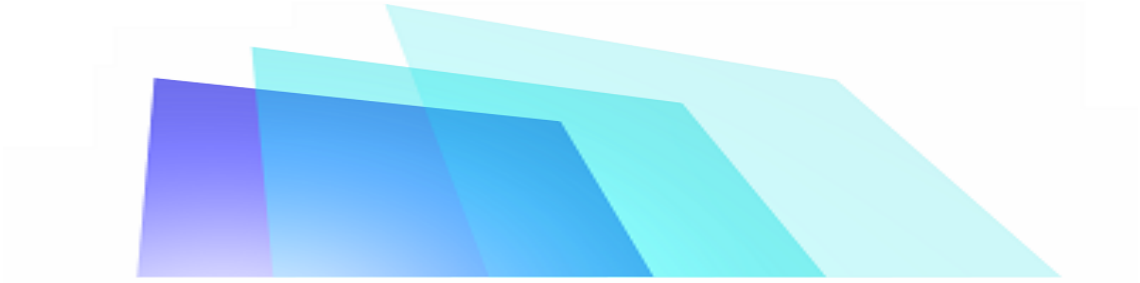


Feedback Results
Your CompanyName Here
2024

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.

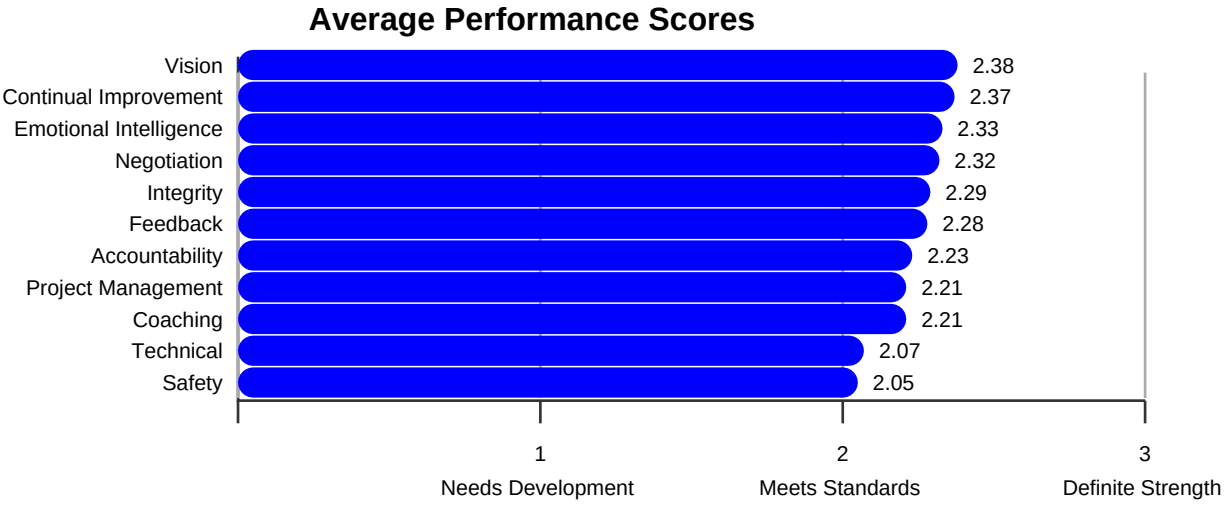
What to Do with Your Feedback

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 11 major dimensions of leadership.

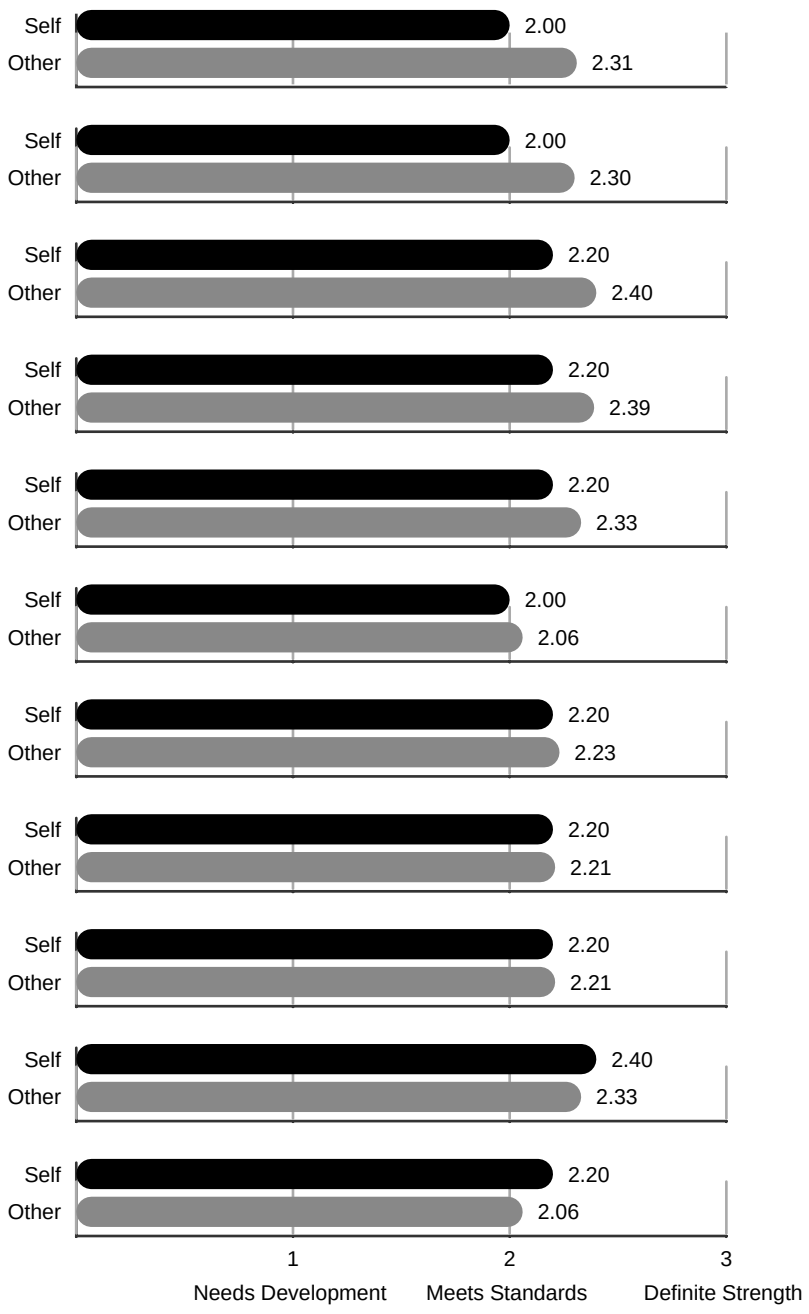
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

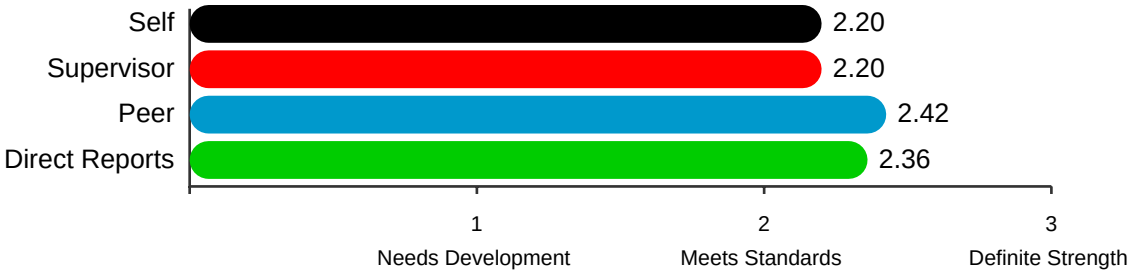
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more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

Dimension	How you see yourself and how others see you.	Gap
Integrity	Self 2.00, Other 2.31	0.31
Feedback	Self 2.00, Other 2.30	0.30
Vision	Self 2.20, Other 2.40	0.20
Continual Improvement	Self 2.20, Other 2.39	0.19
Negotiation	Self 2.20, Other 2.33	0.13
Safety	Self 2.00, Other 2.06	0.06
Accountability	Self 2.20, Other 2.23	0.03
Project Management	Self 2.20, Other 2.21	0.01
Coaching	Self 2.20, Other 2.21	0.01
Emotional Intelligence	Self 2.40, Other 2.33	0.07
Technical	Self 2.20, Other 2.06	0.14



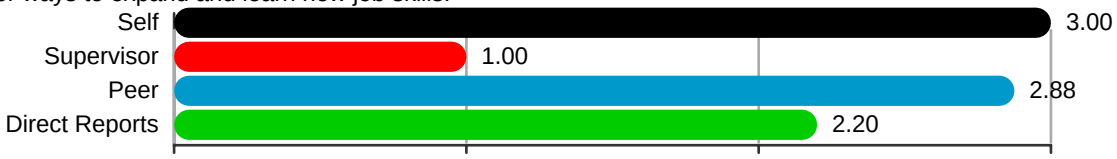
Continual Improvement

Summary Scores



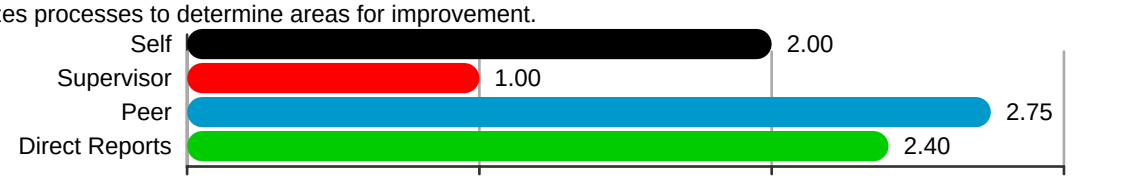
1. Looks for ways to improve work processes and procedures.

2. Looks for ways to expand and learn new job skills.

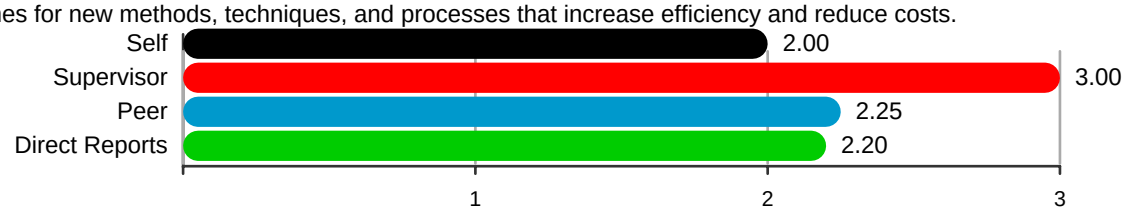


3. Encourages an employee culture of continuous improvement to seek out better ways of doing things.

4. Analyzes processes to determine areas for improvement.



5. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

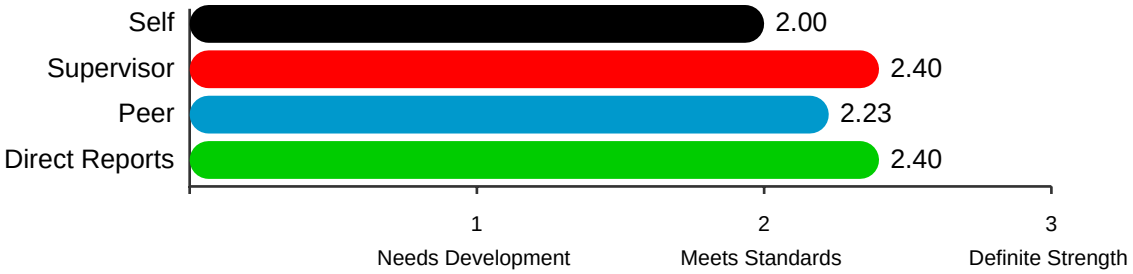
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Looks for ways to improve work processes and procedures.	15	2.27	33.3	7%	60%	33%
2. Looks for ways to expand and learn new job skills.	15	2.53	73.3	20%	7%	73%
3. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	2.33	40.0	7%	53%	40%
4. Analyzes processes to determine areas for improvement.	15	2.47	53.3	7%	40%	53%
5. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- Shows curiosity.
- I enjoy working with _____ and look forward to future opportunities for collaboration.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.

Feedback

Summary Scores



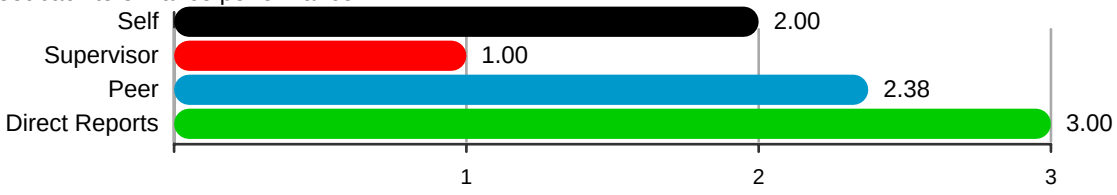
6. Actively seeks feedback from others.

7. Considers other's opinion and suggestions.

8. Is visible and approachable.

9. Asks others for their ideas and opinions.

10. Seeks feedback to enhance performance.



Level of Skill

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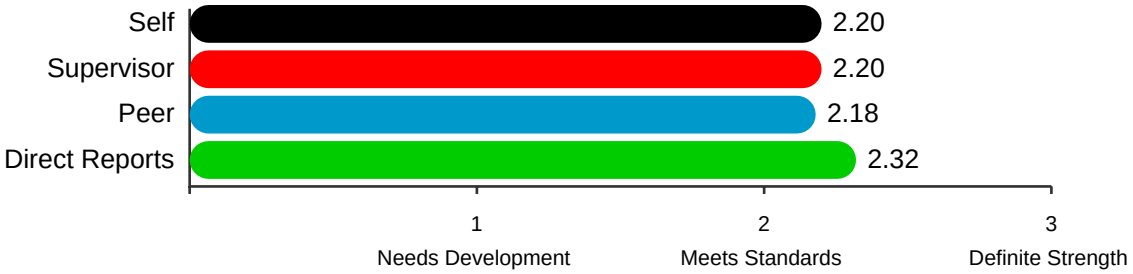
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Actively seeks feedback from others.	15	2.13	33.3	20%	47%	33%
7. Considers other's opinion and suggestions.	15	2.07	26.7	20%	53%	27%
8. Is visible and approachable.	15	2.33	40.0	7%	53%	40%
9. Asks others for their ideas and opinions.	15	2.40	53.3	13%	33%	53%
10. Seeks feedback to enhance performance.	15	2.47	60.0	13%	27%	60%

Comments:

- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- You can count on _____ to be honest and stay true to committments.
- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership.. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definietly the person to redirect the work of [CompanyName] and make it a viable entity.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- Have persistence and tenacity

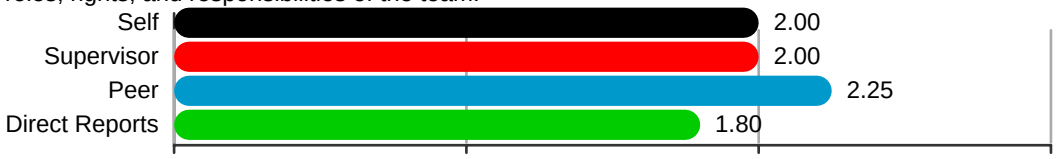
Accountability

Summary Scores

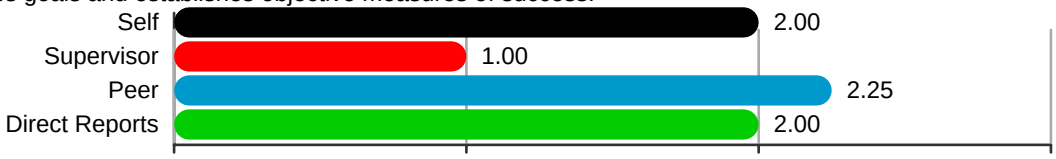


11. Keeps supervisor informed of recent events.

12. Defines roles, rights, and responsibilities of the team.

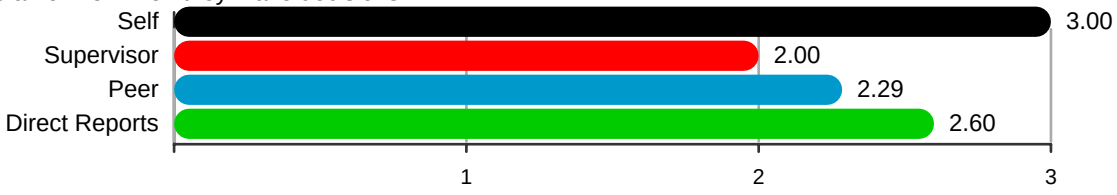


13. Develops goals and establishes objective measures of success.



14. Tackles issues head on and finds solutions.

15. Acts like an owner when they make decisions.



Level of Skill

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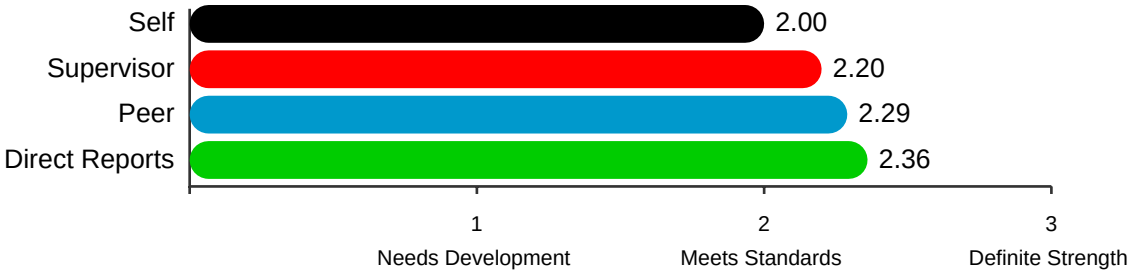
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Keeps supervisor informed of recent events.	15	2.33	40.0	7%	53%	40%
12. Defines roles, rights, and responsibilities of the team.	15	2.07	20.0	13%	67%	20%
13. Develops goals and establishes objective measures of success.	15	2.07	26.7	20%	53%	27%
14. Tackles issues head on and finds solutions.	15	2.27	40.0	13%	47%	40%
15. Acts like an owner when they make decisions.	14	2.43	50.0	7%	43%	50%

Comments:

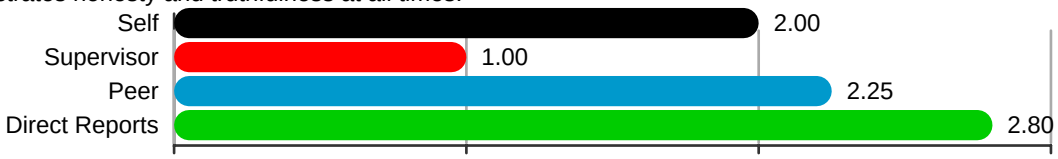
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- He consistently involves employees in shared decision making.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.

Integrity

Summary Scores



16. Demonstrates honesty and truthfulness at all times.

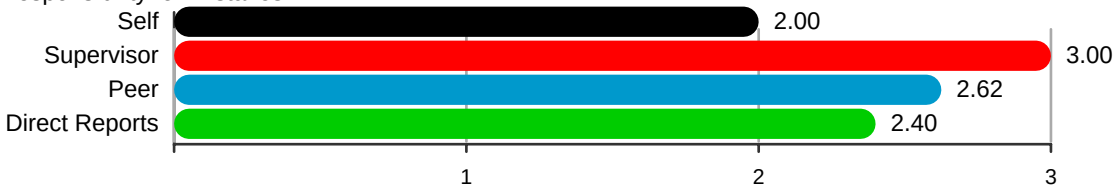


17. Fosters an environment built upon trust.

18. Develops trust and confidence from others.

19. Maintains strong relationships with others.

20. Accepts responsibility for mistakes.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

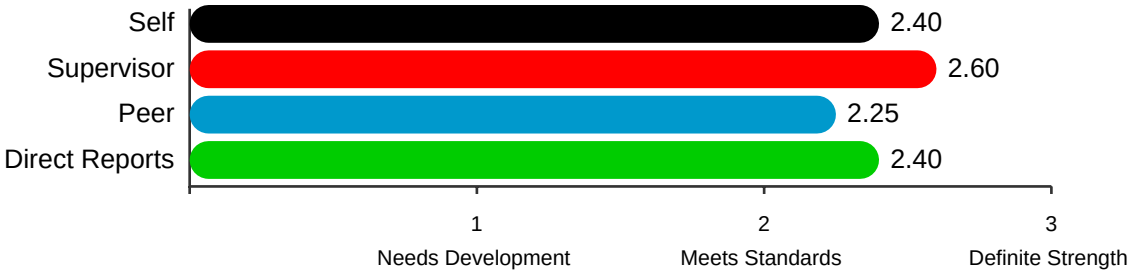
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Demonstrates honesty and truthfulness at all times.	15	2.33	46.7	13%	40%	47%
17. Fosters an environment built upon trust.	15	2.33	40.0	7%	53%	40%
18. Develops trust and confidence from others.	14	2.00	14.3	14%	71%	14%
19. Maintains strong relationships with others.	14	2.21	42.9	21%	36%	43%
20. Accepts responsibility for mistakes.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- _____ collaborates well with other departments and managers.
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- _____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.

Emotional Intelligence

Summary Scores



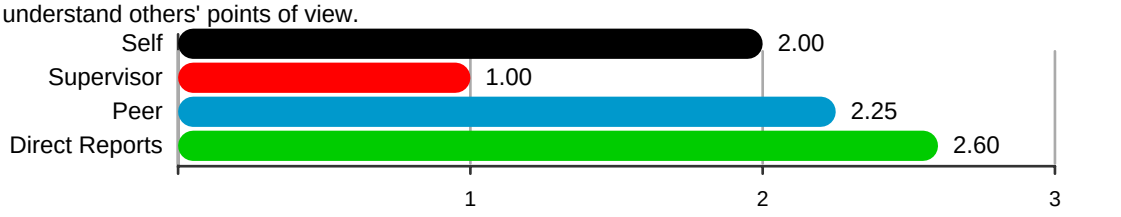
21. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.

22. Accurately perceives the emotional reactions of others.

23. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.

24. Is attentive to emotional cues and interprets others' feelings correctly.

25. Able to understand others' points of view.



Level of Skill

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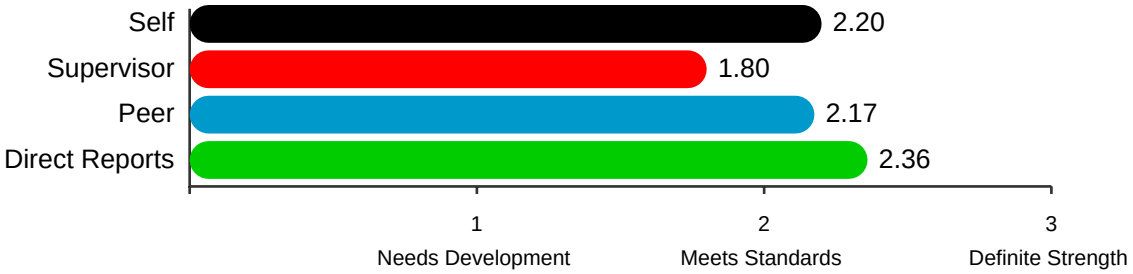
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.60	66.7	7%	27%	67%
22. Accurately perceives the emotional reactions of others.	15	2.33	40.0	7%	53%	40%
23. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.07	20.0	13%	67%	20%
24. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.40	53.3	13%	33%	53%
25. Able to understand others' points of view.	15	2.27	53.3	27%	20%	53%

Comments:

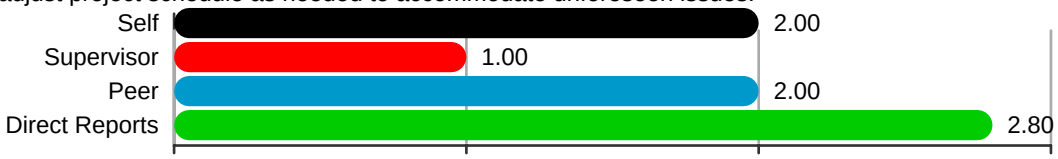
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- He is respectful of the people he works with regardless of the level in the organization.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.

Project Management

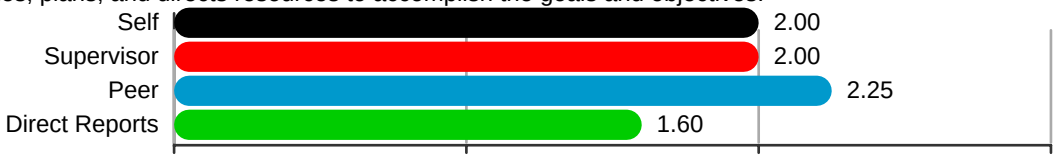
Summary Scores



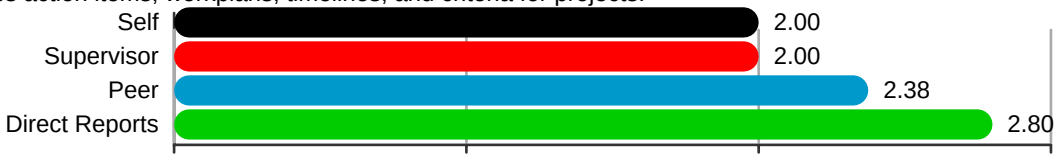
26. Able to adjust project schedule as needed to accommodate unforeseen issues.



27. Organizes, plans, and directs resources to accomplish the goals and objectives.

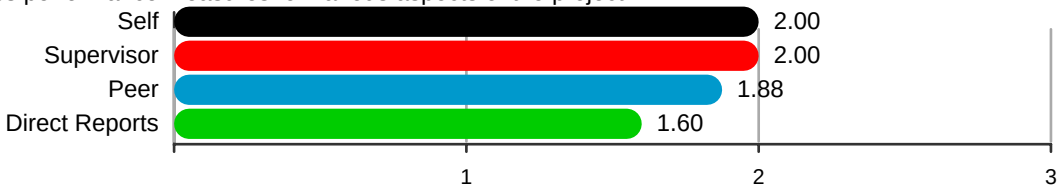


28. Develops action items, workplans, timelines, and criteria for projects.



29. Inspires others to accomplish goals and objectives.

30. Develops performance measures for various aspects of the project.



Level of Skill

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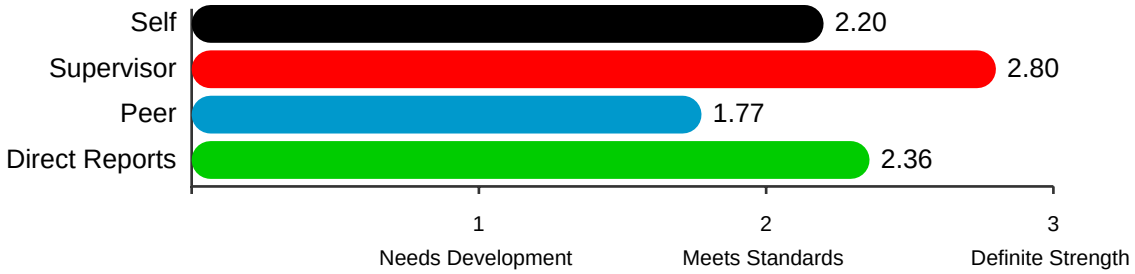
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	2.20	33.3	13%	53%	33%
27. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	2.00	26.7	27%	47%	27%
28. Develops action items, workplans, timelines, and criteria for projects.	15	2.47	53.3	7%	40%	53%
29. Inspires others to accomplish goals and objectives.	15	2.60	60.0		40%	60%
30. Develops performance measures for various aspects of the project.	15	1.80	13.3	33%	53%	13%

Comments:

- He is open to feedback and actively tries to improve.
- There have been many changes in management over the last 5 years. I can truly say that _____ is an exceptional manager. Our dept has made some truly good changes under _____.
- He has the ability to look at the system as a whole and make solid long range decisions.
- _____ is willing to understand how a current process works before wanting to incorporate changes.
- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- It has been a pleasure working with _____. His interactions with customers have improved over the last year.

Technical

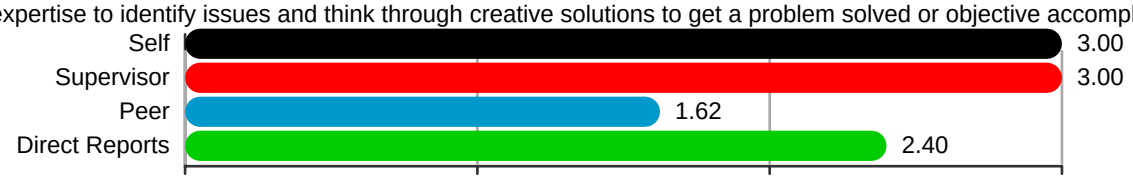
Summary Scores



31. Willingly shares information and expertise; sought out as resource by others

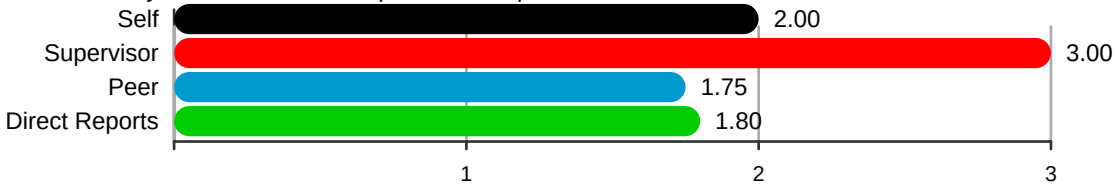
32. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices

33. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



34. Seeks information from others as needed.

35. Demonstrates mastery of the technical competencies required in his/her work.



Level of Skill

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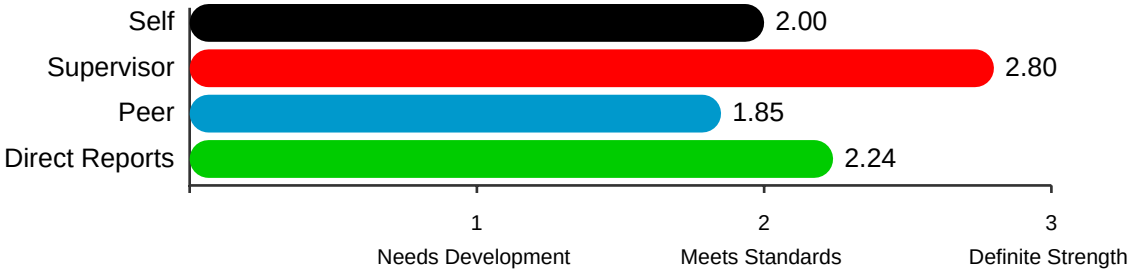
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Willingly shares information and expertise; sought out as resource by others	15	2.13	33.3	20%	47%	33%
32. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	2.13	33.3	20%	47%	33%
33. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	2.07	33.3	27%	40%	33%
34. Seeks information from others as needed.	15	2.13	26.7	13%	60%	27%
35. Demonstrates mastery of the technical competencies required in his/her work.	15	1.87	20.0	33%	47%	20%

Comments:

- He involves our team and holds us accountable out of respect.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- _____ excels at customer service and keeping our team focused on the customer.

Safety

Summary Scores



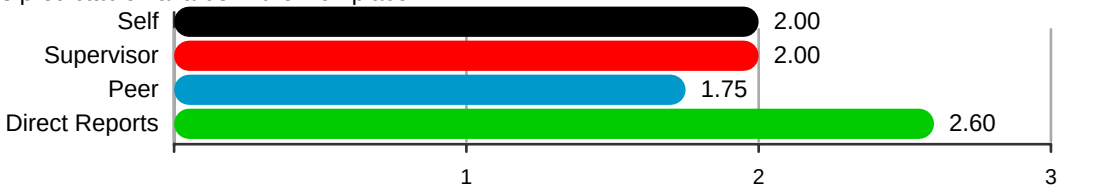
36. Develops a sustainable safety culture.

37. Performs work safely.

38. Is aware of OSHA safety guidelines.

39. Keeps accurate safety records.

40. Identifies predictable hazards 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 (Needs Development) to green (Definite Strength).

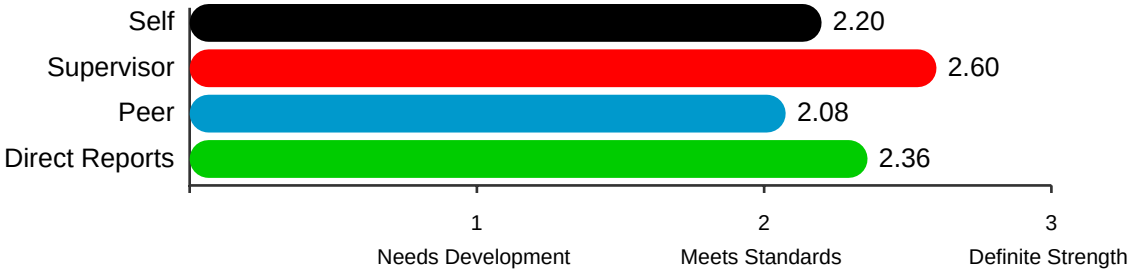
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Develops a sustainable safety culture.	15	1.87	20.0	33%	47%	20%
37. Performs work safely.	15	1.93	13.3	20%	67%	13%
38. Is aware of OSHA safety guidelines.	15	2.07	33.3	27%	40%	33%
39. Keeps accurate safety records.	15	2.33	33.3		67%	33%
40. Identifies predictable hazards in the workplace.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ is the shinning example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely proffesional and competent, compasionate and caring, and dedicated to this unit heart and soul.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- His focus is for quality that is customer centered.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.

Coaching

Summary Scores

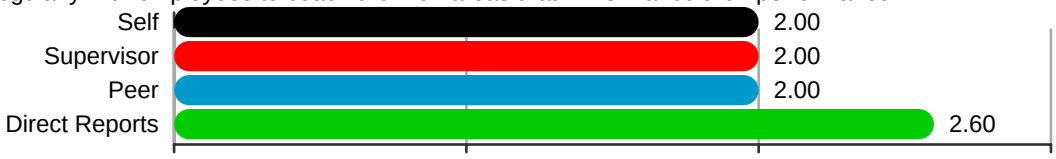


41. Addresses employee behavior problems effectively.

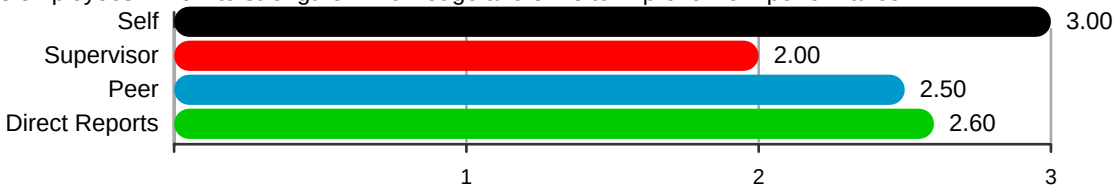
42. Develops the skills and capabilities of others.

43. Helps employees to maintain high personal standards.

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



45. Coaches employees in how to strengthen knowledge and skills to improve work performance.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

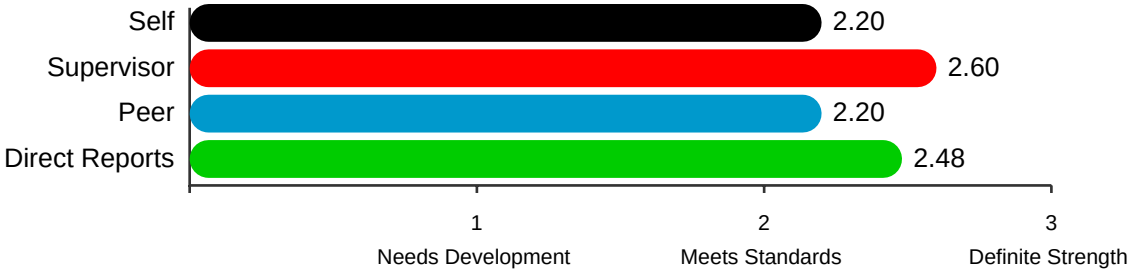
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Addresses employee behavior problems effectively.	15	2.00	26.7	27%	47%	27%
42. Develops the skills and capabilities of others.	15	2.13	33.3	20%	47%	33%
43. Helps employees to maintain high personal standards.	15	2.20	40.0	20%	40%	40%
44. Meets regularly with employees to coach them on areas that will enhance their performance	15	2.20	26.7	7%	67%	27%
45. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	2.53	60.0	7%	33%	60%

Comments:

- He will sit down with all parties involved before he makes a decision.
- He listens to the team.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- It's been great working with him.

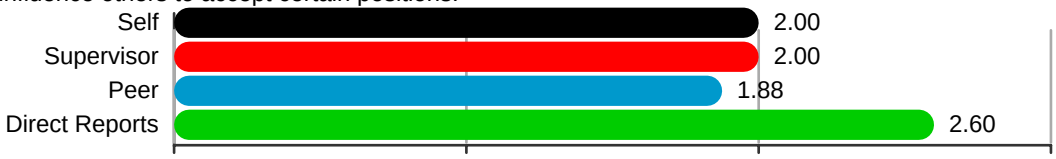
Negotiation

Summary Scores



46. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.

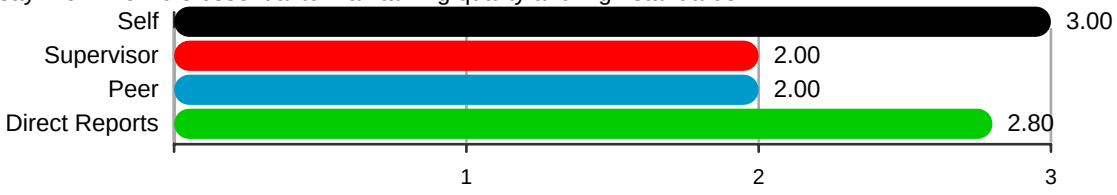
47. Able to influence others to accept certain positions.



48. Is able to decline bad ideas to avoid making poor decisions.

49. Identifies verbal and nonverbal cues to help interpret actions and messages.

50. Able to say "no" when it is essential to maintaining quality and high standards.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

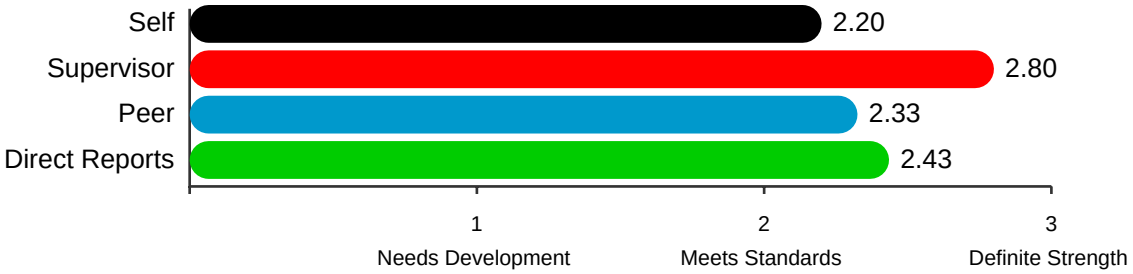
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	2.27	26.7		73%	27%
47. Able to influence others to accept certain positions.	15	2.13	26.7	13%	60%	27%
48. Is able to decline bad ideas to avoid making poor decisions.	15	2.40	40.0		60%	40%
49. Identifies verbal and nonverbal cues to help interpret actions and messages.	15	2.47	46.7		53%	47%
50. Able to say "no" when it is essential to maintaining quality and high standards.	15	2.33	46.7	13%	40%	47%

Comments:

- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- He 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.

Vision

Summary Scores



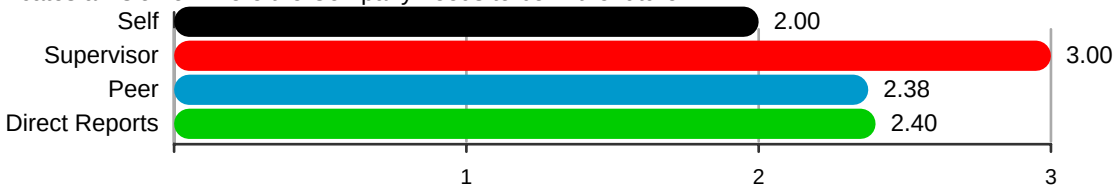
51. Expresses the Company vision in a way that is easily understood and adopted by employees.

52. Develops action plans to align his/her work with the goals of the organization

53. Leads employees in new directions.

54. Clearly articulates a vision for his/her work and inspires others to support it

55. Communicates a vision of where the Company needs to be in the future.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Expresses the Company vision in a way that is easily understood and adopted by employees.	14	2.21	28.6	7%	64%	29%
52. Develops action plans to align his/her work with the goals of the organization	14	2.29	42.9	14%	43%	43%
53. Leads employees in new directions.	15	2.53	53.3		47%	53%
54. Clearly articulates a vision for his/her work and inspires others to support it	15	2.47	46.7		53%	47%
55. Communicates a vision of where the Company needs to be in the future.	15	2.40	40.0		60%	40%

Comments:

- Timeliness and accountability of projects.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- He is always available to listen, lend a hand, or guide the staff when needed.
- He consistently helps us in problem solving a variety of issues.
- He seems to be well respected from members of his own team as well.
- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- _____ has an incredible vision for our organization's strategy and improvement efforts.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- 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.
- _____ is very visible on the unit. Spending many hours with staff.

What do you like best about working with this individual?

- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- He sets a good example for personal growth.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.

What do you like least about working with this individual?

- _____ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. _____ also helps his team recognize areas of improvement and works to improve those areas as well.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- _____ is a great role model and leader. Others could learn from his style.
- I truly enjoy working with _____ on a daily basis.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- He uses the strengths of everyone around him to get the best solutions possible.

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

- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his collegues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.
- _____ can be counted on for his reliability.
- He has taken his team to the next level.
- _____ is a very effective communicator and I always felt very well informed as his direct report.

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

- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- _____ is organized and thorough.
- _____ uses his available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.

Any final comments?

- He keeps focused on things that are important for his department to run smoothly.
- He would benefit from soliciting more feedback and pushing others to do more.
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- Improvement should come over time. There is potential which is present.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- He challenges me every day to be my best and I appreciate that.