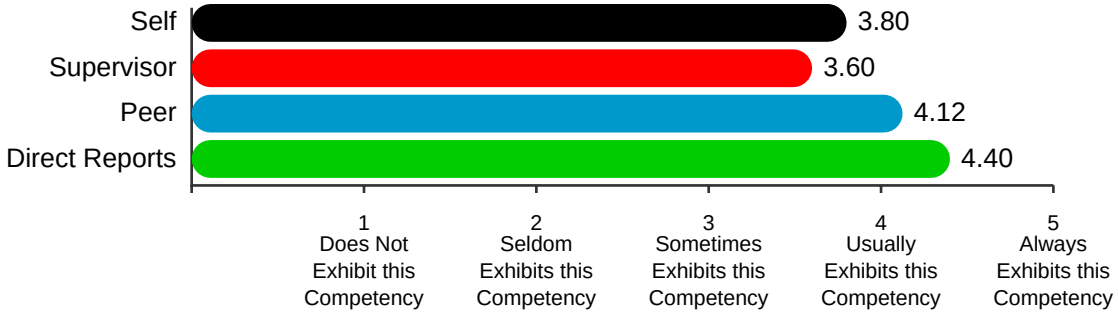
26. Does not become distracted by non-issues or interruptions.	15	3.67	66.7	20%	13%		47%	20%
27. Works toward achievement of goals even when confronted with obstacles.	15	3.80	73.3	20%	7%		47%	27%
28. Provides clear expectations for employees.	15	4.33	86.7		13%	40%		47%
29. Inspires and motivates co-workers to be productive and energetic at work	15	4.67	100.0			33%		67%
30. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	4.33	100.0			67%		33%

Comments:

- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. ___ is an engaged Leader.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- Building relationships of trust to enhance safety is an important part of our approach.

Objectives

Summary Scores



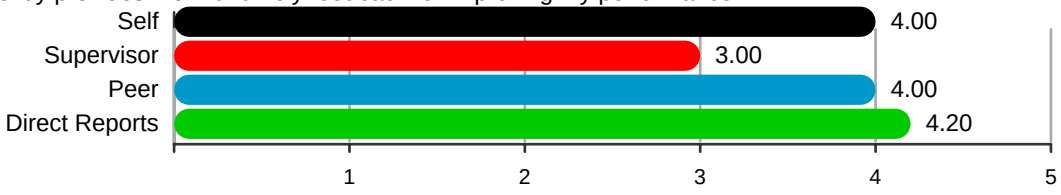
31. Establishes goals and objectives.

32. Communicates goals and objectives to employees.

33. Assures [Company] principles are understood, employed & pursued.

34. Works toward achieving established goals and objectives.

35. Consistently provides me with timely feedback for improving my performance.



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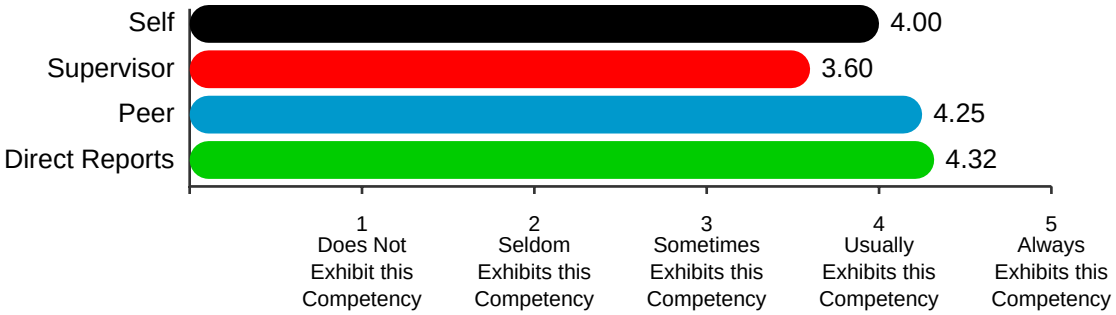
31. Establishes goals and objectives.	15	4.07	80.0			20%	53%	27%
32. Communicates goals and objectives to employees.	15	4.47	100.0				53%	47%
33. Assures [Company] principles are understood, employed & pursued.	15	4.13	80.0			20%	47%	33%
34. Works toward achieving established goals and objectives.	15	4.13	86.7			13%	60%	27%
35. Consistently provides me with timely feedback for improving my performance.	15	4.00	80.0			20%	60%	20%

Comments:

- Please know that stress can occasionally slow down progress.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- She has never said she was to busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- Sometimes her decisions aren't thought through from a financial perspective.
- ___ has excellent job and people skills.

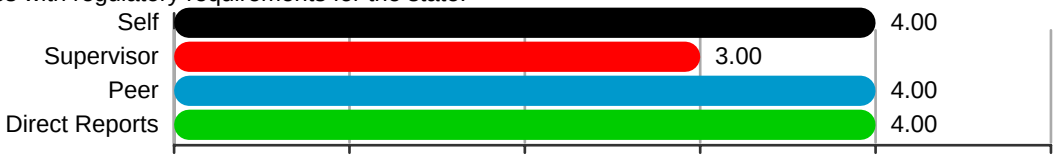
Regulatory/Compliance

Summary Scores



36. Offers training to employees to ensure they comply with regulations.

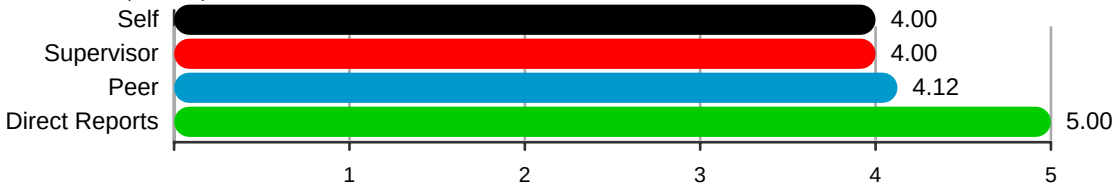
37. Complies with regulatory requirements for the state.



38. Offers training to employees to ensure they are complying with regulations.

39. Offers training on various subjects to help ensure employees are aware of regulations.

40. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.



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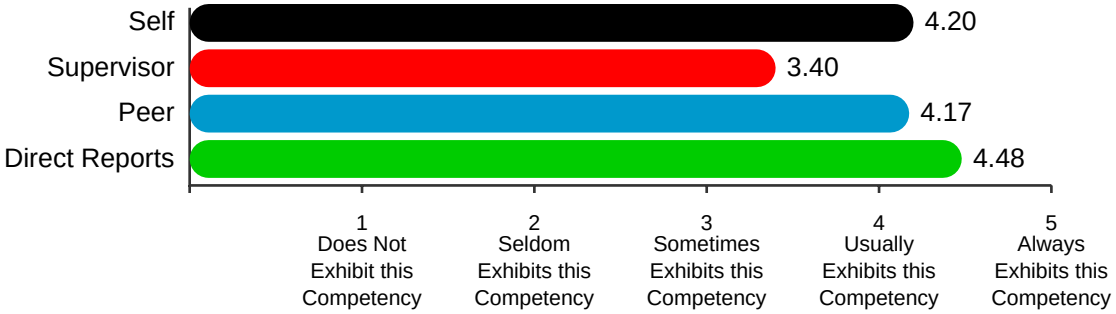
36. Offers training to employees to ensure they comply with regulations.	15	4.33	100.0				67%	33%
37. Complies with regulatory requirements for the state.	15	3.93	80.0	13%	7%		53%	27%
38. Offers training to employees to ensure they are complying with regulations.	15	4.27	86.7		13%		47%	40%
39. Offers training on various subjects to help ensure employees are aware of regulations.	15	4.13	86.7		13%		60%	27%
40. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	15	4.40	93.3		7%		47%	47%

Comments:

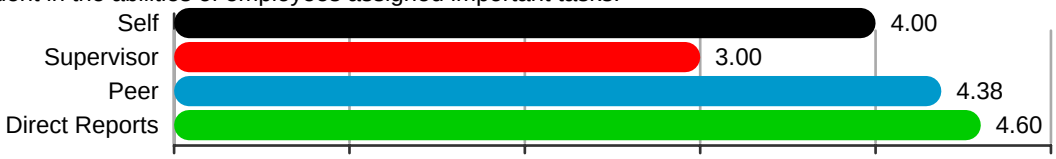
- ___ is very approachable and ensures the best for all employees in the department.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- She has been a great addition to the company.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.

Empowering Others

Summary Scores



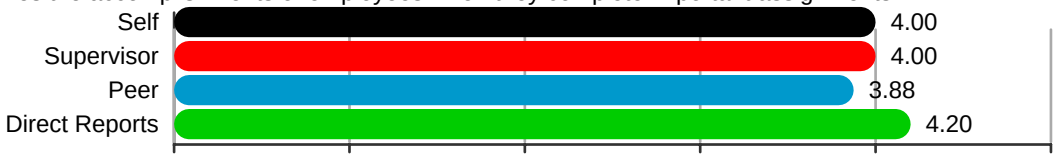
41. Is confident in the abilities of employees assigned important tasks.



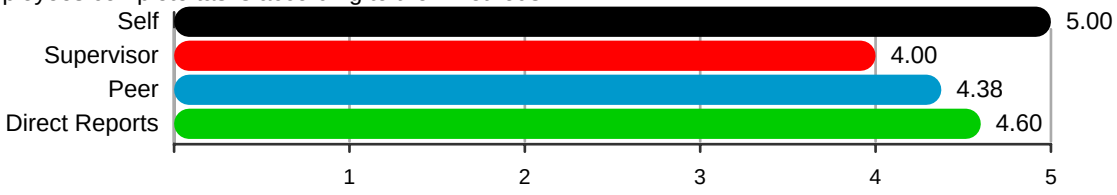
42. Gives employees input into the decision making process.

43. Gives employees autonomy to complete tasks on their own.

44. Recognizes the accomplishments of employees when they complete important assignments.



45. Lets employees complete tasks according to their methods.



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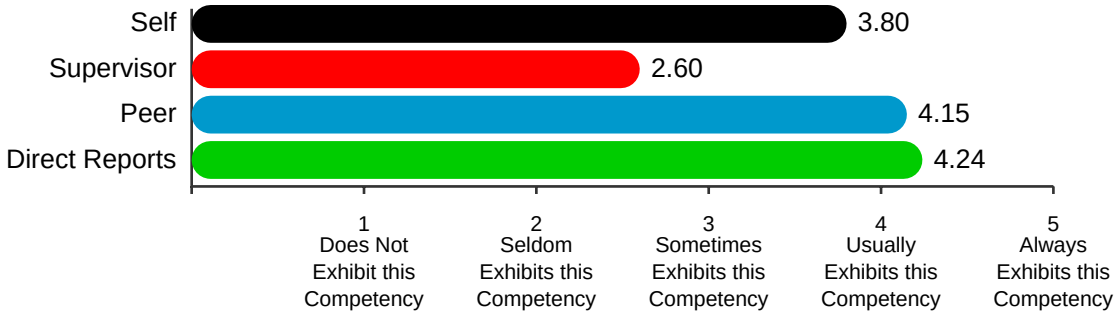
41. Is confident in the abilities of employees assigned important tasks.	15	4.33	93.3	7%			53%	40%
42. Gives employees input into the decision making process.	15	4.20	80.0		20%		40%	40%
43. Gives employees autonomy to complete tasks on their own.	15	4.13	86.7		13%		60%	27%
44. Recognizes the accomplishments of employees when they complete important assignments.	15	4.00	86.7		13%		73%	13%
45. Lets employees complete tasks according to their methods.	15	4.47	93.3		7%		40%	53%

Comments:

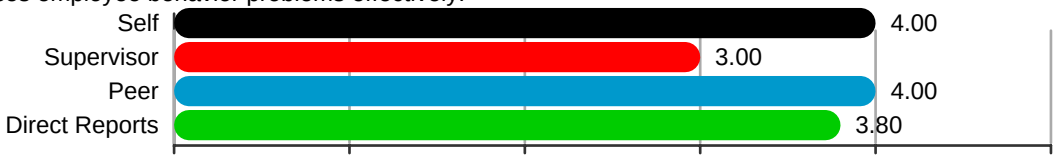
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- ___ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- Manager engages in all categories described above as marked.

Coaching

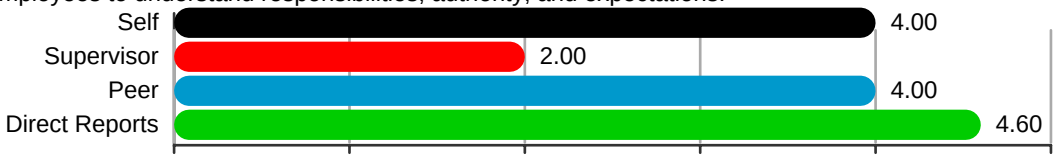
Summary Scores



46. Addresses employee behavior problems effectively.



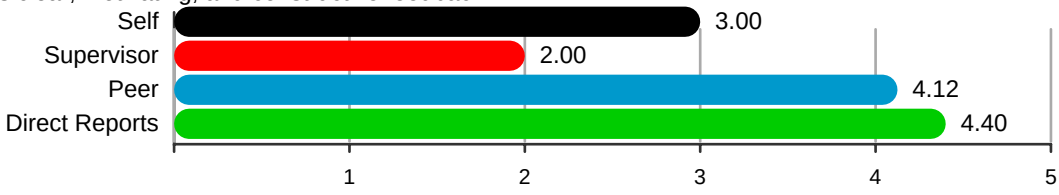
47. Helps employees to understand responsibilities, authority, and expectations.



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

49. Develops the skills and capabilities of others.

50. Provides clear, motivating, and constructive feedback.



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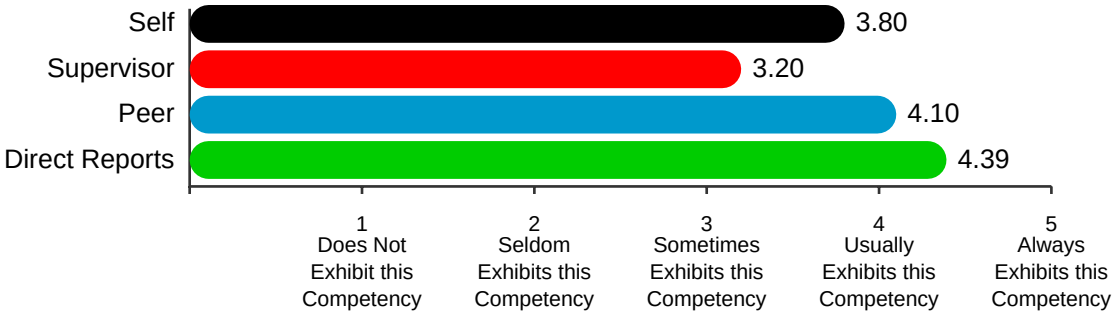
46. Addresses employee behavior problems effectively.	15	3.87	80.0	7%		13%	67%	13%
47. Helps employees to understand responsibilities, authority, and expectations.	15	4.07	86.7		13%		53%	33%
48. Meets regularly with employees to coach them on areas that will enhance their performance	15	4.13	86.7			13%	60%	27%
49. Develops the skills and capabilities of others.	15	4.20	86.7		7%	7%	47%	40%
50. Provides clear, motivating, and constructive feedback.	15	4.00	73.3		13%	13%	33%	40%

Comments:

- ___ has been very supportive as a supervisor.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- She has positive energy, leads by example, and cares about teammates.

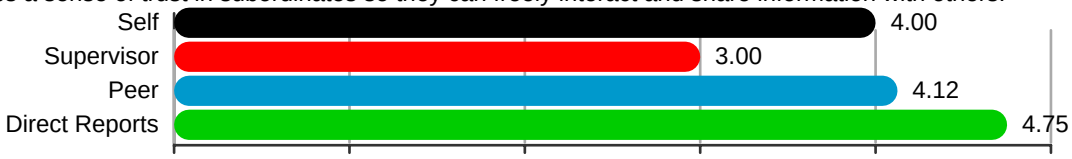
Partnering/Networking

Summary Scores



51. Promotes the understanding of how the department affects the organization overall.

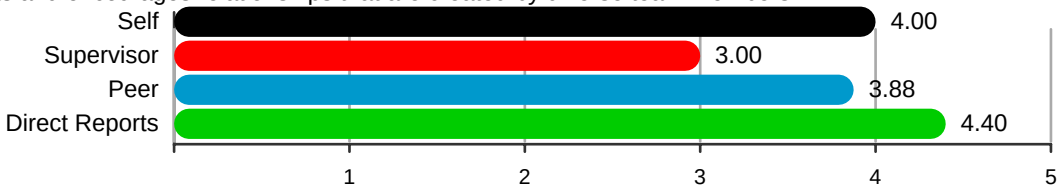
52. Develops a sense of trust in subordinates so they can freely interact and share information with others.



53. Creates the conditions for partnerships to grow and develop.

54. Seeks an understanding of diverse functions within the Company.

55. Supports and encourages relationships that are created by diverse team members.



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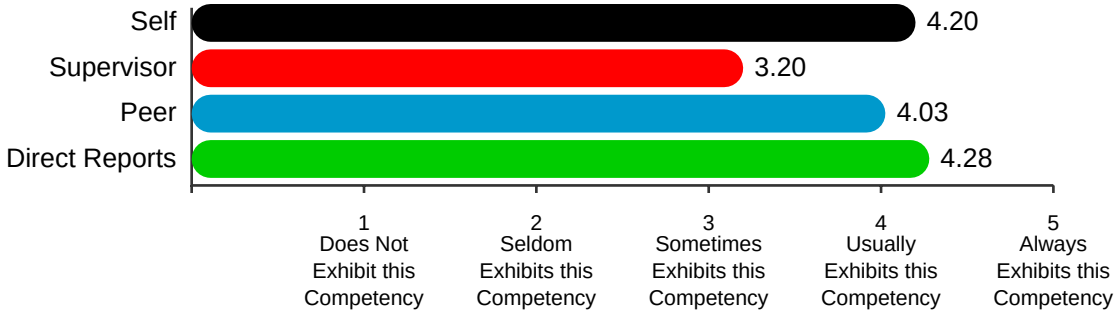
51. Promotes the understanding of how the department affects the organization overall.	14	4.14	92.9		7%		71%	21%
52. Develops a sense of trust in subordinates so they can freely interact and share information with others.	14	4.21	85.7		14%		50%	36%
53. Creates the conditions for partnerships to grow and develop.	15	4.13	80.0		20%		47%	33%
54. Seeks an understanding of diverse functions within the Company.	15	4.07	80.0		20%		53%	27%
55. Supports and encourages relationships that are created by diverse team members.	15	4.00	80.0		20%		60%	20%

Comments:

- I can not say enough good things about ___ she has been an asset to our department from day one.
- Her communication techniques are clear and to the point which is very much appreciated.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- She translated the creative thinking into real change and solution that advanced our department.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.

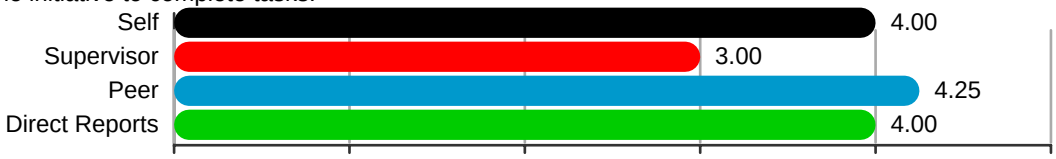
Entrepreneurship

Summary Scores

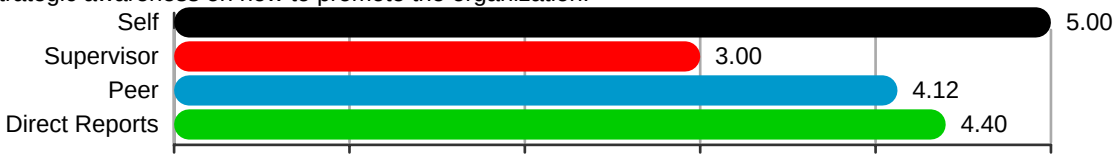


56. Encourages risk taking for developing potential business opportunities.

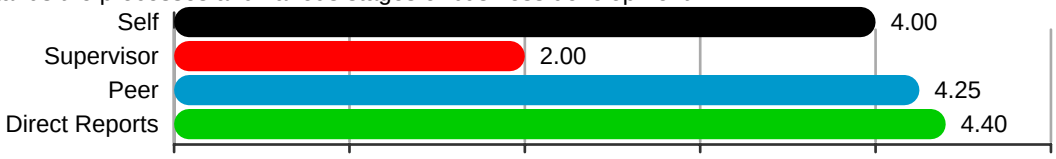
57. Takes the initiative to complete tasks.



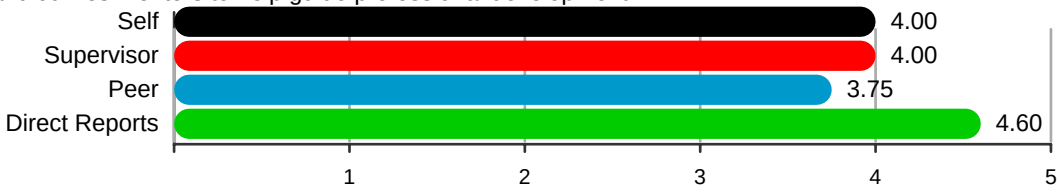
58. Has a strategic awareness on how to promote the organization.



59. Understands the processes and various stages of business development.



60. Seeks and utilizes mentors to help guide professional development.



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56. Encourages risk taking for developing potential business opportunities.	15	3.87	66.7			33%	47%	20%
57. Takes the initiative to complete tasks.	15	4.07	86.7			13%	67%	20%
58. Has a strategic awareness on how to promote the organization.	15	4.20	93.3			7%	67%	27%
59. Understands the processes and various stages of business development.	15	4.13	93.3			7%	67%	27%
60. Seeks and utilizes mentors to help guide professional development.	15	4.07	86.7		7%	7%	60%	27%

Comments:

- She has the desire and effort to get it right and continuously improve self and culture.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- Shows curiosity.
- ___ has a clear process for hiring which has aided her in building an amazing team.
- She always involves others in decisions ensuring a well rounded approach.
- Additional feedback and communication.

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?

- Provide regular updates on the progress of work/tasks/projects.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- She is determined to find the answer to any problem or obstacle in her way.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.

What do you like best about working with this individual?

- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.

What do you like least about working with this individual?

- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- ___ exemplifies all of the above.
- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- Dedicated to the customer and community, she is worth her weight in gold.

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

- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- She has been influential in our focus on the future.
- She is both the manager and the interim director for the service line.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- Before ___ came into the position it seemed that the department was a dump.
- 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.

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

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- She has established credibility and trust with all the directors and managers.
- She has great sense of vision and purpose for the division and organization as a whole.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- Take charge without feeling like you need approval.
- We have made improvements in our documentation and have decreased duplicate reporting.

Any final comments?

- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- ___ established an environment in which teamwork and creativity flourished.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- She communicates well to all staff and we know what is expected of us.