



Feedback Results
Your CompanyName Here
2024

Sample Employee

Results Generated by HR-Survey

November 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.

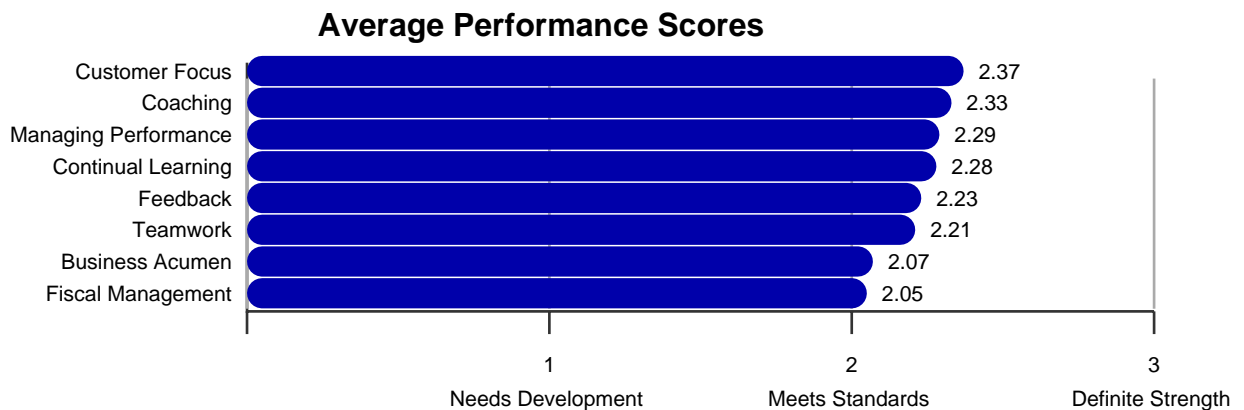
What to Do with Your Feedback

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 8 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.



Customer Focus

Definition:

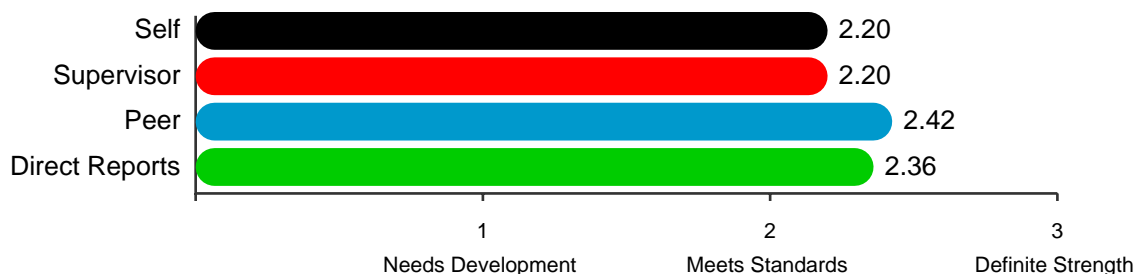
Prioritizing the customer's needs, expectations interactions above all else.
 Understanding and addressing customer needs, providing excellent service.
 Consistently delivering value to customers. A customer-focused approach involves fostering a company culture dedicated to enhancing customer satisfaction and building strong customer relationships.

Why this is Important:

Knowing your customer's needs, sometimes even before they articulate it, allows you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer satisfaction and loyalty. When you go above and beyond what customers expect, you create memorable experiences that can set your business apart from competitors. This can lead to positive word-of-mouth and repeat business. Quick and effective responses to customer inquiries or issues demonstrate that you value their time and business. A commitment to resolving their concerns shows that you are reliable and trustworthy.

Summary Scores:

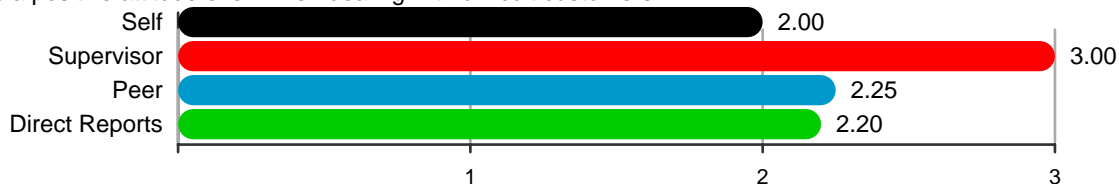
The summary scores shown here are an average of each of the items in this competency.



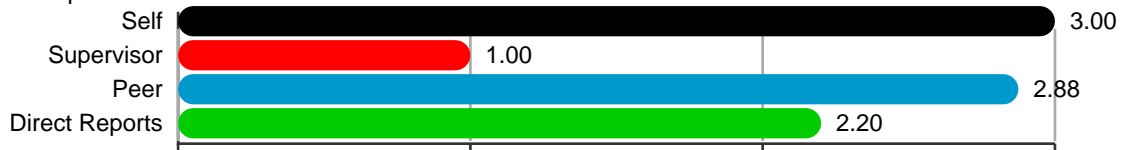
Scores on Each Item:

The scores for each of the items in this competency are shown below.

1. Exhibits a positive attitude even when dealing with difficult customers.



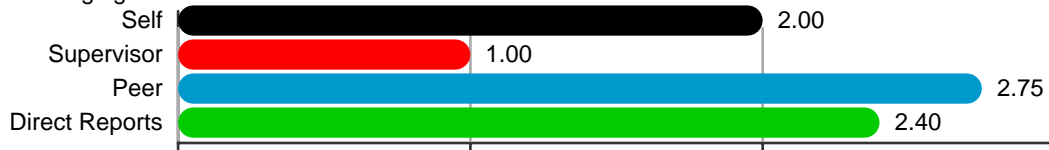
2. Sets an example for excellent customer relations.



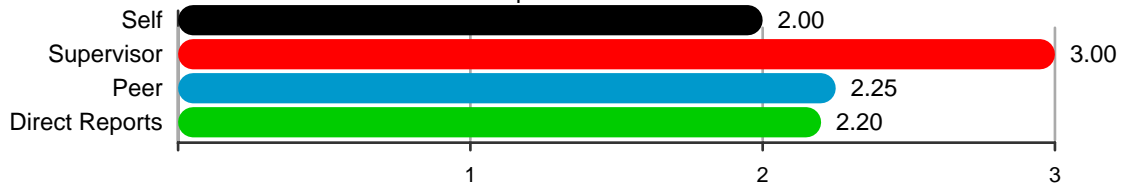
3. Interacts with customers to define roles, expectations, and responsibilities.



4. Adapts to changing customer needs.



5. Does not hesitate to address customer concerns or complaints.



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. Exhibits a positive attitude even when dealing with difficult customers.	15	2.27	33.3	7%	60%	33%
2. Sets an example for excellent customer relations.	15	2.53	73.3	20%	7%	73%
3. Interacts with customers to define roles, expectations, and responsibilities.	15	2.33	40.0	7%	53%	40%
4. Adapts to changing customer needs.	15	2.47	53.3	7%	40%	53%
5. Does not hesitate to address customer concerns or complaints.	15	2.27	40.0	13%	47%	40%

Comments:

- Timeliness and accountability of projects.
- Uses her people skills to change negative situations into positive.
- ___ applied her strong analytical skills to problem solving.
- Does well in most technical skills and is willing to learn anything that is new
- ___ is respected by the team and they openly seek out her advise or opinion.
- I work with ___ regularly and see her interactions with other leaders frequently.

Continual Learning

Definition:

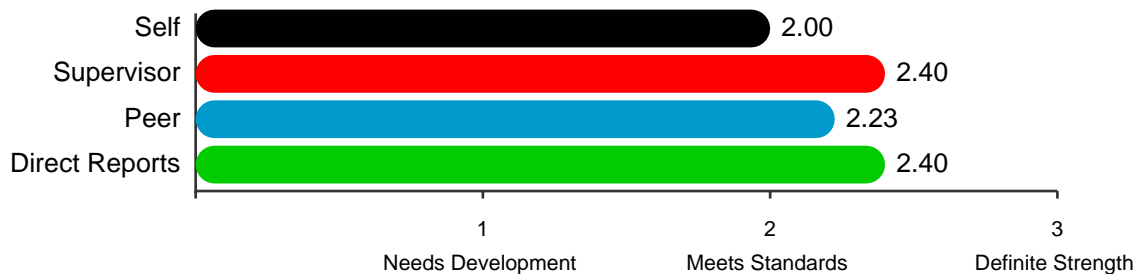
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

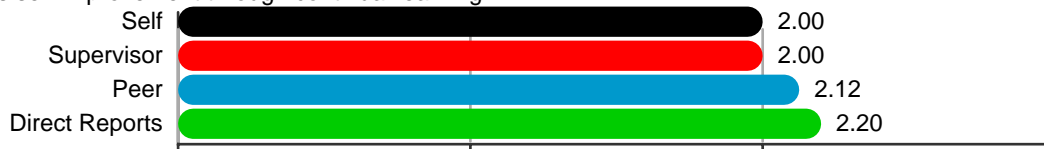
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

6. Pursues self-improvement through continual learning.



7. Views setbacks as opportunities to learn from.



8. Participates in regular training offered.



9. Improves on their skill sets.



10. Is open to new ideas and concepts.



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. Pursues self-improvement through continual learning.	15	2.13	33.3	20%	47%	33%
7. Views setbacks as opportunities to learn from.	15	2.07	26.7	20%	53%	27%
8. Participates in regular training offered.	15	2.33	40.0	7%	53%	40%
9. Improves on their skill sets.	15	2.40	53.3	13%	33%	53%
10. Is open to new ideas and concepts.	15	2.47	60.0	13%	27%	60%

Comments:

- She is truly dedicated to doing a good job, by helping us do a good job.
- I like that she challenges me.
- ___ is an impressive performer.
- 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.
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
-

Over the past year I've noticed that ____ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.

Feedback

Definition:

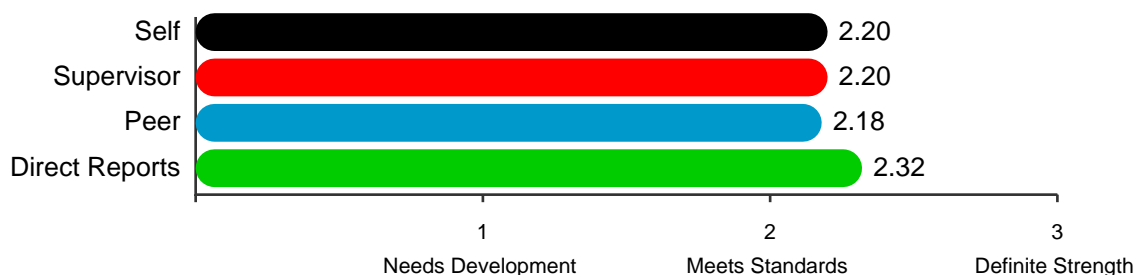
Accepts and provides evaluative or corrective information to improve performance.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



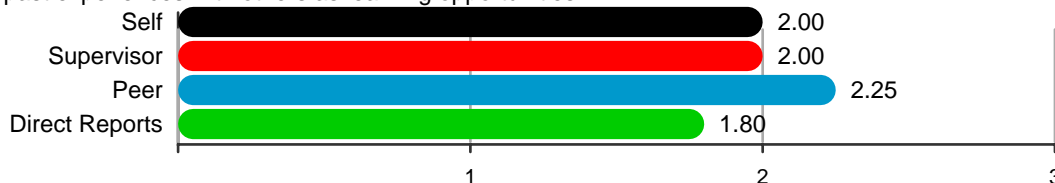
Scores on Each Item:

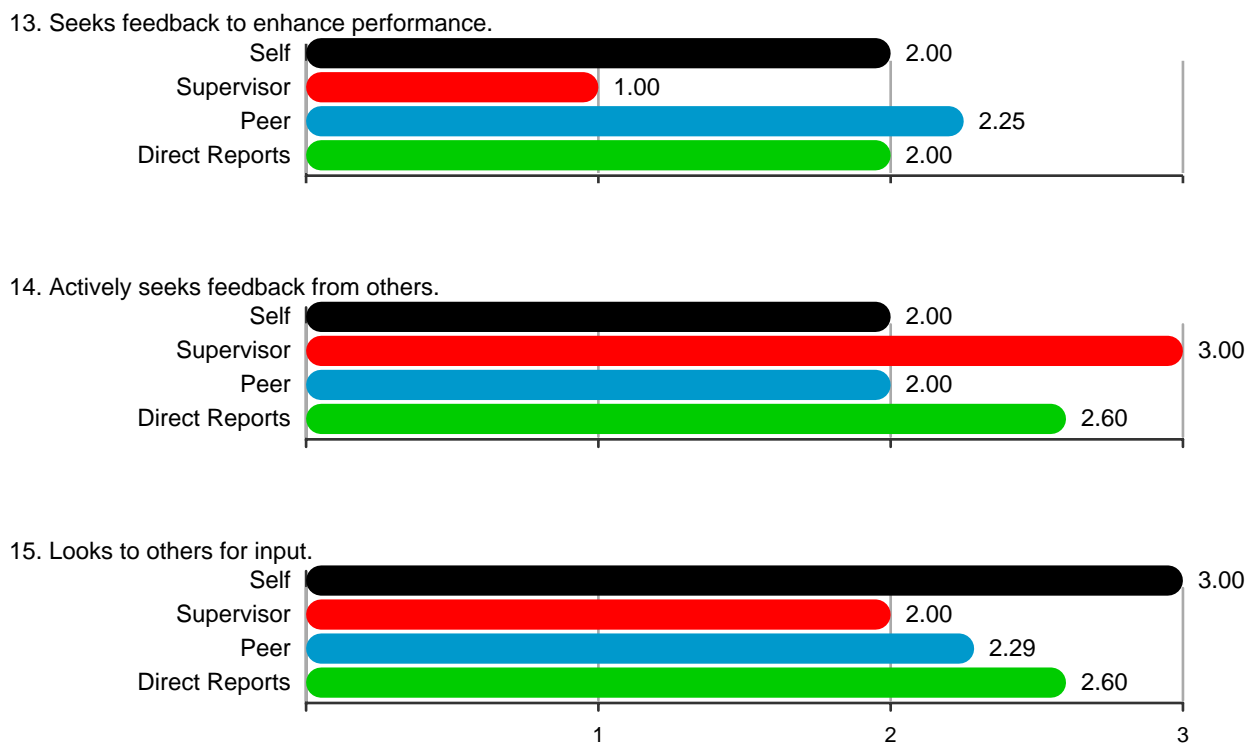
The scores for each of the items in this competency are shown below.

11. Asks others for their ideas and opinions.



12. Shares past experiences with others as learning opportunities.





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. Asks others for their ideas and opinions.	15	2.33	40.0	7%	53%	40%
12. Shares past experiences with others as learning opportunities.	15	2.07	20.0	13%	67%	20%
13. Seeks feedback to enhance performance.	15	2.07	26.7	20%	53%	27%
14. Actively seeks feedback from others.	15	2.27	40.0	13%	47%	40%
15. Looks to others for input.	14	2.43	50.0	7%	43%	50%

Comments:

- I garner ideas from her regularly and look to her as a mentor.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- She is willing to fill in with daily workload when we are short staffed.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.
- I have had personal interactions with ___ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments

Managing Performance

Definition:

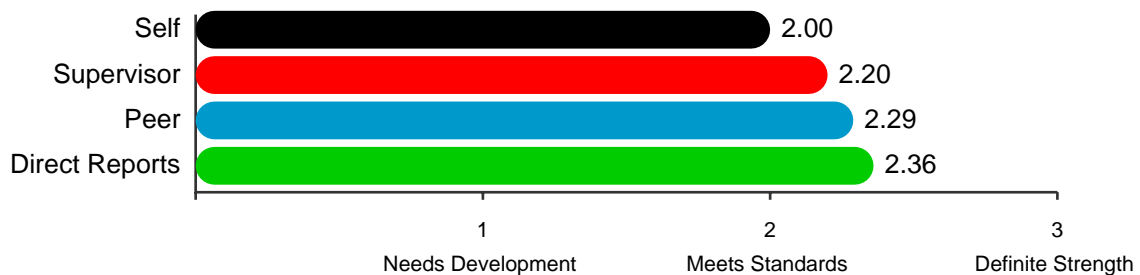
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

Why this is Important:

Performance Management is an important supervisory skill that impacts business operations by setting expectations for achieving superior performance. It provides a framework for measuring work and motivating employees to achieve goals consistent with the organization's mission and values.

Summary Scores:

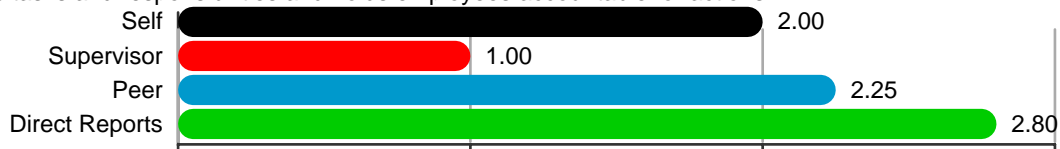
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

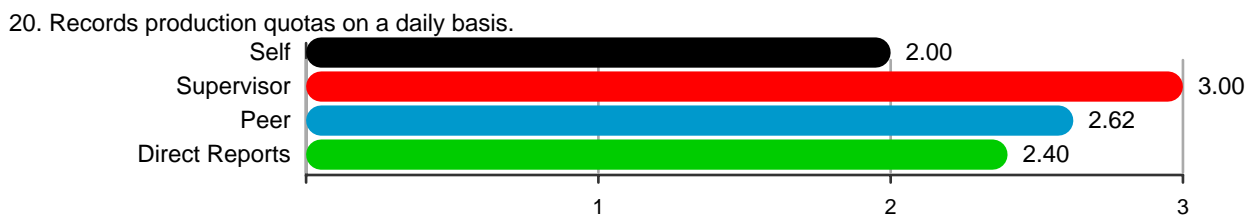
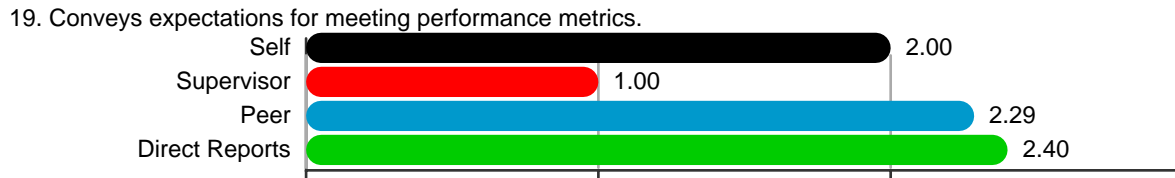
The scores for each of the items in this competency are shown below.

16. Assigns tasks and responsibilities and holds employees accountable for actions.



17. Measures performance of goals and objectives.





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. Assigns tasks and responsibilities and holds employees accountable for actions.	15	2.33	46.7	13%	40%	47%
17. Measures performance of goals and objectives.	15	2.33	40.0	7%	53%	40%
18. Rewards individuals who show imagination in developing creative solutions to problems.	14	2.00	14.3	14%	71%	14%
19. Conveys expectations for meeting performance metrics.	14	2.21	42.9	21%	36%	43%
20. Records production quotas on a daily basis.	15	2.53	60.0	7%	33%	60%

Comments:

- She follows up on questions and she is easily accessible. I think she is doing a great job!
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- Cannot think of anything
- ___ does a great job of keeping the lines of communication and this is appreciated.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.

Coaching

Definition:

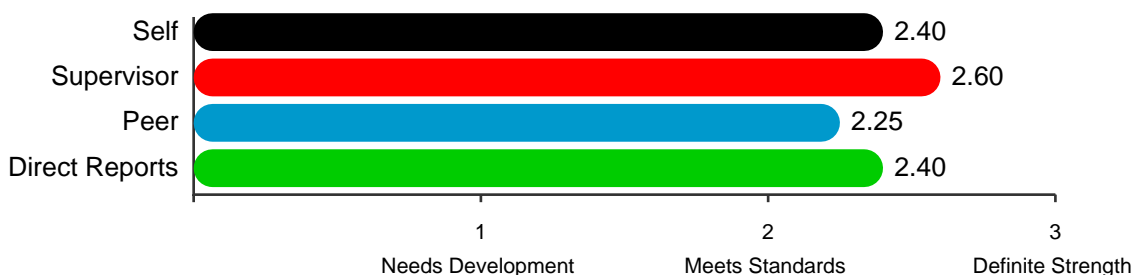
Mentors and guides others.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

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Scores on Each Item:

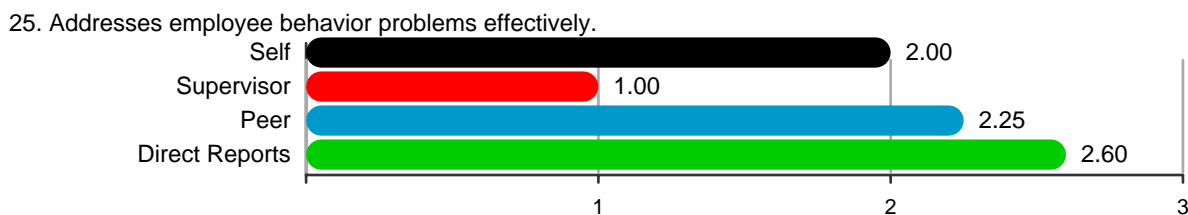
The scores for each of the items in this competency are shown below.

21. Helps employees to maintain high personal standards.



22. Develops the skills and capabilities 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
21. Helps employees to maintain high personal standards.	15	2.60	66.7	7%	27%	67%
22. Develops the skills and capabilities of others.	15	2.33	40.0	7%	53%	40%
23. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	2.07	20.0	13%	67%	20%
24. Provides clear, motivating, and constructive feedback.	15	2.40	53.3	13%	33%	53%
25. Addresses employee behavior problems effectively.	15	2.27	53.3	27%	20%	53%

Comments:

- She is in an often times impossible position and is doing well all things considered
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- ___'s management style is excellent.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- she has patience.
- I enjoy working with ___. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.

Teamwork

Definition:

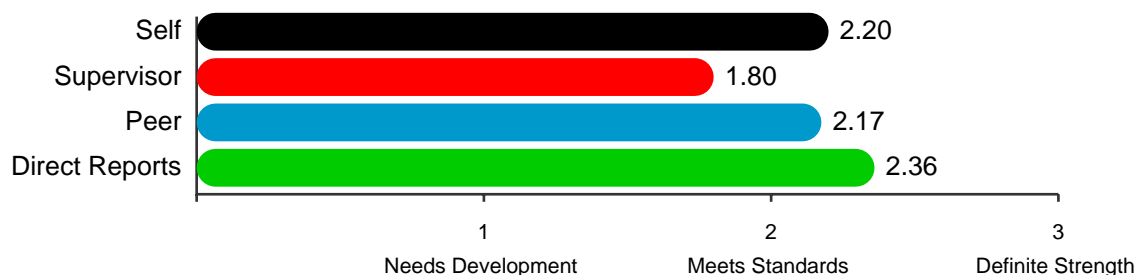
Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members. Some teams have a specified leader to help supervise or coach other team members.

Why this is Important:

Teamwork skills are crucial for businesses because they enable a group of individuals to communicate and work well collaboratively towards a common goal. Teamwork skills contribute to a business's success by enabling employees to achieve more, overcome obstacles, and drive the company towards its goals.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

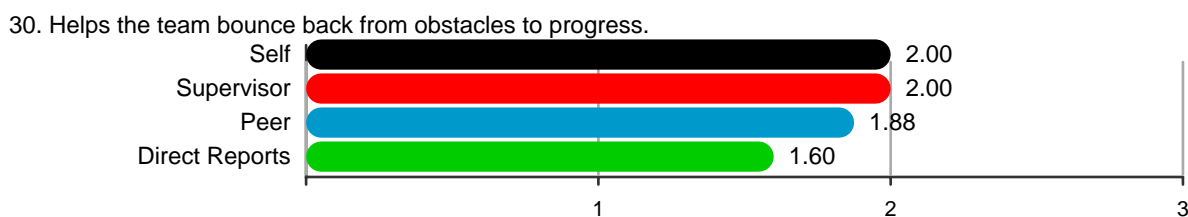
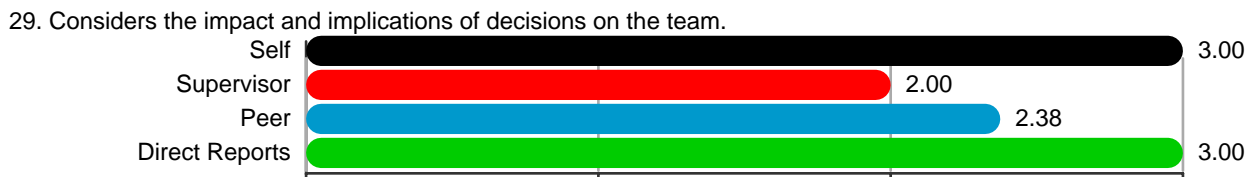
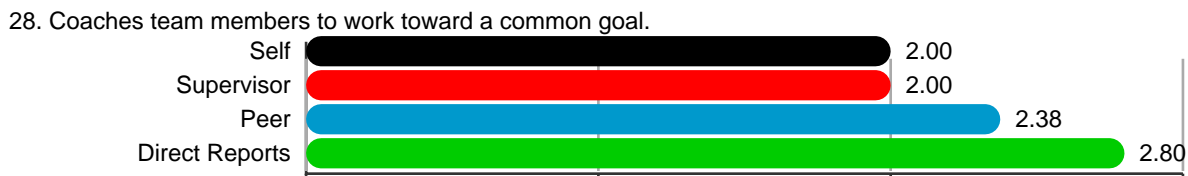
The scores for each of the items in this competency are shown below.

26. Promotes a team spirit within and outside department; partners with other groups.



27. Works with other team members to identify bottle necks in the production process.





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. Promotes a team spirit within and outside department; partners with other groups.	15	2.20	33.3	13%	53%	33%
27. Works with other team members to identify bottle necks in the production process.	15	2.00	26.7	27%	47%	27%
28. Coaches team members to work toward a common goal.	15	2.47	53.3	7%	40%	53%
29. Considers the impact and implications of decisions on the team.	15	2.60	60.0		40%	60%
30. Helps the team bounce back from obstacles to progress.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- When dealing with HR issues my HR business partner is always involved.
- ___ has made some excellent hiring decisions this past year. I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- You could check for clarity in expectations more frequently.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.

Business Acumen

Definition:

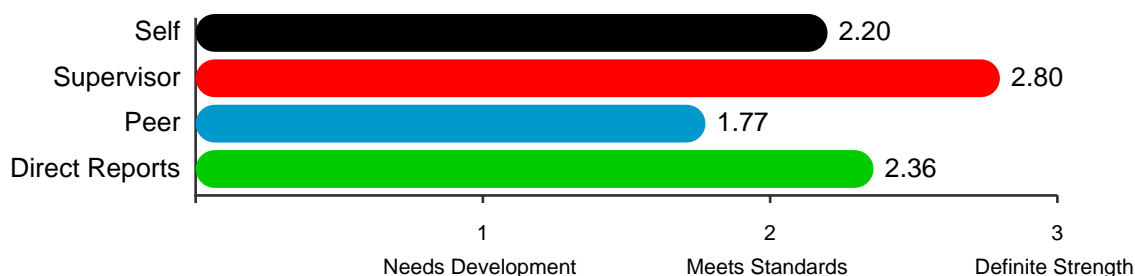
Business Acumen is the ability to understand the many moving parts of a business enterprise and to use this information to strive to improve organizational performance through informed strategic decision making. And to effectively communicate through the organization to drive results for a competitive advantage.

Why this is Important:

Business acumen is a critical skill set for achieving success in business. It encompasses an understanding of how a business operates and the ability to facilitate operations, make strategic decisions, and communicate effectively to drive profitability and growth.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



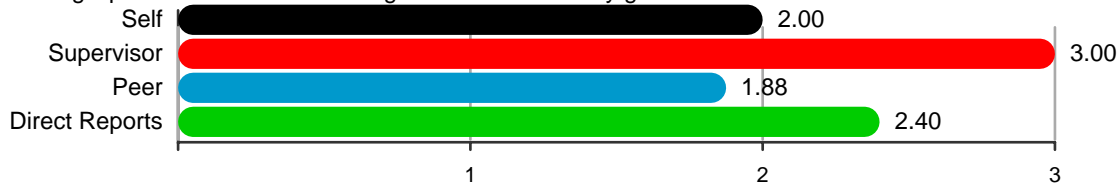
Scores on Each Item:

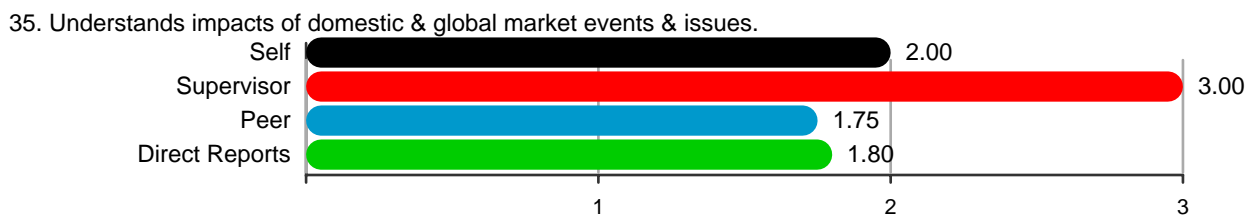
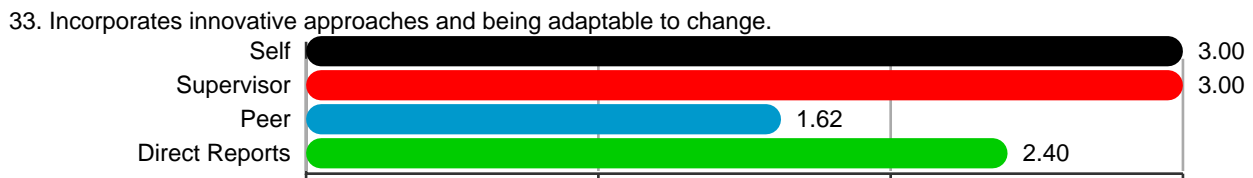
The scores for each of the items in this competency are shown below.

31. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



32. Creates strategic plans that conform with regulations and industry guidelines.





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. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	2.13	33.3	20%	47%	33%
32. Creates strategic plans that conform with regulations and industry guidelines.	15	2.13	33.3	20%	47%	33%
33. Incorporates innovative approaches and being adaptable to change.	15	2.07	33.3	27%	40%	33%
34. Anticipates marketplace opportunities and supports speed to market.	15	2.13	26.7	13%	60%	27%
35. Understands impacts of domestic & global market events & issues.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- 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.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- I look forward to working with her in her new role.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.

Fiscal Management

Definition:

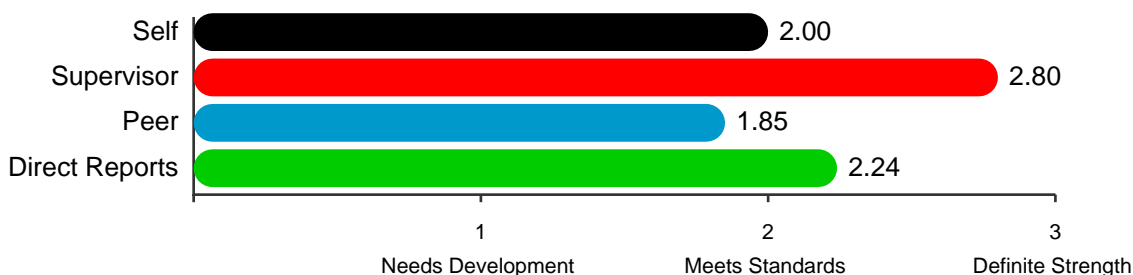
Maintains appropriate financial controls and budgets.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



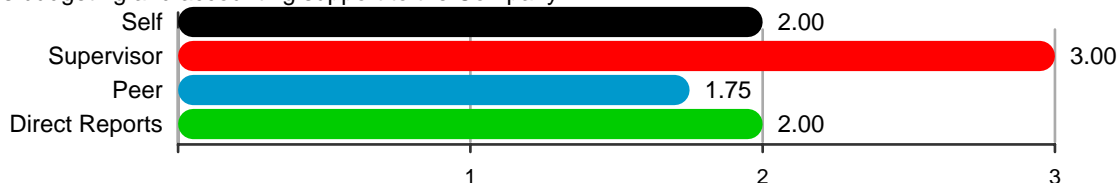
Scores on Each Item:

The scores for each of the items in this competency are shown below.

36. Monitors expenses and verifies the need for items purchased.



37. Provides budgeting and accounting support to the Company.





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. Monitors expenses and verifies the need for items purchased.	15	1.87	20.0	33%	47%	20%
37. Provides budgeting and accounting support to the Company.	15	1.93	13.3	20%	67%	13%
38. Develops budgets and plans for various programs and initiatives.	15	2.07	33.3	27%	40%	33%
39. Ensures others follow the correct rules and regulations on fiscal matters.	15	2.33	33.3		67%	33%
40. Monitors spending.	15	2.07	33.3	27%	40%	33%

Comments:

- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- Allocates resources in advance to ensure the required work can be completed.
- It's been a pleasure to work for her.