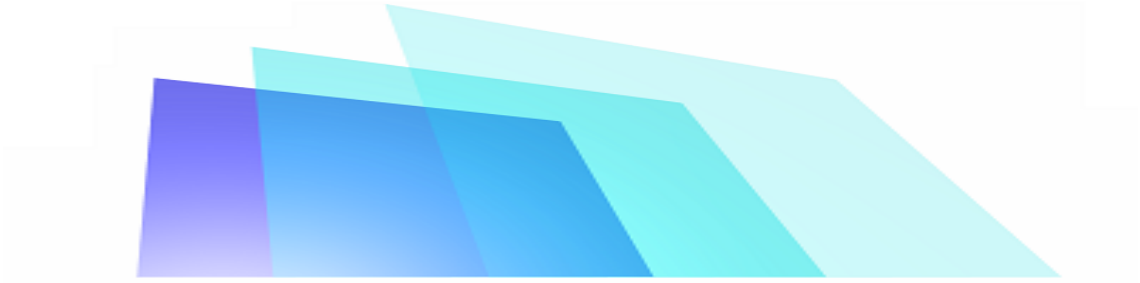


Feedback Results
Your CompanyName Here
2024

Sample Employee

Results Generated by HR-Survey
June 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.

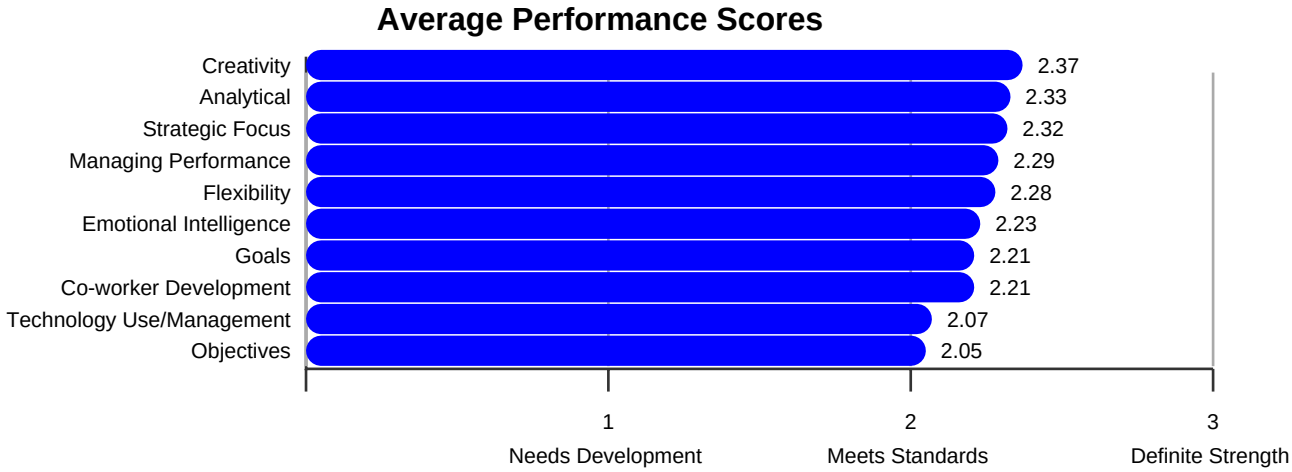
What to Do with Your Feedback

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 10 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.



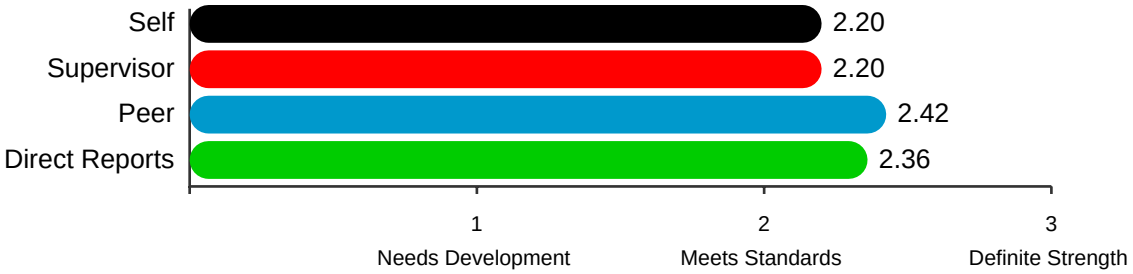
Gap Analysis

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
Managing Performance	Self 2.00, Other 2.31	0.31
Flexibility	Self 2.00, Other 2.30	0.30
Creativity	Self 2.20, Other 2.39	0.19
Strategic Focus	Self 2.20, Other 2.33	0.13
Objectives	Self 2.00, Other 2.06	0.06
Emotional Intelligence	Self 2.20, Other 2.23	0.03
Goals	Self 2.20, Other 2.21	0.01
Co-worker Development	Self 2.20, Other 2.21	0.01
Analytical	Self 2.40, Other 2.33	0.07
Technology Use/Management	Self 2.20, Other 2.06	0.14

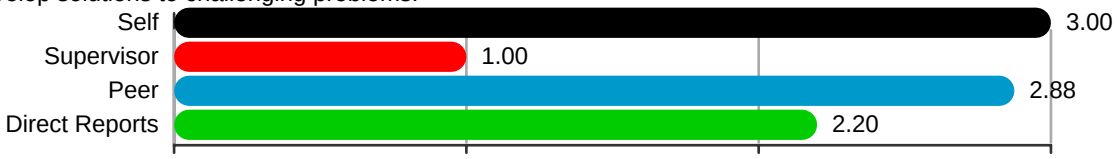
Creativity

Summary Scores



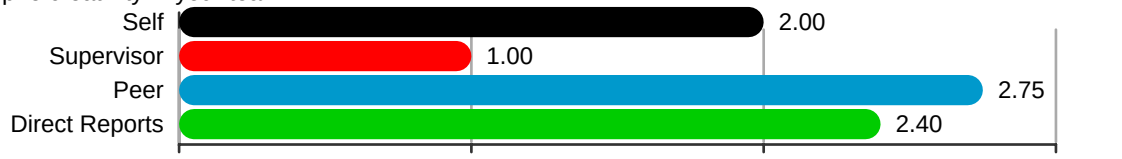
1. You are creative and inspirational.

2. You develop solutions to challenging problems.

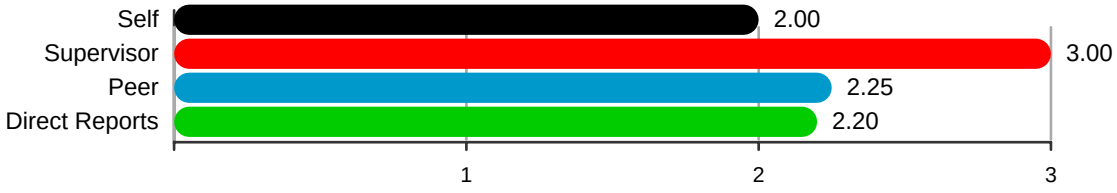


3. You add value to the department/organization.

4. You inspire creativity in your team.



5. You create a lot of new ideas.



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).

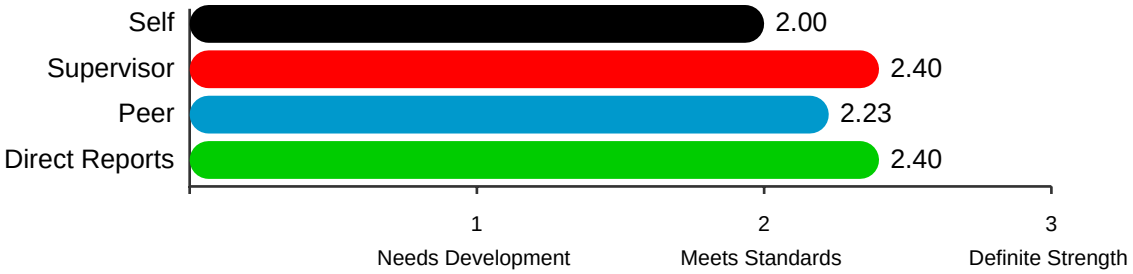
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You are creative and inspirational.	15	2.27	33.3	7%	60%	33%
2. You develop solutions to challenging problems.	15	2.53	73.3	20%	7%	73%
3. You add value to the department/organization.	15	2.33	40.0	7%	53%	40%
4. You inspire creativity in your team.	15	2.47	53.3	7%	40%	53%
5. You create a lot of new ideas.	15	2.27	40.0	13%	47%	40%

Comments:

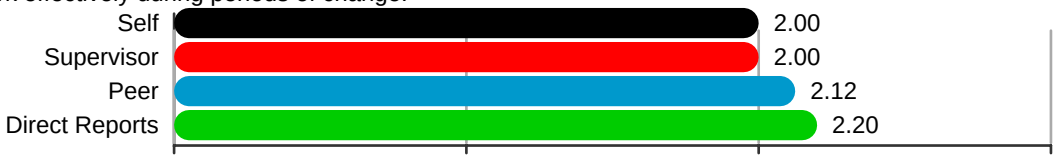
- I truly enjoy working with ___ on a daily basis.
- I appreciate her openness and availability to all the staff.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- ___ is a strong advocate for both the customer and staff.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.

Flexibility

Summary Scores



6. You work effectively during periods of change.



7. You are able to adapt to new situations.

8. You are open to the perspectives/viewpoints of others.

9. You adapt to circumstances as needed.

10. You can handle changes without complaining.

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).

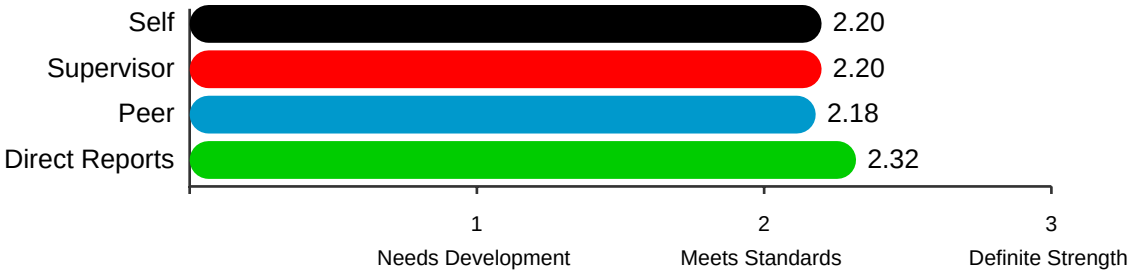
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You work effectively during periods of change.	15	2.13	33.3	20%	47%	33%
7. You are able to adapt to new situations.	15	2.07	26.7	20%	53%	27%
8. You are open to the perspectives/viewpoints of others.	15	2.33	40.0	7%	53%	40%
9. You adapt to circumstances as needed.	15	2.40	53.3	13%	33%	53%
10. You can handle changes without complaining.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- Knowledge, experience, and the will to help when help is needed.
- She is a fantastic resource.
- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- ___ sets high standards for those she works with and expects the same of herself.

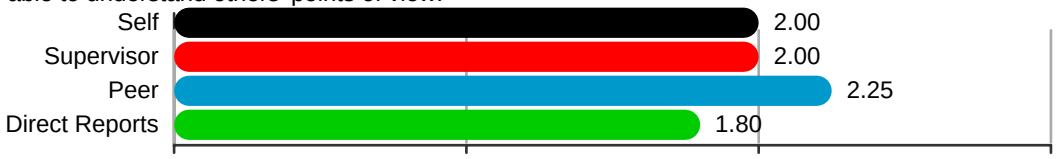
Emotional Intelligence

Summary Scores

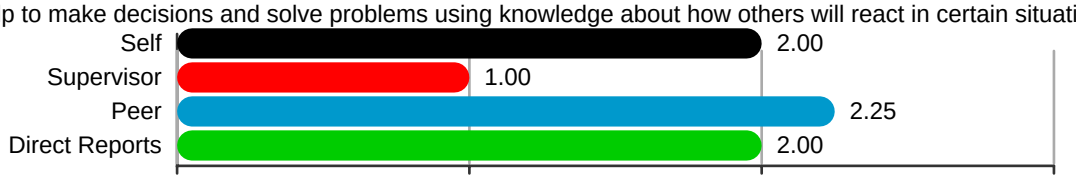


11. You are attentive to emotional cues and interprets others' feelings correctly.

12. You are able to understand others' points of view.

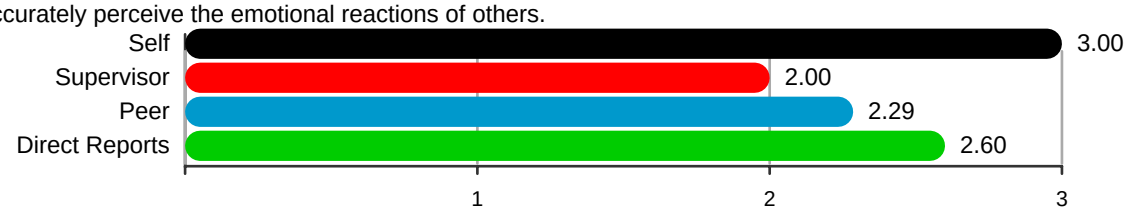


13. You help to make decisions and solve problems using knowledge about how others will react in certain situations.



14. You are able to control your own emotions.

15. You accurately perceive the emotional reactions of others.



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).

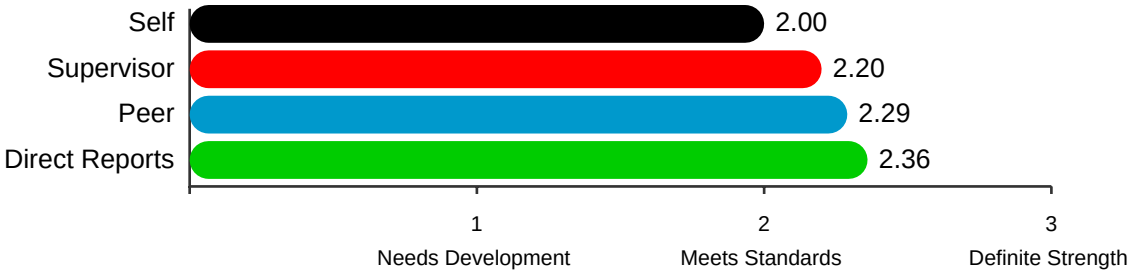
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You are attentive to emotional cues and interprets others' feelings correctly.	15	2.33	40.0	7%	53%	40%
12. You are able to understand others' points of view.	15	2.07	20.0	13%	67%	20%
13. You help to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.07	26.7	20%	53%	27%
14. You are able to control your own emotions.	15	2.27	40.0	13%	47%	40%
15. You accurately perceive the emotional reactions of others.	14	2.43	50.0	7%	43%	50%

Comments:

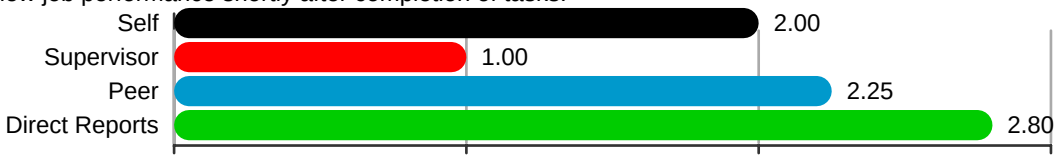
- ___ is organized and thorough.
- I feel confident as if she treats us all as equals.
- ___ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- She is a very diligent hard worker.
- Constantly working on improving the customer experience.

Managing Performance

Summary Scores



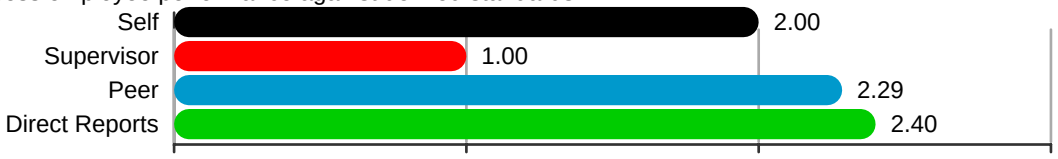
16. You review job performance shortly after completion of tasks.



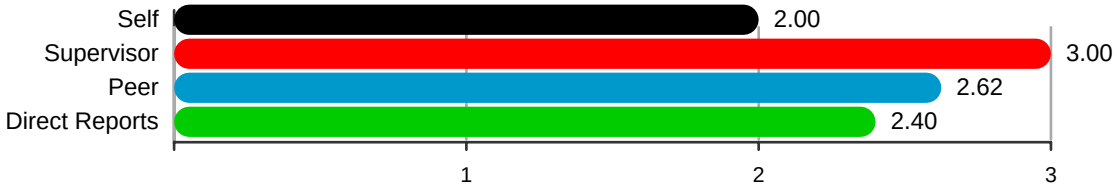
17. You address poor performance sooner rather than later.

18. You set long and short term goals.

19. You assess employee performance against defined standards.



20. You make sure commitments are understood and met.



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).

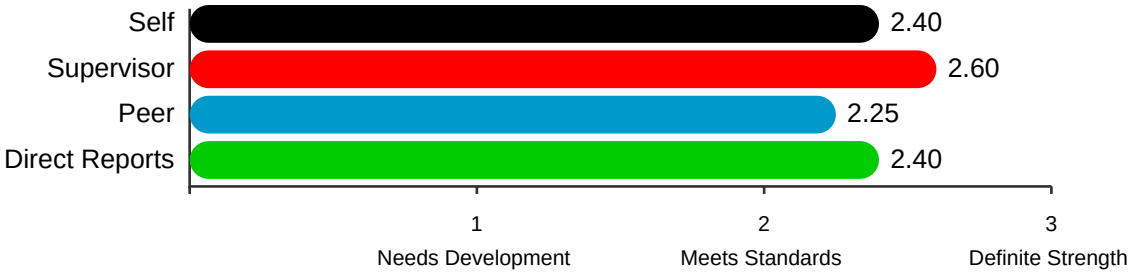
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You review job performance shortly after completion of tasks.	15	2.33	46.7	13%	40%	47%
17. You address poor performance sooner rather than later.	15	2.33	40.0	7%	53%	40%
18. You set long and short term goals.	14	2.00	14.3	14%	71%	14%
19. You assess employee performance against defined standards.	14	2.21	42.9	21%	36%	43%
20. You make sure commitments are understood and met.	15	2.53	60.0	7%	33%	60%

Comments:

- She is eager to learn and eager to share knowledge.
- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- 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.

Analytical

Summary Scores



21. You identifiy opportunities for progress and innovation.

22. You identify the root cause of a problem.

23. You identify problems and issues needing resolution.

24. You analyze issues and reduce them to their component parts.

25. You implement data validation techniques and methods.

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).

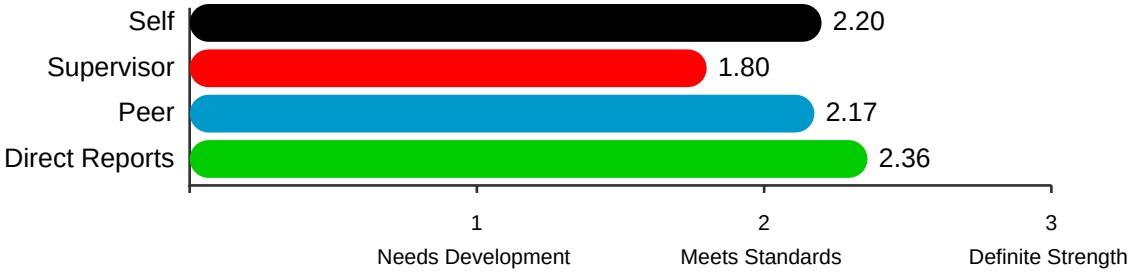
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You identifiy opportunities for progress and innovation.	15	2.60	66.7	7%	27%	67%
22. You identify the root cause of a problem.	15	2.33	40.0	7%	53%	40%
23. You identify problems and issues needing resolution.	15	2.07	20.0	13%	67%	20%
24. You analyze issues and reduce them to their component parts.	15	2.40	53.3	13%	33%	53%
25. You implement data validation techniques and methods.	15	2.27	53.3	27%	20%	53%

Comments:

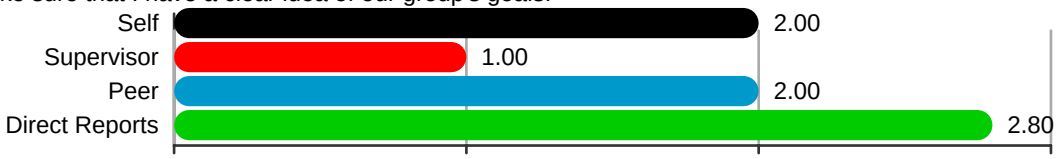
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- ___ knows her team very well and is gaining the same knowledge in regards to her team
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!

Goals

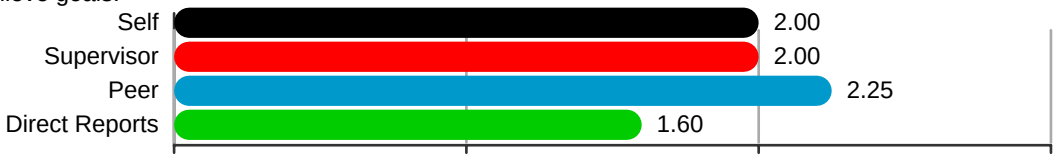
Summary Scores



26. You make sure that I have a clear idea of our group's goals.



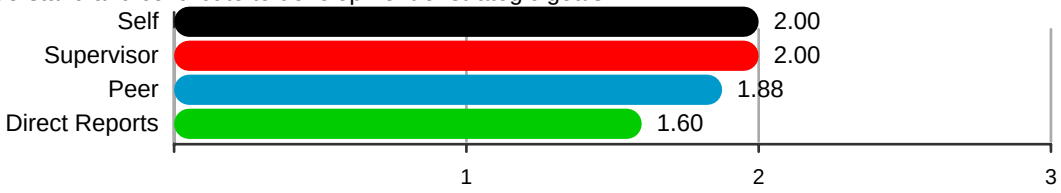
27. You achieve goals.



28. You conduct timely follow-up; keeps others informed on a need to know basis.

29. You set high expectations and goals; encourages others to support the organization.

30. You understand and contribute to development of strategic goals.



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).

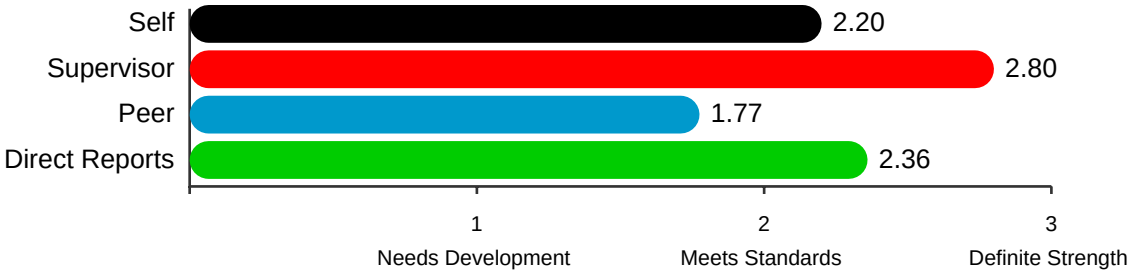
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You make sure that I have a clear idea of our group's goals.	15	2.20	33.3	13%	53%	33%
27. You achieve goals.	15	2.00	26.7	27%	47%	27%
28. You conduct timely follow-up; keeps others informed on a need to know basis.	15	2.47	53.3	7%	40%	53%
29. You set high expectations and goals; encourages others to support the organization.	15	2.60	60.0		40%	60%
30. You understand and contribute to development of strategic goals.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- ___ 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.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.
- Always has the company's best interest at heart.

Technology Use/Management

Summary Scores



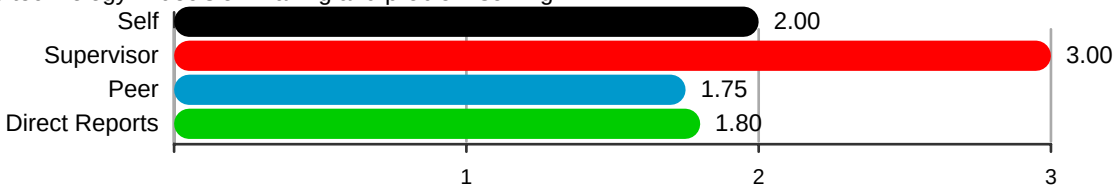
31. You maximize the use of new technology to deliver products and services.

32. You understand and are committed to implementing new technologies.

33. You are proficient in the use of technical systems and processes.

34. You identify gaps between actual and needed technical competencies and provide recommendations for required training.

35. You use technology in decision making and problem solving.



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).

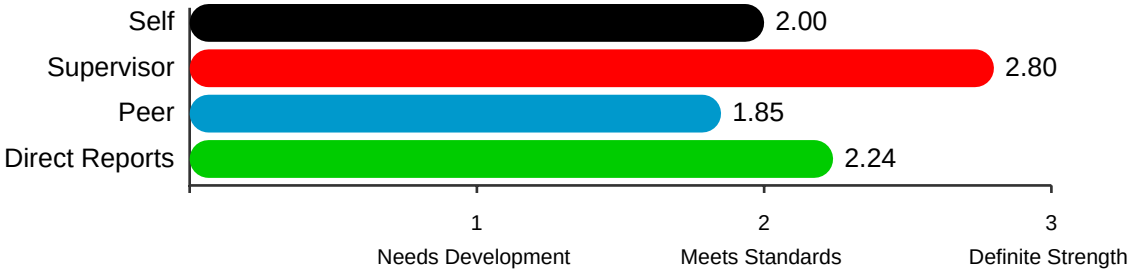
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You maximize the use of new technology to deliver products and services.	15	2.13	33.3	20%	47%	33%
32. You understand and are committed to implementing new technologies.	15	2.13	33.3	20%	47%	33%
33. You are proficient in the use of technical systems and processes.	15	2.07	33.3	27%	40%	33%
34. You identify gaps between actual and needed technical competencies and provide recommendations for required training.	15	2.13	26.7	13%	60%	27%
35. You use technology in decision making and problem solving.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ 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.
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- I feel ___ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- ___ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life•" works, she is able to listen and alter her approach for consideration to staff's views.
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- She is determined to find the answer to any problem or obstacle in her way.

Objectives

Summary Scores



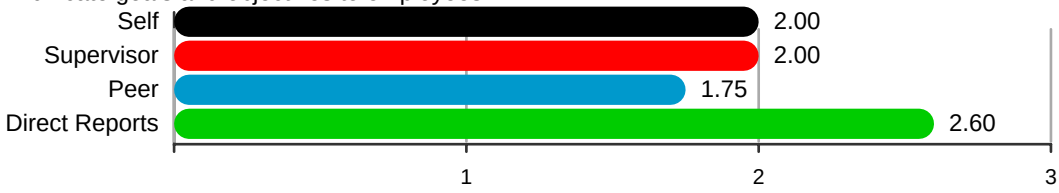
36. You effectively organize resources and plans

37. You consistently provide me with timely feedback for improving my performance.

38. You establish goals and objectives.

39. You assure [Company] principles are understood, employed & pursued.

40. You communicate goals and objectives to employees.



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).

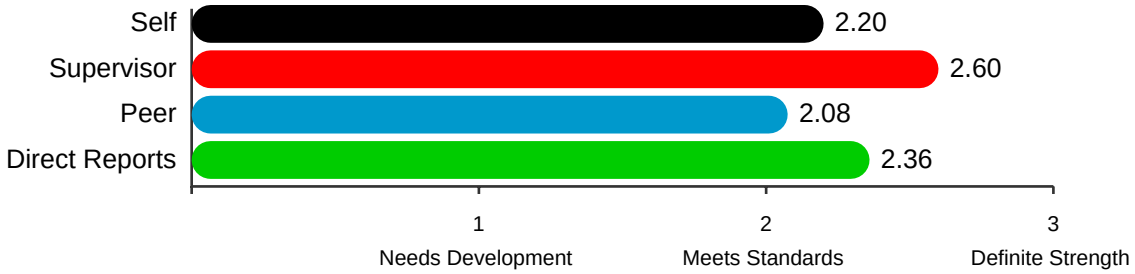
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You effectively organize resources and plans	15	1.87	20.0	33%	47%	20%
37. You consistently provide me with timely feedback for improving my performance.	15	1.93	13.3	20%	67%	13%
38. You establish goals and objectives.	15	2.07	33.3	27%	40%	33%
39. You assure [Company] principles are understood, employed & pursued.	15	2.33	33.3		67%	33%
40. You communicate goals and objectives to employees.	15	2.07	33.3	27%	40%	33%

Comments:

- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- I think she is doing really good work and I found that to be one area I could list that might help.
- ___ is a "One of a kind" She is a great manager.
- She cares deeply for what she does and it shows.
- ___ consistently asks how the day is going, if she can help us at all.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.

Co-worker Development

Summary Scores



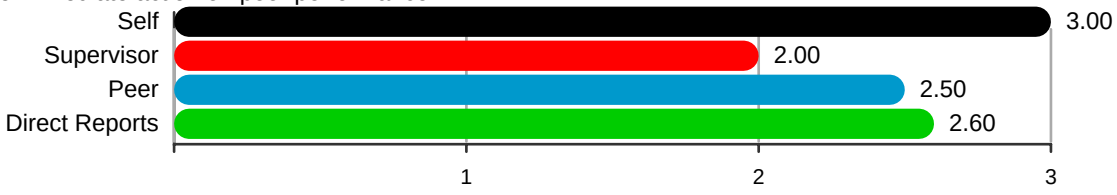
41. You provide ongoing feedback to co-workers on your development progress

42. You work to identify root causes of performance problems

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

44. You adapt coaching and mentoring approach to meet the style or needs of individuals

45. You take immediate action on poor 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).

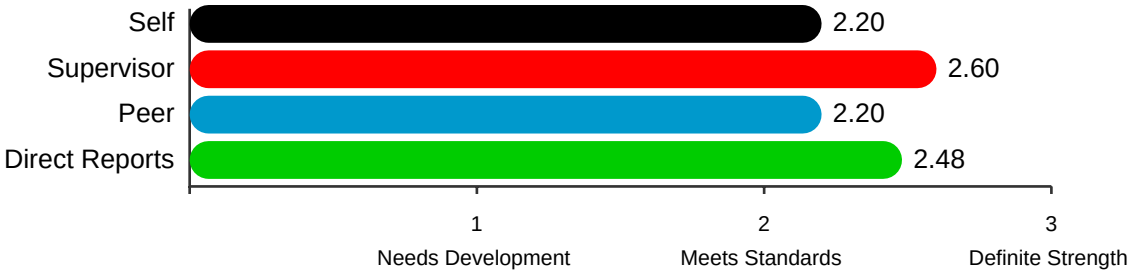
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You provide ongoing feedback to co-workers on your development progress	15	2.00	26.7	27%	47%	27%
42. You work to identify root causes of performance problems	15	2.13	33.3	20%	47%	33%
43. You give others development opportunities through project assignments and increased job responsibilities	15	2.20	40.0	20%	40%	40%
44. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	2.20	26.7	7%	67%	27%
45. You take immediate action on poor performance	15	2.53	60.0	7%	33%	60%

Comments:

- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- She is passionate about providing the services necessary to meet the needs of our organization.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- ___ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.

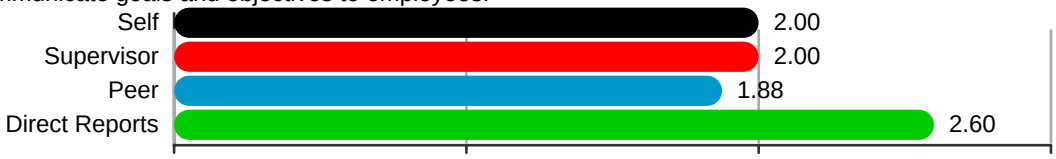
Strategic Focus

Summary Scores



46. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.

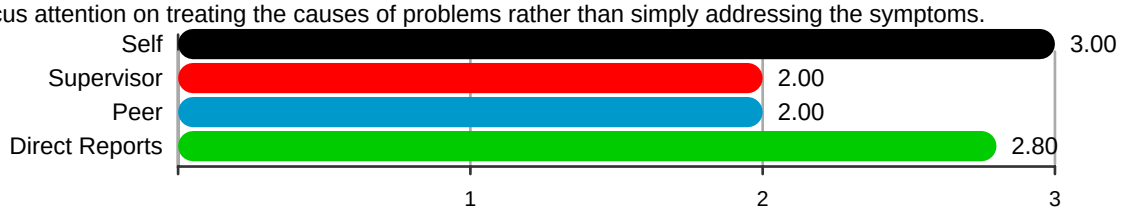
47. You communicate goals and objectives to employees.



48. You monitor performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.

49. You understand your role within the organization.

50. You focus attention on treating the causes of problems rather than simply addressing the symptoms.



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. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	2.27	26.7		73%	27%
47. You communicate goals and objectives to employees.	15	2.13	26.7	13%	60%	27%
48. You monitor performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.40	40.0		60%	40%
49. You understand your role within the organization.	15	2.47	46.7		53%	47%
50. You focus attention on treating the causes of problems rather than simply addressing the symptoms.	15	2.33	46.7	13%	40%	47%

Comments:

- I garner ideas from her regularly and look to her as a mentor.
- ___ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- I think ___ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ___ took over and I feel ___ has risen to the occasion and handled herself well.
- She makes me feel like an important and valued team member.

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 knowledge of what's needed to take us to the next level (designation) is to be commended.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- 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 very friendly and expresses genuine care for the staff when she is present.
- ___ 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.

What do you like best about working with this individual?

- She is, quite simply, the best boss I've ever had.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- ___ is a outstanding manager.
- ___ has improved with her follow-up assignments from meetings.

What do you like least about working with this individual?

- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She dosen't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- There is room for improvement in all these elements.
- 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.
- She has also greatly improved her communication.
- Is reliable and keeps the team focused on the delivery of outcomes.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.

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

- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- ___ takes pride in her department. Her follow through is excellent. ___ leads be example.

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

- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- She is also very enthusiastic and energetic.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- 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.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- ___ listens to employees ideas and concerns and address the issues right away.

Any final comments?

- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- She could help teammates by becoming more proficient in some areas.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.