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.

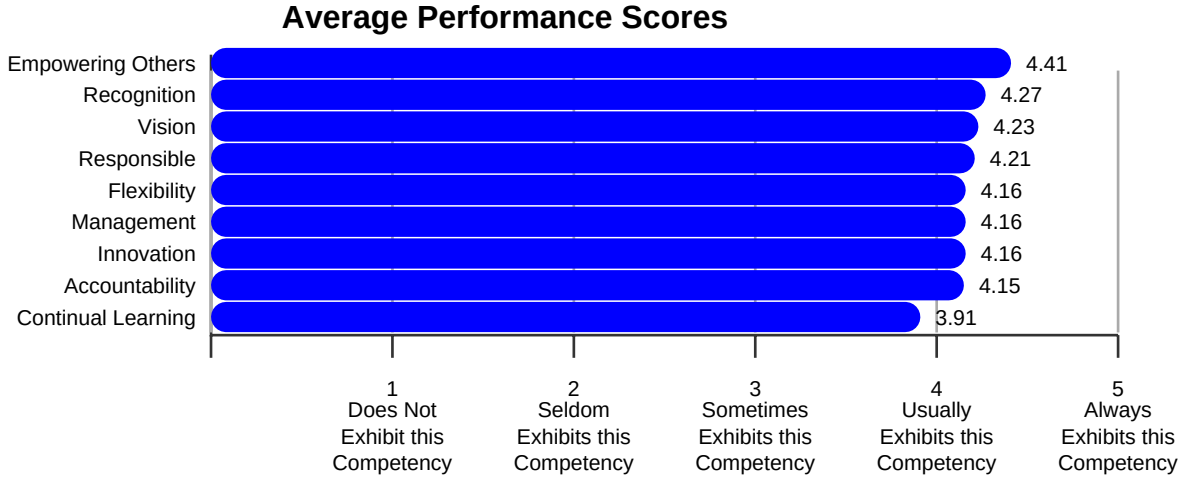
What to Do with Your Feedback

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 9 major dimensions of leadership.

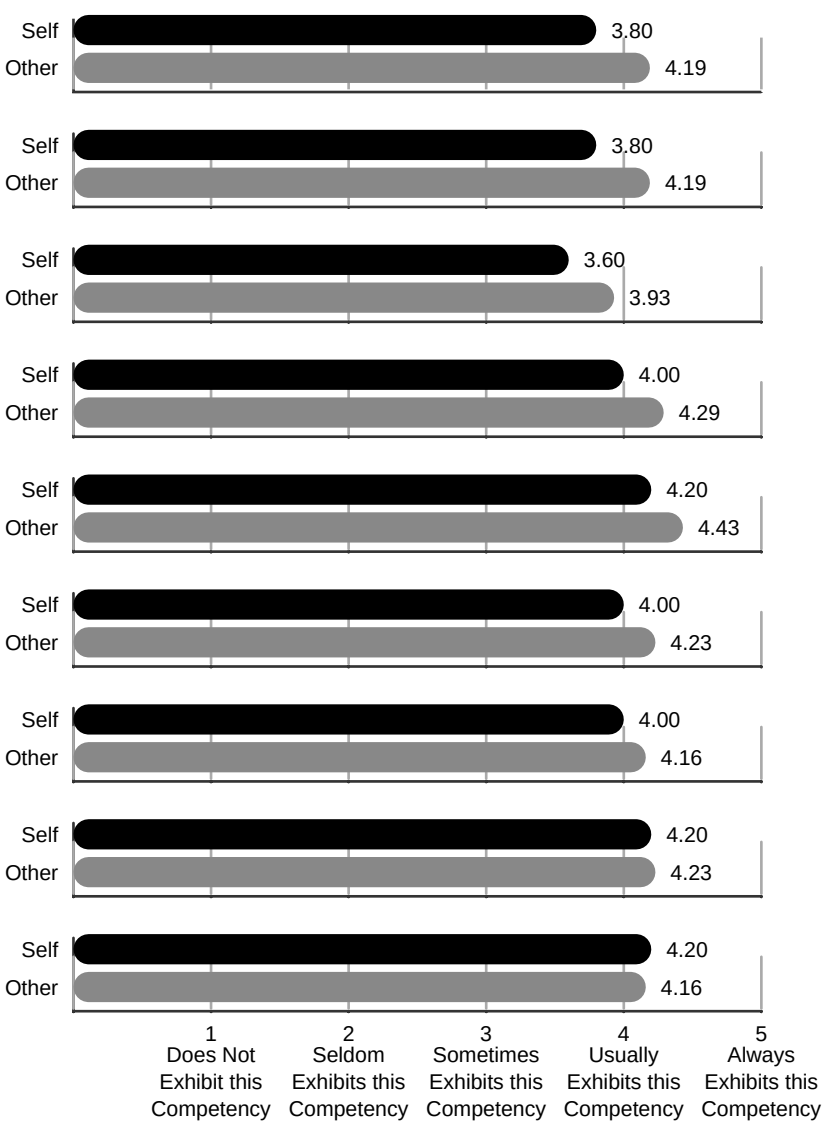
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

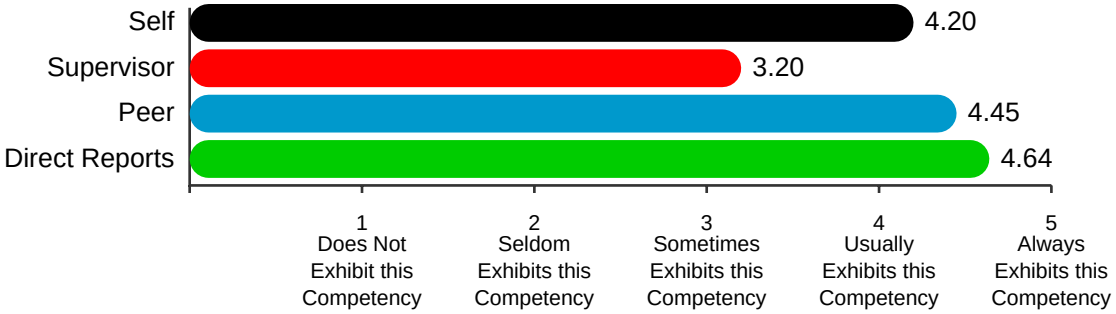
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more 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
Flexibility	Self 3.80, Other 4.19	0.39
Innovation	Self 3.80, Other 4.19	0.39
Continual Learning	Self 3.60, Other 3.93	0.33
Recognition	Self 4.00, Other 4.29	0.29
Empowering Others	Self 4.20, Other 4.43	0.23
Responsible	Self 4.00, Other 4.23	0.23
Accountability	Self 4.00, Other 4.16	0.16
Vision	Self 4.20, Other 4.23	0.03
Management	Self 4.20, Other 4.16	0.04

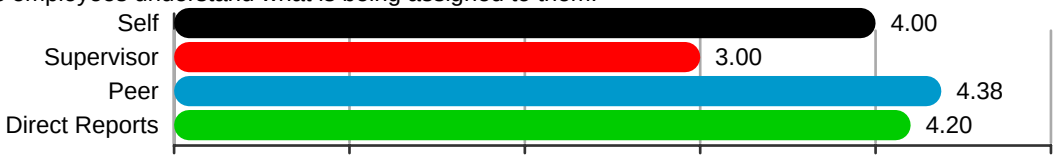


Empowering Others

Summary Scores



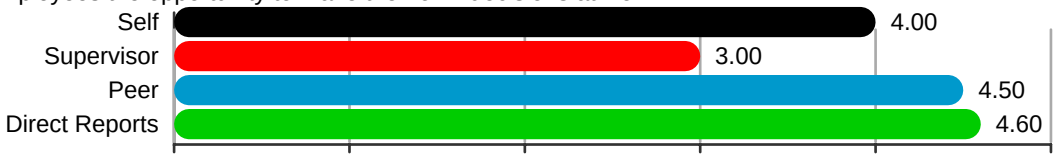
1. Ensures employees understand what is being assigned to them.



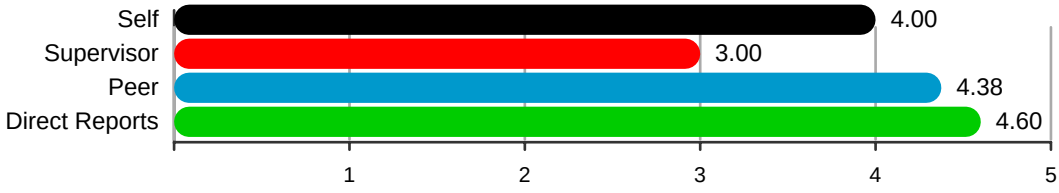
2. Encourages employees to solve problems on their own.

3. Is aware of the skill levels of others.

4. Gives employees the opportunity to make their own decisions at work.



5. Supports the decisions 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

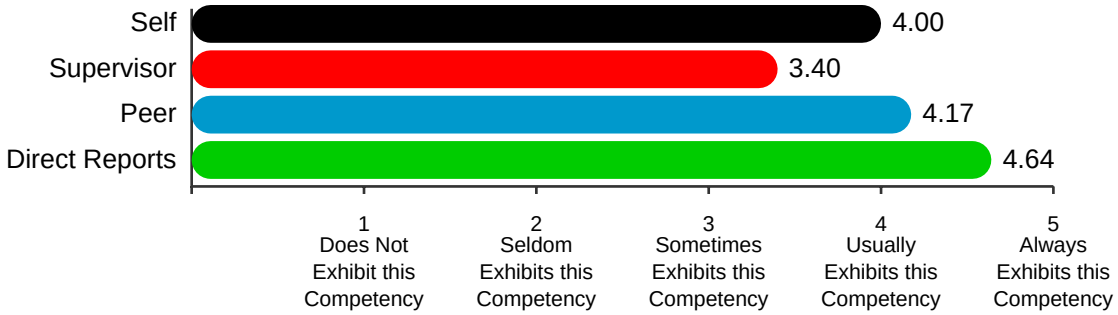
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Ensures employees understand what is being assigned to them.	15	4.20	93.3			7%	67%	27%
2. Encourages employees to solve problems on their own.	15	4.87	100.0			13%		87%
3. Is aware of the skill levels of others.	15	4.27	93.3			7%	60%	33%
4. Gives employees the opportunity to make their own decisions at work.	15	4.40	86.7			13%	33%	53%
5. Supports the decisions of others.	15	4.33	93.3			7%	53%	40%

Comments:

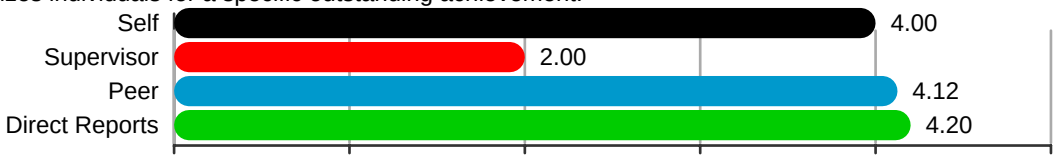
- ___ is highly professional in her everyday work.
- Completes variance analysis and identifies corrective actions.
- ___'s priority is our customers and community.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- Has good intentions, but follow through needs more work.
- I appreciate her perspective and guidance on a variety of things.

Recognition

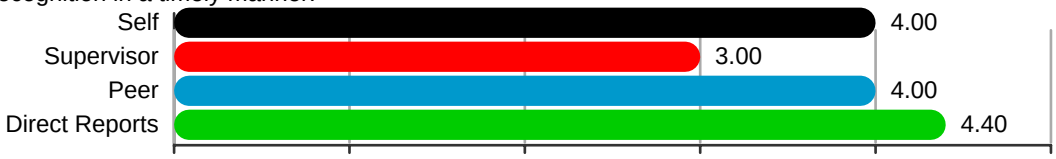
Summary Scores



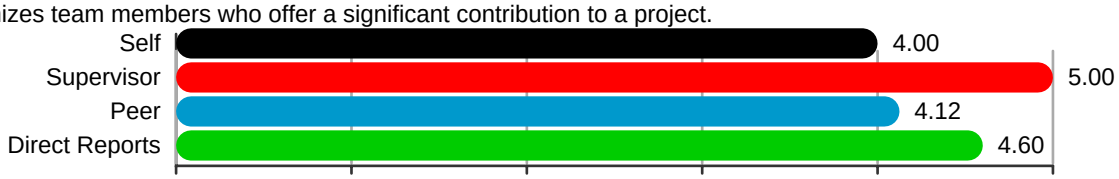
6. Recognizes individuals for a specific outstanding achievement.



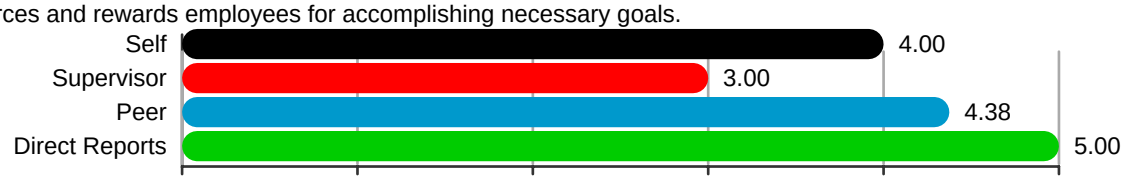
7. Offers recognition in a timely manner.



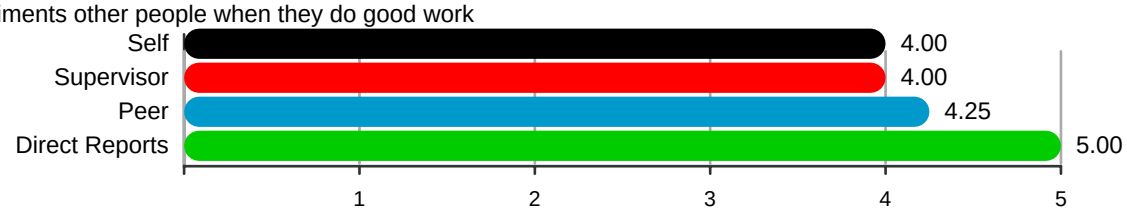
8. Recognizes team members who offer a significant contribution to a project.



9. Reinforces and rewards employees for accomplishing necessary goals.



10. Compliments other people when they do good work



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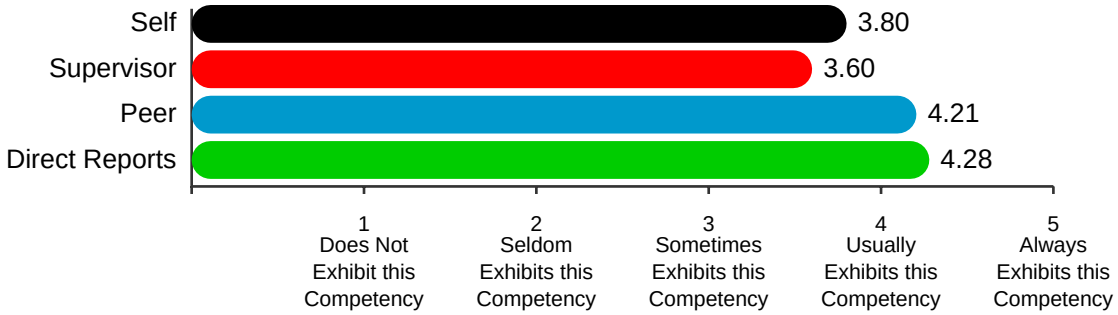
6. Recognizes individuals for a specific outstanding achievement.	15	4.00	80.0	7%	13%		53%	27%
7. Offers recognition in a timely manner.	15	4.07	80.0		20%		53%	27%
8. Recognizes team members who offer a significant contribution to a project.	15	4.33	93.3	7%		47%		47%
9. Reinforces and rewards employees for accomplishing necessary goals.	15	4.47	93.3		7%	40%		53%
10. Compliments other people when they do good work	15	4.47	93.3		7%	40%		53%

Comments:

- She continues to be a shining example to her team especially in process improvement and professional growth.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- She listens to the team.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- I really appreciate her.

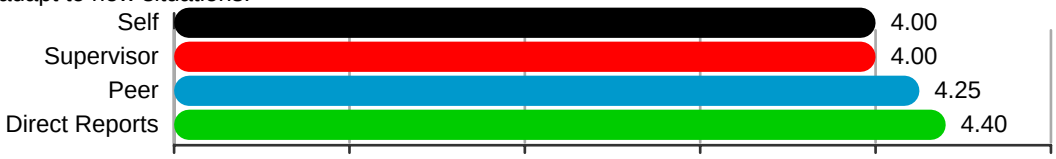
Flexibility

Summary Scores

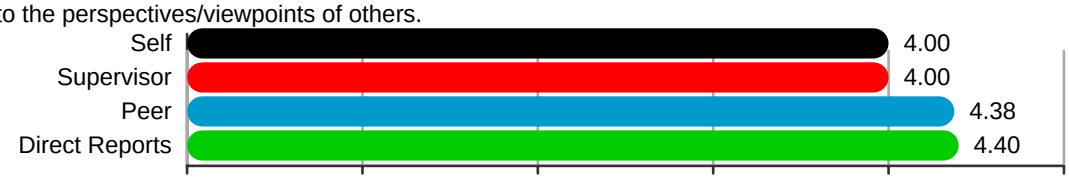


11. Effective in incorporating new ideas.

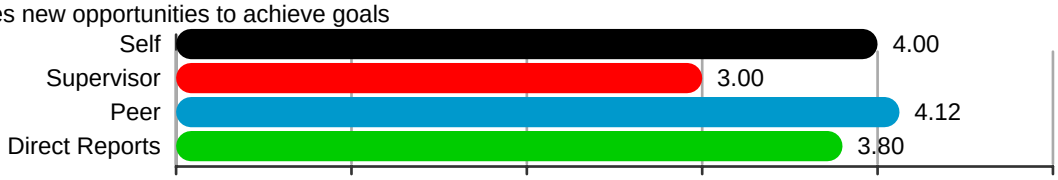
12. Able to adapt to new situations.



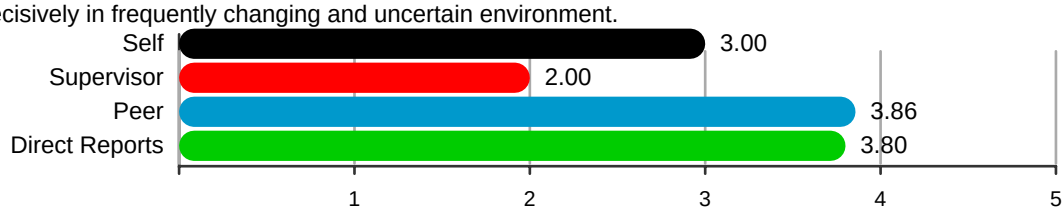
13. Open to the perspectives/viewpoints of others.



14. Identifies new opportunities to achieve goals



15. Acts decisively in frequently changing and uncertain environment.



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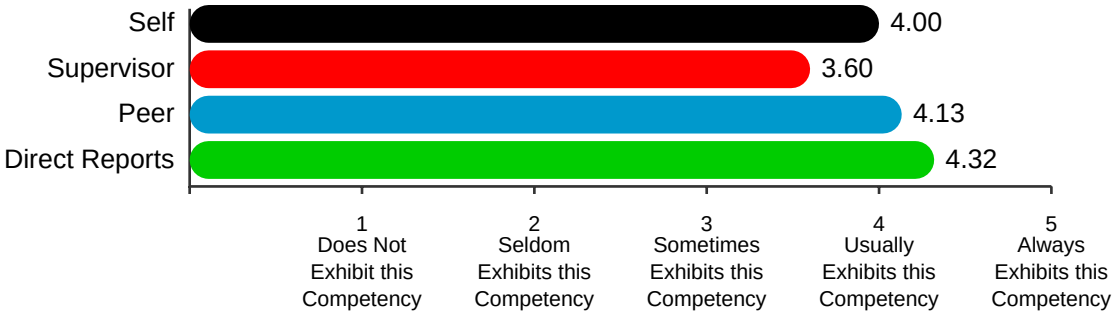
11. Effective in incorporating new ideas.	15	4.60	100.0				40%	60%
12. Able to adapt to new situations.	15	4.27	100.0				73%	27%
13. Open to the perspectives/viewpoints of others.	15	4.33	100.0				67%	33%
14. Identifies new opportunities to achieve goals	15	3.93	73.3			27%	53%	20%
15. Acts decisively in frequently changing and uncertain environment.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- ___ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- She is both the manager and the interim director for the service line.

Accountability

Summary Scores



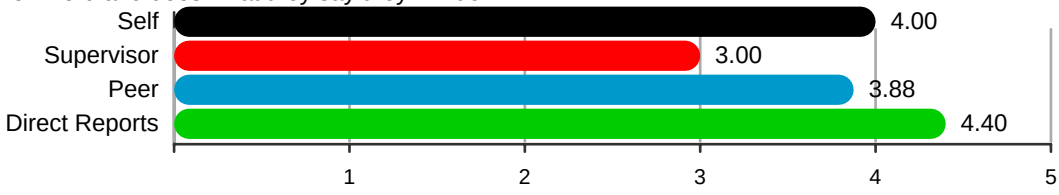
16. Defines roles, rights, and responsibilities of the team.

17. Implements and facilitates controls and processes that maintain the integrity of the organization.

18. Develops goals and establishes objective measures of success.

19. Takes responsibility for results.

20. Keeps their word and does what they say they will do.



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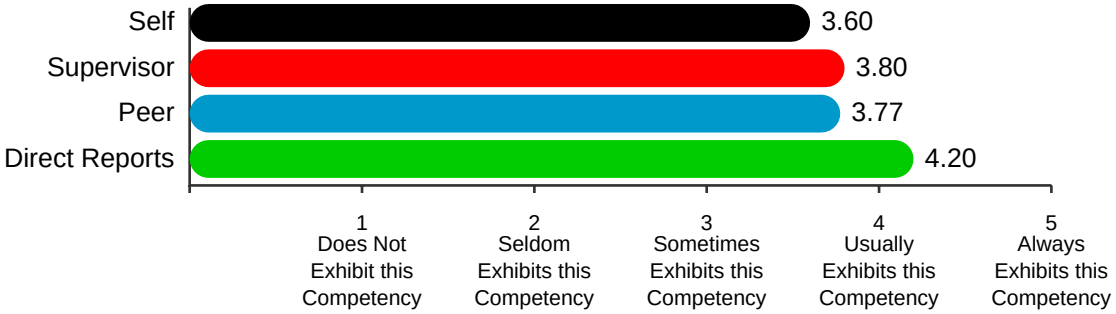
16. Defines roles, rights, and responsibilities of the team.	15	4.33	86.7		13%		40%	47%
17. Implements and facilitates controls and processes that maintain the integrity of the organization.	15	4.27	93.3		7%		60%	33%
18. Develops goals and establishes objective measures of success.	14	4.00	92.9		7%		86%	7%
19. Takes responsibility for results.	14	4.14	85.7		7%	7%	50%	36%
20. Keeps their word and does what they say they will do.	15	4.00	66.7		7%	27%	27%	40%

Comments:

- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- I appreciate her style and support.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- Outstanding leader.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.

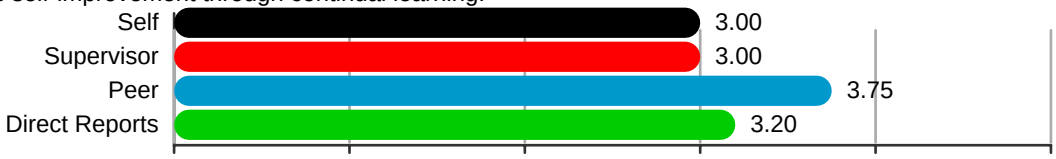
Continual Learning

Summary Scores



21. Pursues learning that will enhance job performance.

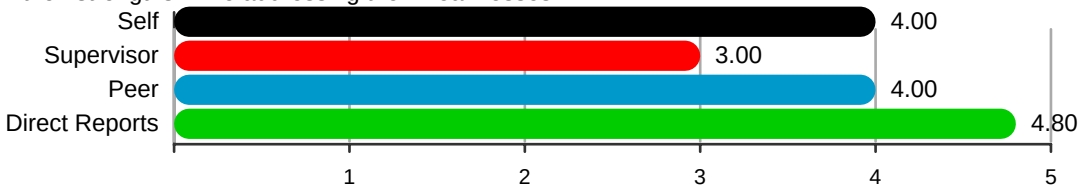
22. Pursues self-improvement through continual learning.



23. Shares best practices with others and learns from others.

24. Takes charge of their training and skills enhancement.

25. Builds on their strengths while addressing their weaknesses.



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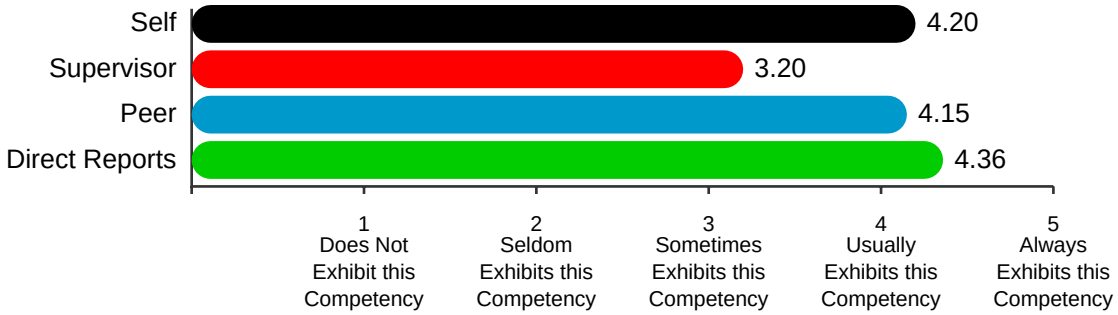
21. Pursues learning that will enhance job performance.	15	4.00	66.7	13%	20%		20%	47%
22. Pursues self-improvement through continual learning.	15	3.47	53.3	13%	33%		47%	7%
23. Shares best practices with others and learns from others.	15	3.60	66.7	13%	20%		60%	7%
24. Takes charge of their training and skills enhancement.	15	4.27	86.7	7%	7%		40%	47%
25. Builds on their strengths while addressing their weaknesses.	15	4.20	80.0	7%	13%		33%	47%

Comments:

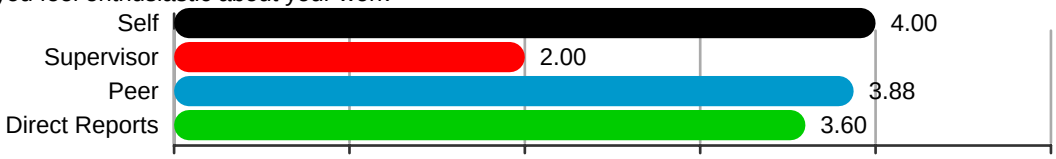
- I know that ___ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- ___ is an excellent manager.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.

Management

Summary Scores

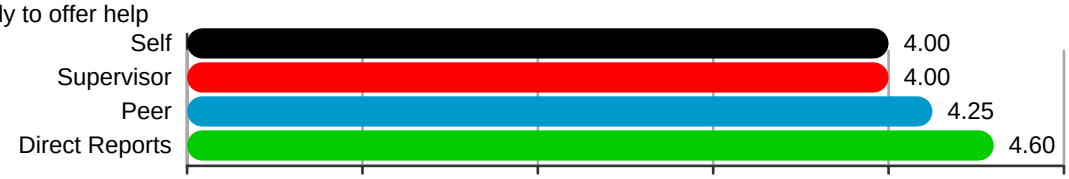


26. Makes you feel enthusiastic about your work

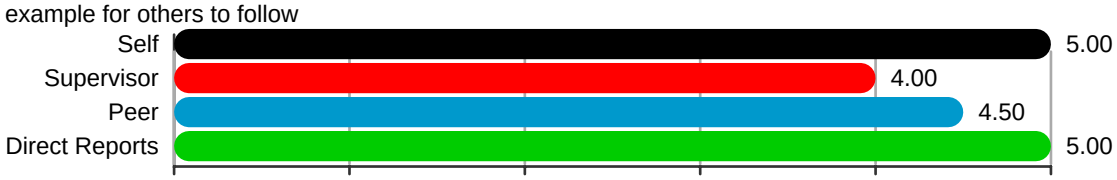


27. Delegate tasks effectively

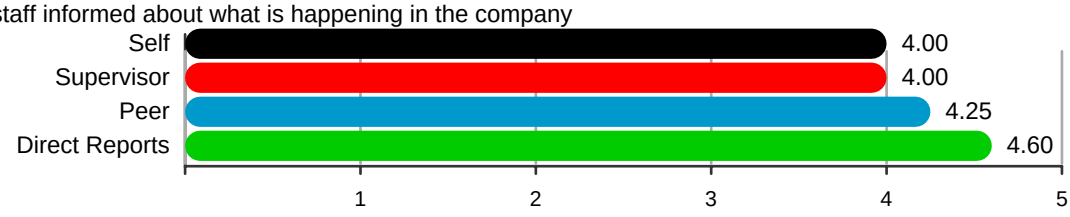
28. Is ready to offer help



29. Sets an example for others to follow



30. Keep staff informed about what is happening in the company



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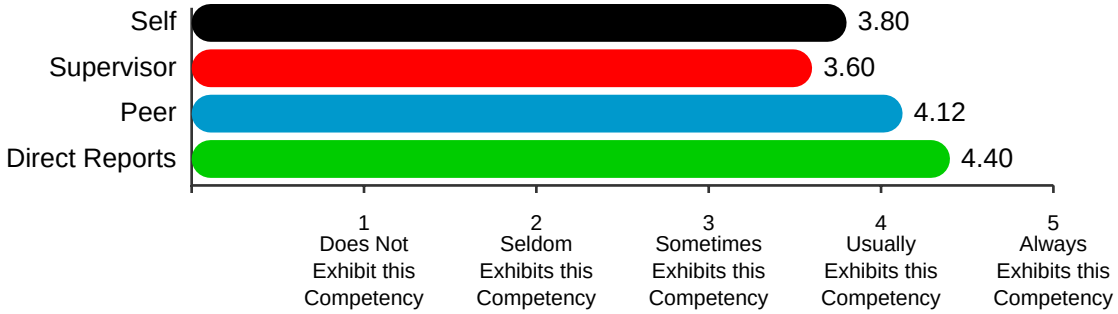
26. Makes you feel enthusiastic about your work	15	3.67	66.7	20%	13%		47%	20%
27. Delegate tasks effectively	15	3.80	73.3	20%	7%		47%	27%
28. Is ready to offer help	15	4.33	86.7		13%		40%	47%
29. Sets an example for others to follow	15	4.67	100.0				33%	67%
30. Keep staff informed about what is happening in the company	15	4.33	100.0				67%	33%

Comments:

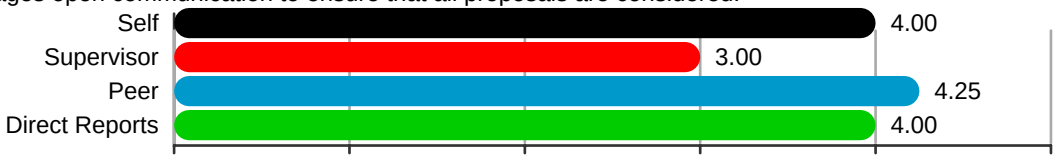
- I enjoy working with ___ very much.
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- ___ is a good manager 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.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.

Innovation

Summary Scores



31. Encourages open communication to ensure that all proposals are considered.

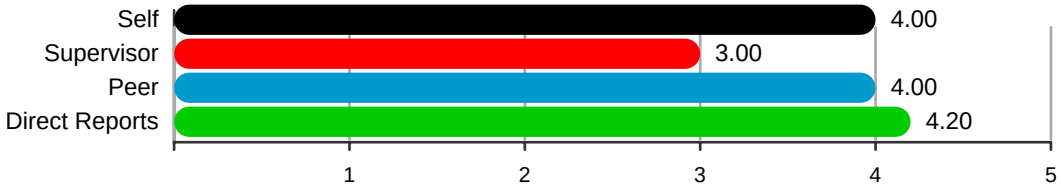


32. Creates a safe environment for idea-sharing.

33. Offers constructive improvements to existing systems.

34. Implements best practices within the department.

35. Fosters a creative and innovative work environment.



Level of Skill

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

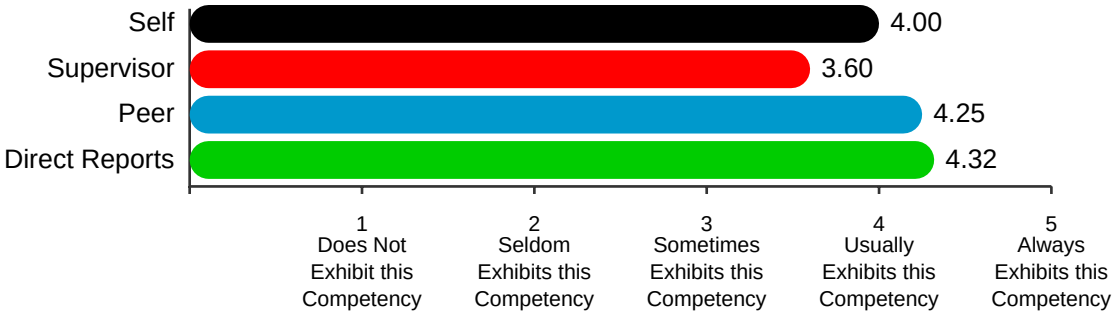
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Encourages open communication to ensure that all proposals are considered.	15	4.07	80.0		20%		53%	27%
32. Creates a safe environment for idea-sharing.	15	4.47	100.0				53%	47%
33. Offers constructive improvements to existing systems.	15	4.13	80.0		20%		47%	33%
34. Implements best practices within the department.	15	4.13	86.7		13%		60%	27%
35. Fosters a creative and innovative work environment.	15	4.00	80.0		20%		60%	20%

Comments:

- ___ excels at keeping in touch with all aspects of her, and our jobs.
- Constantly working on improving the customer experience.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'•
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.

Responsible

Summary Scores



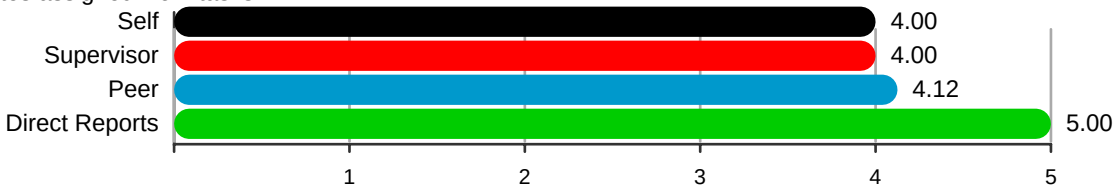
36. Works in a way that makes others want to work with her/him.

37. Behavior is ethical and honest.

38. Responsible for setting the vision of the department.

39. ...takes personal responsibility for results.

40. Completes assigned work tasks.



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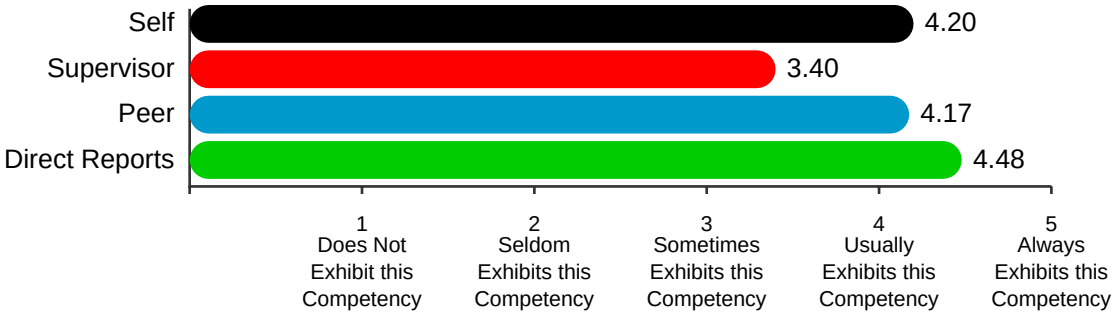
36. Works in a way that makes others want to work with her/him.	15	4.33	100.0				67%	33%
37. Behavior is ethical and honest.	15	3.93	80.0	13%	7%		53%	27%
38. Responsible for setting the vision of the department.	15	4.27	86.7			13%	47%	40%
39. ...takes personal responsibility for results.	15	4.13	86.7			13%	60%	27%
40. Completes assigned work tasks.	15	4.40	93.3			7%	47%	47%

Comments:

- She could help teammates by becoming more proficient in some areas.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.
- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the managment teams that she partners with have great respect for her and value her input.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.

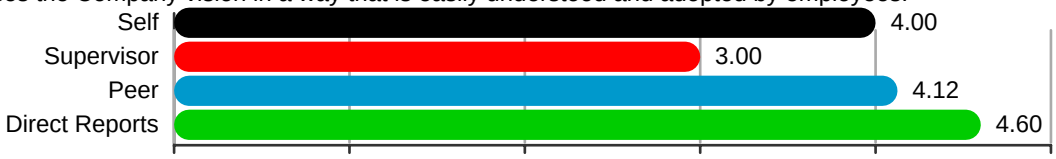
Vision

Summary Scores



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

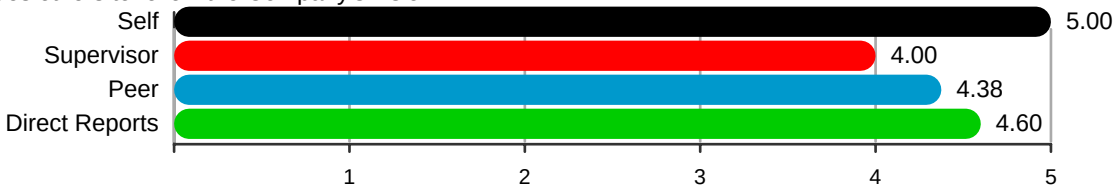
42. Expresses the Company vision in a way that is easily understood and adopted by employees.



43. Understands the vision of the Company and promotes it ahead of any self-interests.

44. Behaves in a way that is consistent with business values & code of conduct

45. Persuades others to follow the Company's vision.



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41. Clearly articulates a vision for his/her work and inspires others to support it	15	4.33	93.3			7%	53%	40%
42. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	4.20	80.0			20%	40%	40%
43. Understands the vision of the Company and promotes it ahead of any self-interests.	15	4.13	86.7			13%	60%	27%
44. Behaves in a way that is consistent with business values & code of conduct	15	4.00	86.7			13%	73%	13%
45. Persuades others to follow the Company's vision.	15	4.47	93.3			7%	40%	53%

Comments:

- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone elses department, she is willing to help in any capacity she can to help reach goals.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- ___'s dedication and leadership in the management development program is evident.
- ___ collaborates well with other departments and managers.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.

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?

- ___ 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.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- ___ is an excellent manager.
- When dealing with HR issues my HR business partner is always involved.
- ___ 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.
- One of the best supervisors that I have had.

What do you like best about working with this individual?

- ___ is by far a leader in the service area.
- Lean on team to help reduce burden and establish clear expectations.
- When dealing with HR issues my HR business partner is always involved.
- ___ exemplifies outstanding professionalism.
- Personality. Great Mentor and Leader. Talented.
- I think 16 & 17 relate in the sense that I believe ___ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.

What do you like least about working with this individual?

- I find her to be a stellar asset to our team at [CompanyName].
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- I strongly believe the potential she 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 her abilities.
- ___ is an extremely effective leader.

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

- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- ___ has high expectations of herself and her employees. She does an excellent job of managing the department.
- I love working with her and hope to continue having her as my supervisor!
- She involves our team and holds us accountable out of respect.
- Although I have only reported to ___ for a couple of months, the quality of my work life'' has improved greatly.

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

- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- ___ needs no improvement
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- The most important attribute that ___ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.

Any final comments?

- She stays in her office, and is largely oblivious to the daily activities of customer service.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- ___ is a rock amongst the management at [CompanyName].
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- ___ is very visible on the unit. Spending many hours with staff.