Feedback Results
Your CompanyName Here
2024

Sample Employee

Results Generated by HR-Survey
March 2024

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

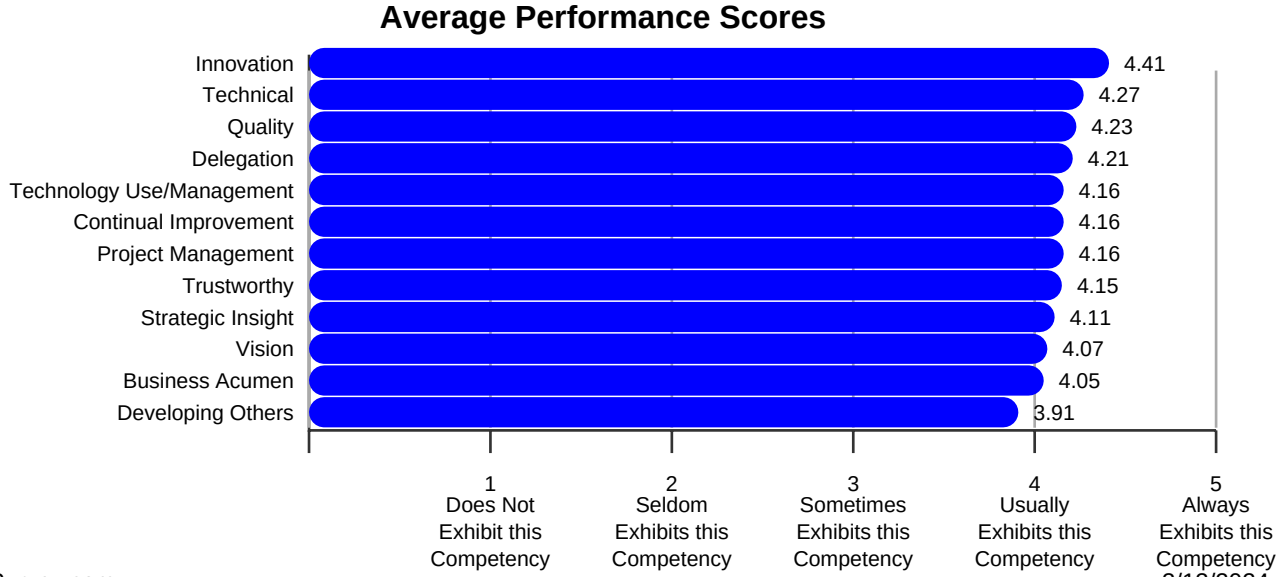
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

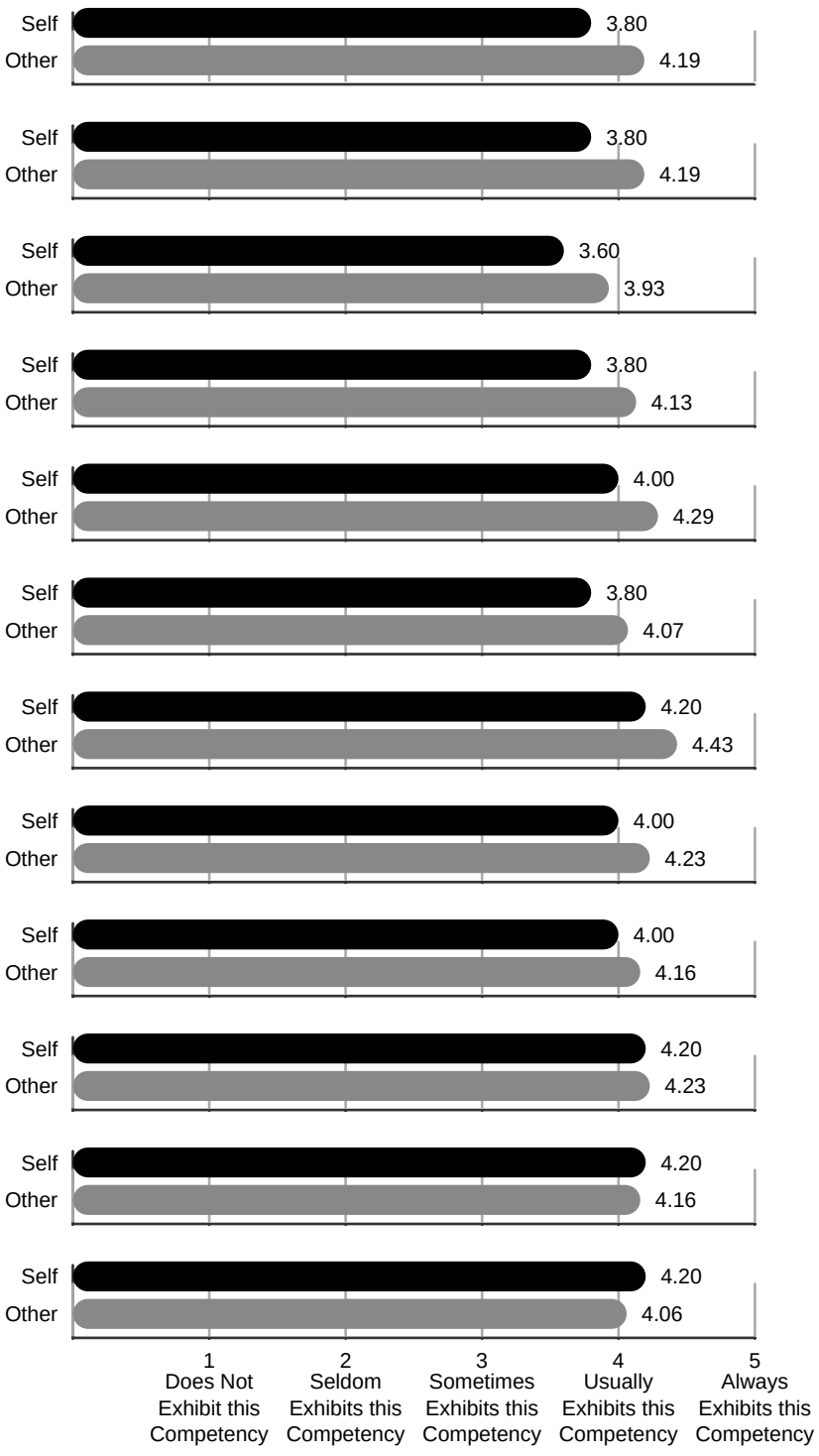
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

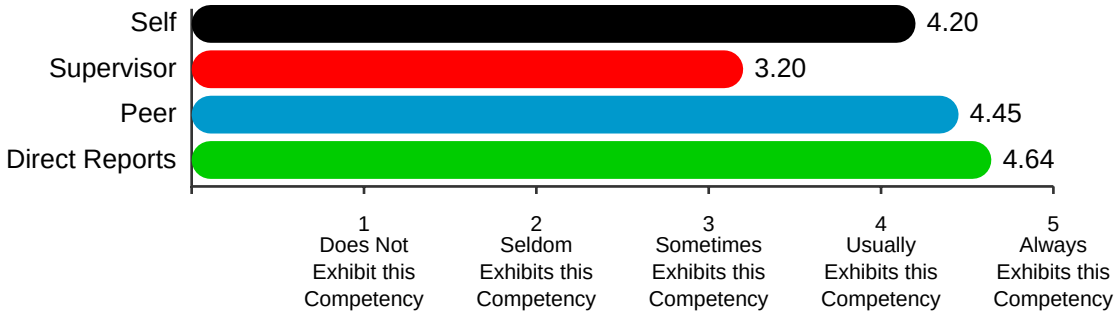
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.

Dimension	How you see yourself and how others see you.	Gap
Technology Use/Management	Self 3.80, Other 4.19	0.39
Project Management	Self 3.80, Other 4.19	0.39
Developing Others	Self 3.60, Other 3.93	0.33
Strategic Insight	Self 3.80, Other 4.13	0.33
Technical	Self 4.00, Other 4.29	0.29
Business Acumen	Self 3.80, Other 4.07	0.27
Innovation	Self 4.20, Other 4.43	0.23
Delegation	Self 4.00, Other 4.23	0.23
Trustworthy	Self 4.00, Other 4.16	0.16
Quality	Self 4.20, Other 4.23	0.03
Continual Improvement	Self 4.20, Other 4.16	0.04
Vision	Self 4.20, Other 4.06	0.14



Innovation

Summary Scores



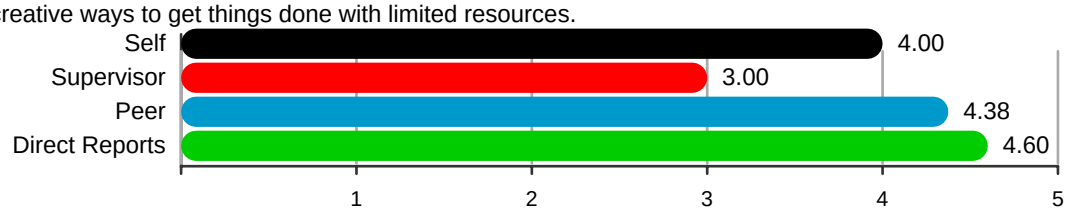
1. Analyzes current procedures and identifies opportunities for improvement.

2. Takes risks to advance important ideas.

3. Suggests new ideas at meetings.

4. Fosters a creative and innovative work environment.

5. Finds creative ways to get things done with limited resources.



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).

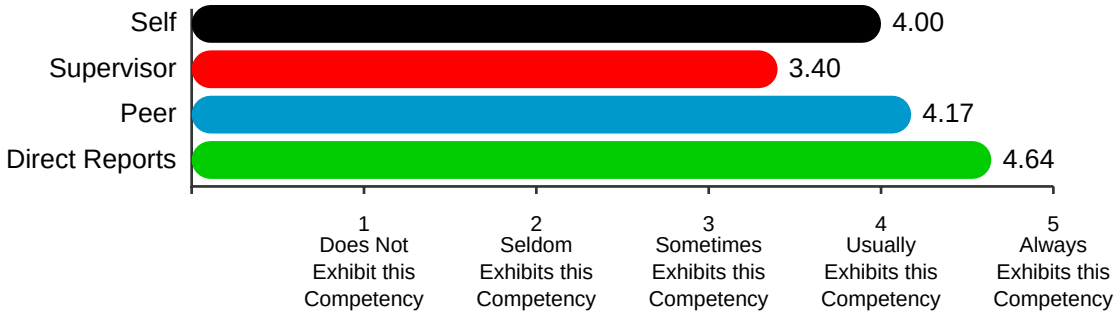
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Analyzes current procedures and identifies opportunities for improvement.	15	4.20	93.3			7%	67%	27%
2. Takes risks to advance important ideas.	15	4.87	100.0			13%	87%	
3. Suggests new ideas at meetings.	15	4.27	93.3			7%	60%	33%
4. Fosters a creative and innovative work environment.	15	4.40	86.7			13%	33%	53%
5. Finds creative ways to get things done with limited resources.	15	4.33	93.3			7%	53%	40%

Comments:

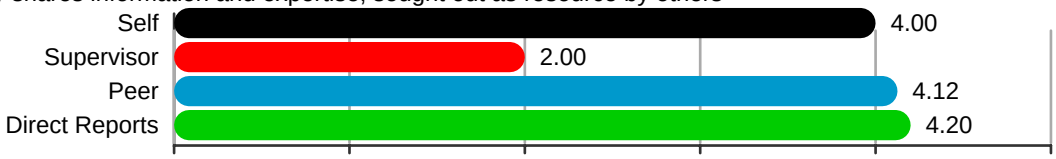
- ___ applied her strong analytical skills to problem solving.
- I know that ___ cares about me as a total individual not just as a professional.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- ___ is a great leader and supports her staff.
- ___ is able to problem solve very well.
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.

Technical

Summary Scores



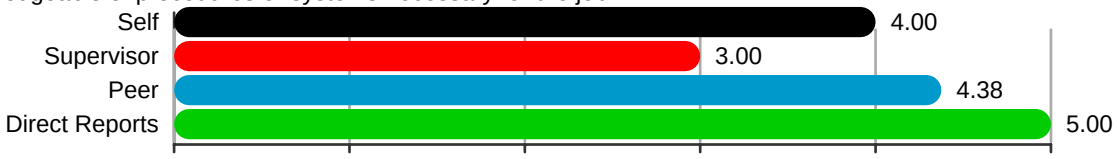
6. Willingly shares information and expertise; sought out as resource by others



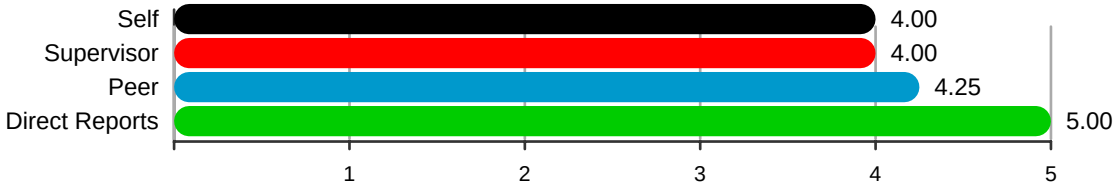
7. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.

8. Willingly shares his/her technical expertise; sought out as resource by others

9. Is knowledgeable of procedures or systems necessary for the job.



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



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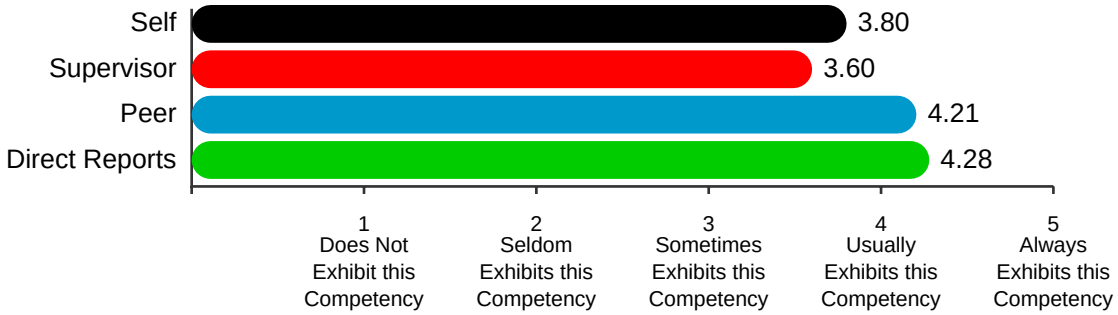
6. Willingly shares information and expertise; sought out as resource by others	15	4.00	80.0	7%	13%		53%	27%
7. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.07	80.0		20%		53%	27%
8. Willingly shares his/her technical expertise; sought out as resource by others	15	4.33	93.3	7%		47%		47%
9. Is knowledgeable of procedures or systems necessary for the job.	15	4.47	93.3		7%	40%		53%
10. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.47	93.3		7%	40%		53%

Comments:

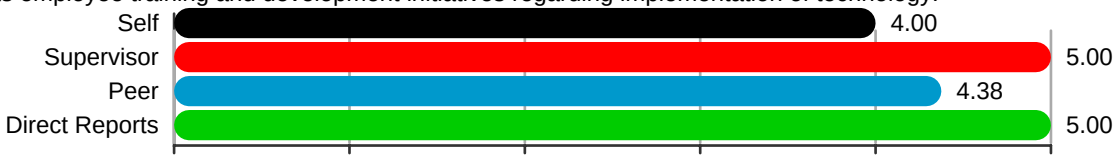
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- Is empathetic, understanding, and dependable.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- She has also greatly improved her communication.
- ___ delegates very effectively.

Technology Use/Management

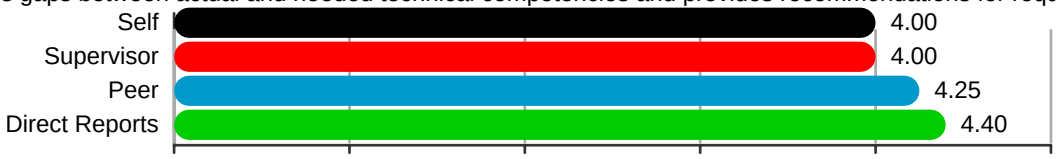
Summary Scores



11. Supports employee training and development initiatives regarding implementation of technology.



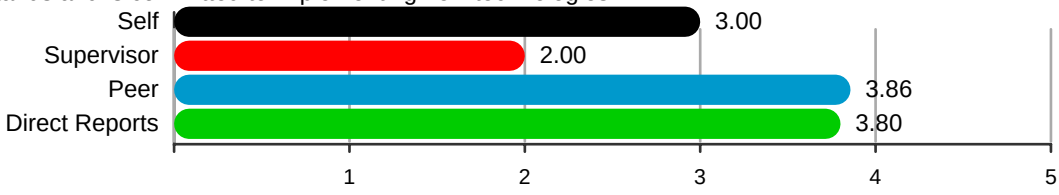
12. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



13. Uses technology in decision making and problem solving.

14. Supports technical training and development of employees.

15. Understands and is committed to implementing new technologies.



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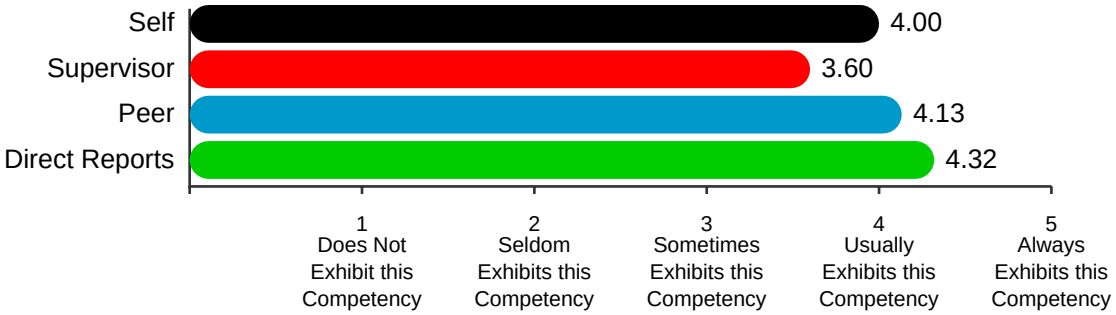
11. Supports employee training and development initiatives regarding implementation of technology.	15	4.60	100.0				40%	60%
12. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.27	100.0				73%	27%
13. Uses technology in decision making and problem solving.	15	4.33	100.0				67%	33%
14. Supports technical training and development of employees.	15	3.93	73.3			27%	53%	20%
15. Understands and is committed to implementing new technologies.	14	3.64	57.1	14%		29%	36%	21%

Comments:

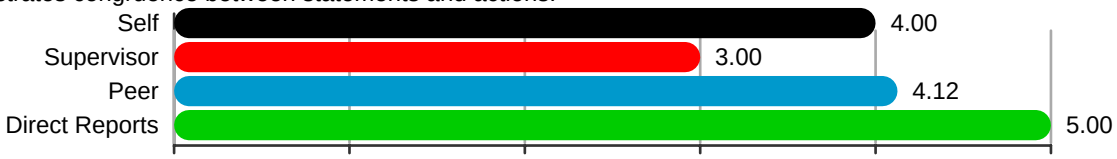
- ___ has excellent job and people skills.
- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- She can fall behind on projects without providing timely feedback.
- Communicate regularly with the whole company, not just one department.
- ___ leads by example in each of the areas noted above.
- You can always count on ___ to respond to emails and telephone calls and follow through with committments.

Trustworthy

Summary Scores



16. Demonstrates congruence between statements and actions.

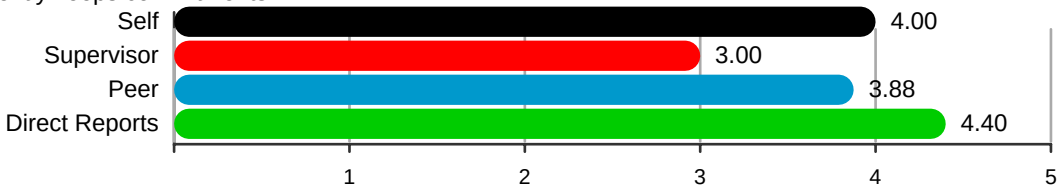


17. Takes ownership, delivers on commitments

18. Demonstrates a sense of responsibility and commitment to public trust.

19. Communicates an understanding of the other person's interests, needs and concerns.

20. Consistently keeps commitments.



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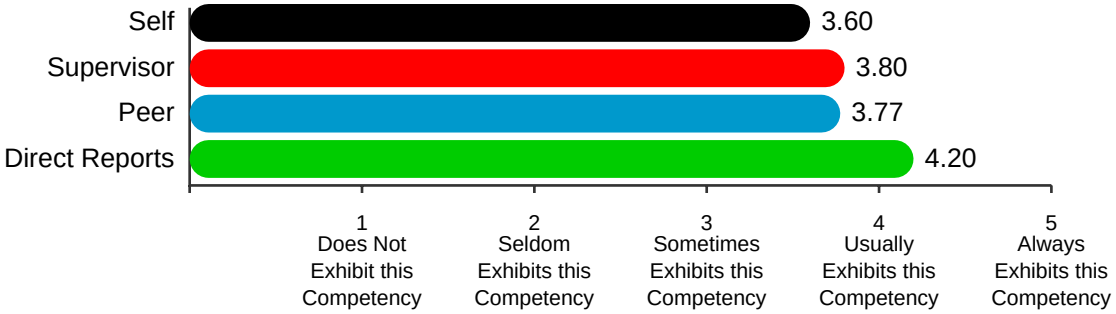
16. Demonstrates congruence between statements and actions.	15	4.33	86.7			13%	40%	47%
17. Takes ownership, delivers on commitments	15	4.27	93.3			7%	60%	33%
18. Demonstrates a sense of responsibility and commitment to public trust.	14	4.00	92.9			7%	86%	7%
19. Communicates an understanding of the other person's interests, needs and concerns.	14	4.14	85.7		7%	7%	50%	36%
20. Consistently keeps commitments.	15	4.00	66.7		7%	27%	27%	40%

Comments:

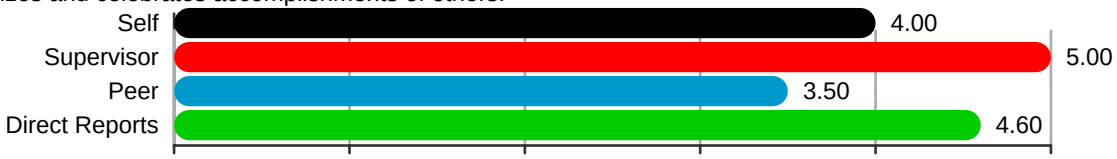
- Strive for excellence. Willing to learn. Implement advice from others.
- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- ___ has great insights regarding individuals and relationships, as well as good ideas about processes.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- ___ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.

Developing Others

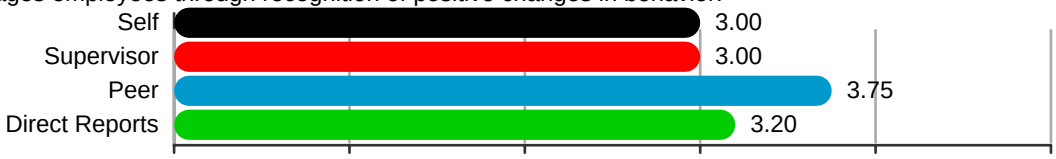
Summary Scores



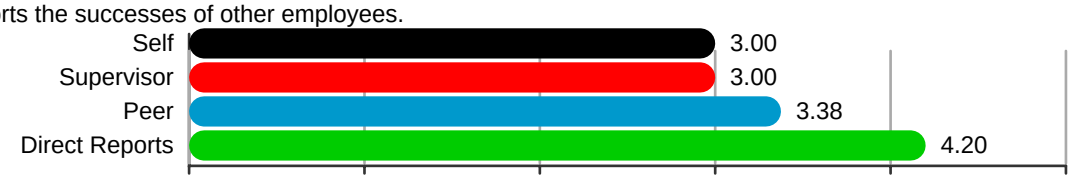
21. Recognizes and celebrates accomplishments of others.



22. Encourages employees through recognition of positive changes in behavior.

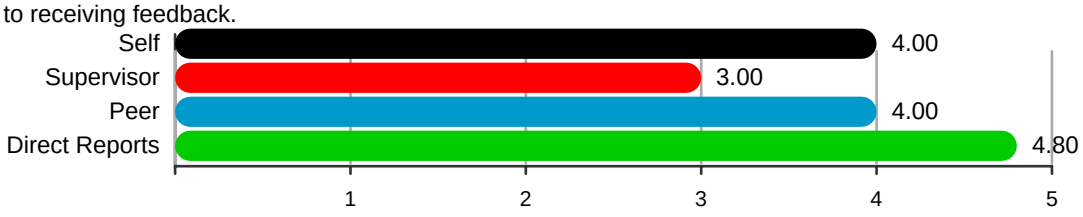


23. Supports the successes of other employees.



24. Provides constructive feedback to others.

25. Is open to receiving feedback.



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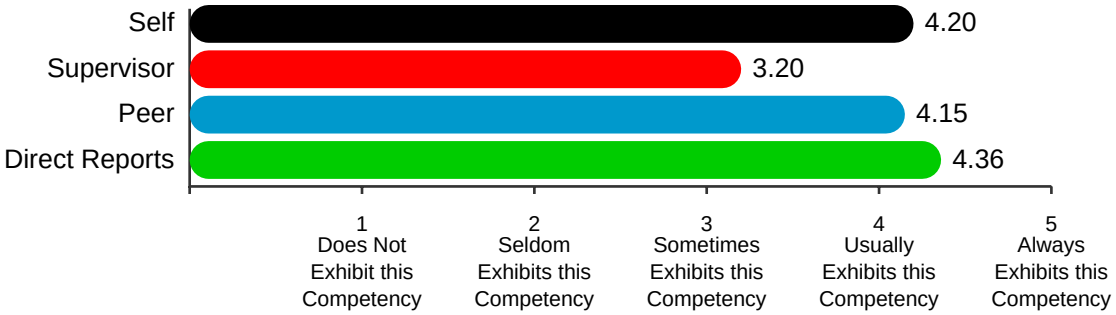
21. Recognizes and celebrates accomplishments of others.	15	4.00	66.7	13%		20%	20%	47%
22. Encourages employees through recognition of positive changes in behavior.	15	3.47	53.3	13%		33%	47%	7%
23. Supports the successes of other employees.	15	3.60	66.7	13%		20%	60%	7%
24. Provides constructive feedback to others.	15	4.27	86.7	7%	7%		40%	47%
25. Is open to receiving feedback.	15	4.20	80.0	7%	13%		33%	47%

Comments:

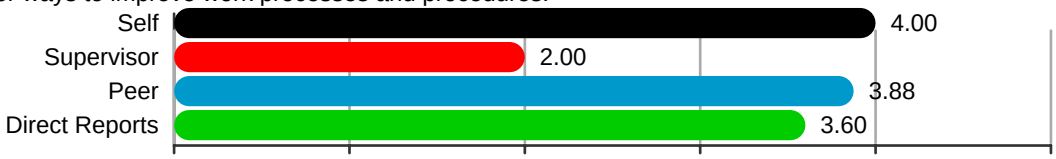
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- You can always count on ___ to respond to emails and telephone calls and follow through with committments.

Continual Improvement

Summary Scores



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

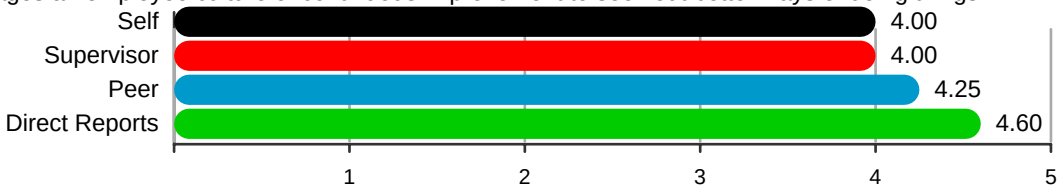


27. Open to the suggestions from others.

28. Looks for ways to expand current job responsibilities.

29. Analyzes processes to determine areas for improvement.

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



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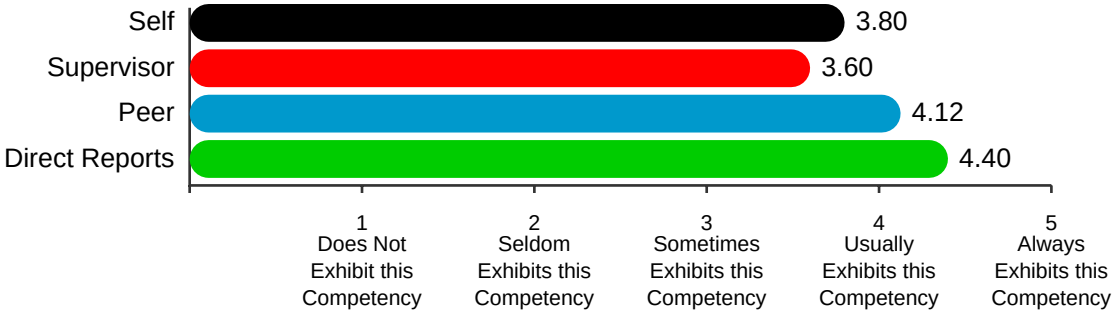
26. Looks for ways to improve work processes and procedures.	15	3.67	66.7	20%	13%		47%	20%
27. Open to the suggestions from others.	15	3.80	73.3	20%	7%		47%	27%
28. Looks for ways to expand current job responsibilities.	15	4.33	86.7		13%		40%	47%
29. Analyzes processes to determine areas for improvement.	15	4.67	100.0				33%	67%
30. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	4.33	100.0				67%	33%

Comments:

- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- She does follow up and follow through.

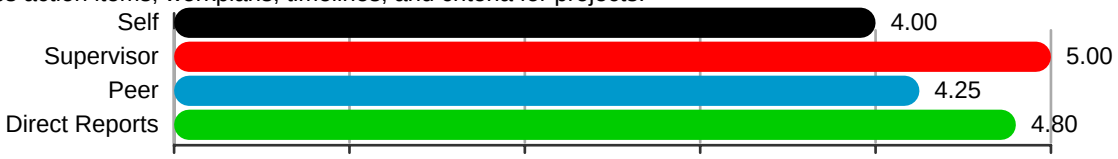
Project Management

Summary Scores



31. Maintains costs and expenses within budget limits.

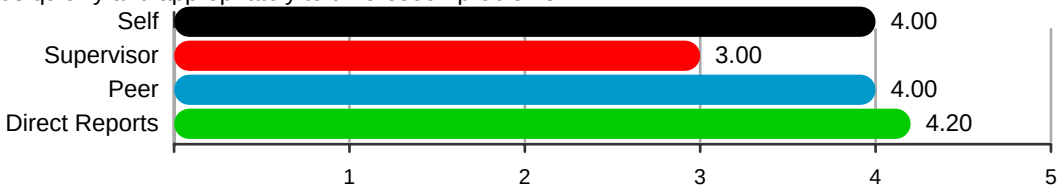
32. Develops action items, workplans, timelines, and criteria for projects.



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

34. Anticipates potential problems and institutes controls and contingency plans to address them.

35. Responds quickly and appropriately to unforeseen problems.



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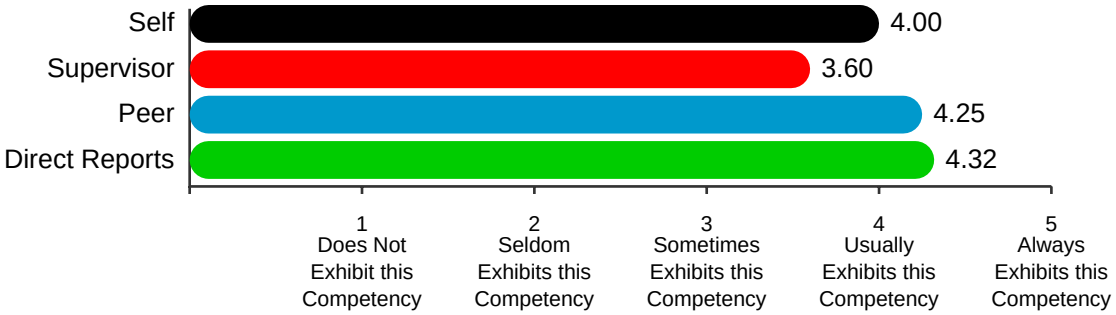
31. Maintains costs and expenses within budget limits.	15	4.07	80.0		20%		53%	27%
32. Develops action items, workplans, timelines, and criteria for projects.	15	4.47	100.0				53%	47%
33. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	4.13	80.0		20%		47%	33%
34. Anticipates potential problems and institutes controls and contingency plans to address them.	15	4.13	86.7		13%		60%	27%
35. Responds quickly and appropriately to unforeseen problems.	15	4.00	80.0		20%		60%	20%

Comments:

- She is always looking to and listening to the staff for their and needs.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.

Delegation

Summary Scores



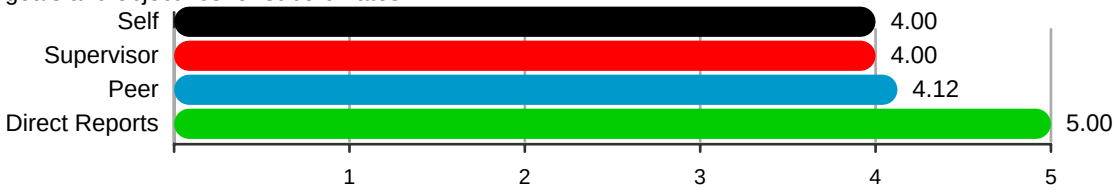
36. Allows employees to decide how they wish to complete the tasks.

37. Assigns tasks to create learning opportunities for the employees.

38. Allows subordinates to use their own methods and procedures.

39. Entrusts subordinates with important tasks.

40. Defines goals and objectives for subordinates.



Level of Skill

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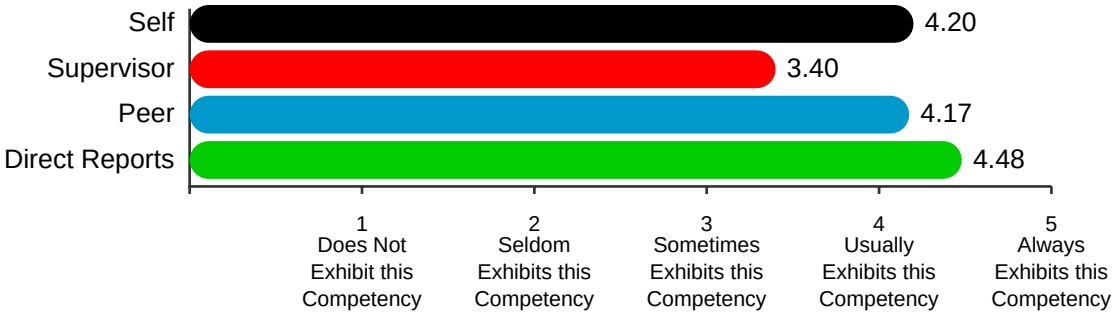
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Allows employees to decide how they wish to complete the tasks.	15	4.33	100.0				67%	33%
37. Assigns tasks to create learning opportunities for the employees.	15	3.93	80.0	13%	7%		53%	27%
38. Allows subordinates to use their own methods and procedures.	15	4.27	86.7		13%		47%	40%
39. Entrusts subordinates with important tasks.	15	4.13	86.7		13%		60%	27%
40. Defines goals and objectives for subordinates.	15	4.40	93.3		7%		47%	47%

Comments:

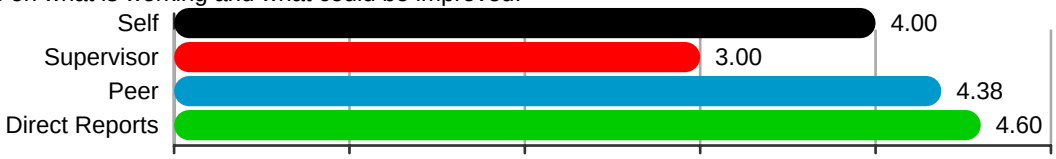
- She has the desire and effort to get it right and continuously improve self and culture.
- ___ has been very supportive of me and the Institute.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

Quality

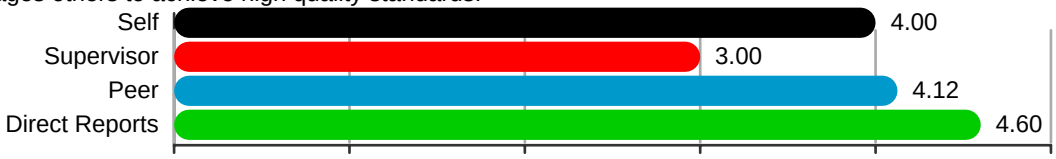
Summary Scores



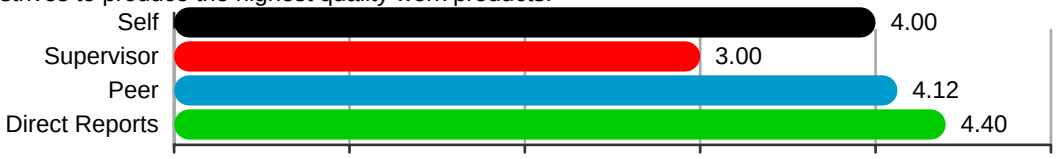
41. Reflects on what is working and what could be improved.



42. Encourages others to achieve high quality standards.

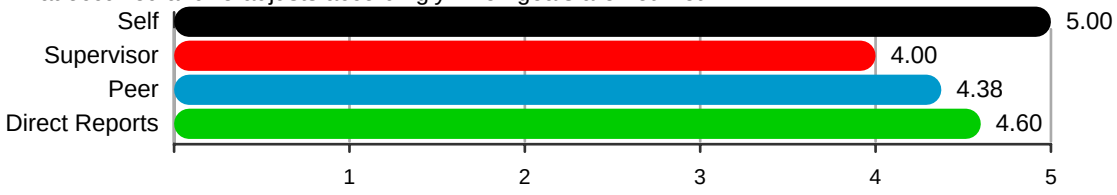


43. Always strives to produce the highest quality work products.



44. Encourages employees to produce the best quality products.

45. Analyze what occurred and re-adjusts accordingly when goals are not met.



Level of Skill

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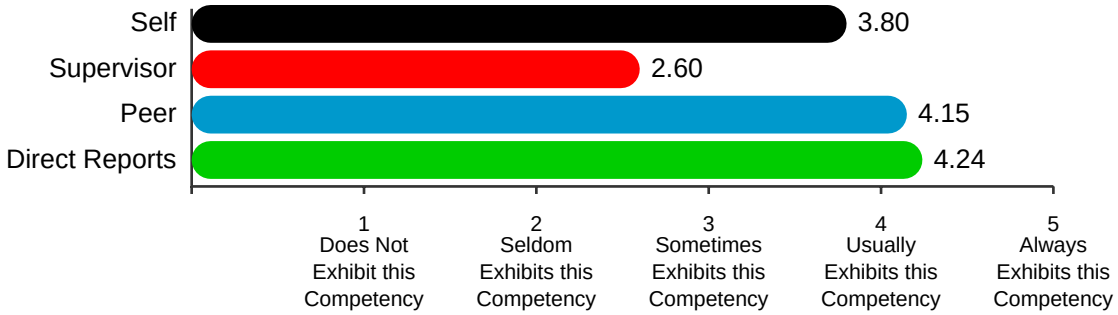
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Reflects on what is working and what could be improved.	15	4.33	93.3		7%		53%	40%
42. Encourages others to achieve high quality standards.	15	4.20	80.0		20%		40%	40%
43. Always strives to produce the highest quality work products.	15	4.13	86.7		13%		60%	27%
44. Encourages employees to produce the best quality products.	15	4.00	86.7		13%		73%	13%
45. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.47	93.3		7%		40%	53%

Comments:

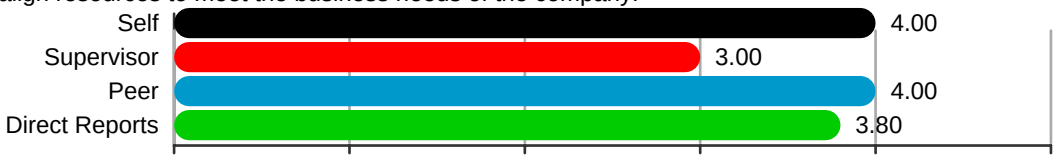
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- ___ has excellent job and people skills.
- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- 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 assitance.

Business Acumen

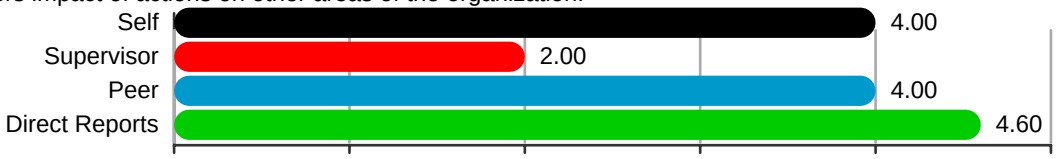
Summary Scores



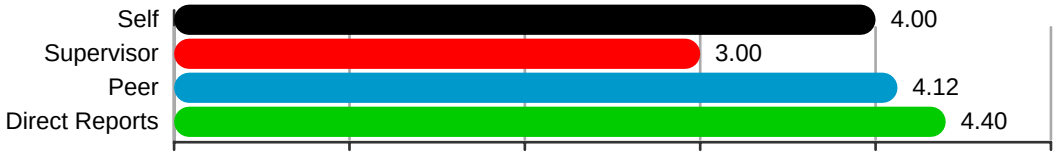
46. Able to align resources to meet the business needs of the company.



47. Considers impact of actions on other areas of the organization.

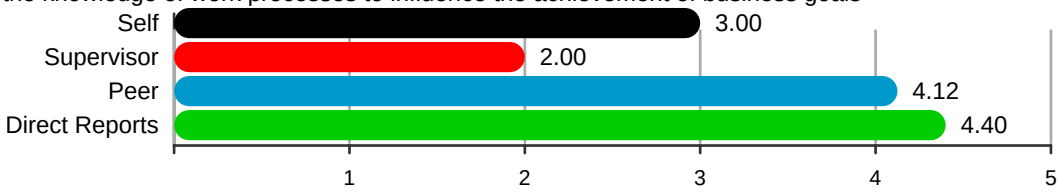


48. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



49. Understands complex issues and problems.

50. Applies the knowledge of work processes to influence the achievement of business goals



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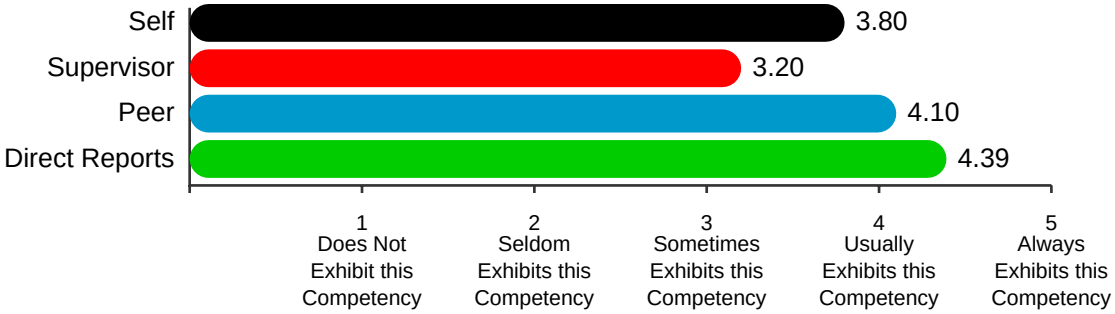
46. Able to align resources to meet the business needs of the company.	15	3.87	80.0	7%		13%	67%	13%
47. Considers impact of actions on other areas of the organization.	15	4.07	86.7	13%			53%	33%
48. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	4.13	86.7			13%	60%	27%
49. Understands complex issues and problems.	15	4.20	86.7	7%	7%		47%	40%
50. Applies the knowledge of work processes to influence the achievement of business goals	15	4.00	73.3	13%		13%	33%	40%

Comments:

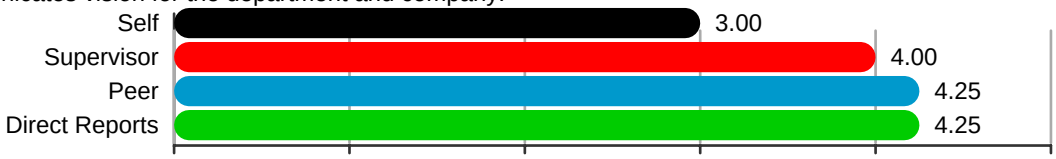
- ___ is a hands on leader in our program.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- A willingness and flexibility to pitch in help where needed is important.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- 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.

Strategic Insight

Summary Scores



51. Communicates vision for the department and company.

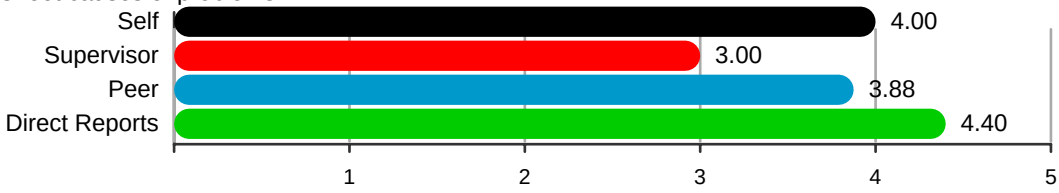


52. Formulates policies and strategies for addressing the Company's important challenges.

53. Analyzes unique issues or problems impacting the Company.

54. Implements long-term solutions to problems.

55. Identifies root causes of problems.



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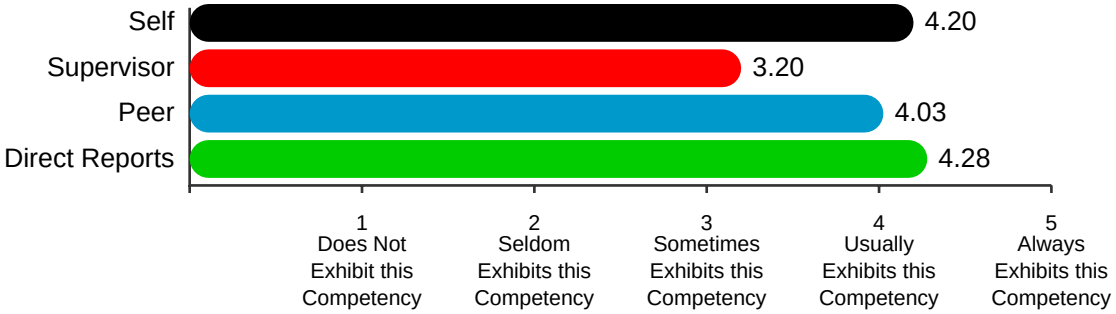
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Communicates vision for the department and company.	14	4.14	92.9		7%		71%	21%
52. Formulates policies and strategies for addressing the Company's important challenges.	14	4.21	85.7		14%		50%	36%
53. Analyzes unique issues or problems impacting the Company.	15	4.13	80.0		20%		47%	33%
54. Implements long-term solutions to problems.	15	4.07	80.0		20%		53%	27%
55. Identifies root causes of problems.	15	4.00	80.0		20%		60%	20%

Comments:

- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- She is very professional and caring in her job
- Great addition to our team!
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- She sets her expectations high, and delivers a high level of performance herself.

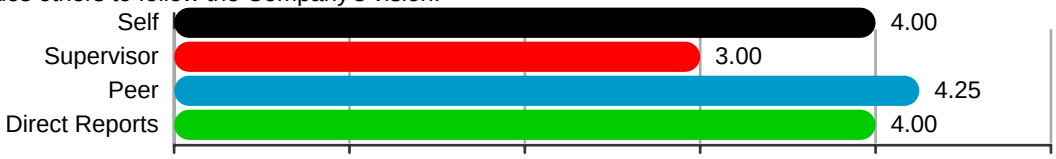
Vision

Summary Scores



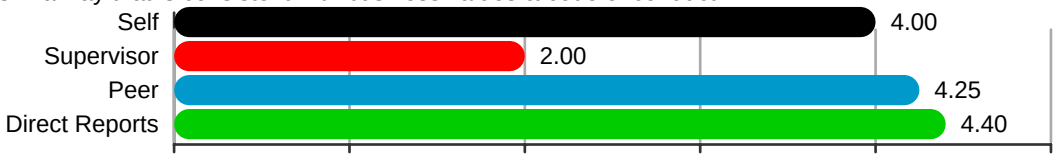
56. Clearly articulates a vision for his/her work and inspires others to support it

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

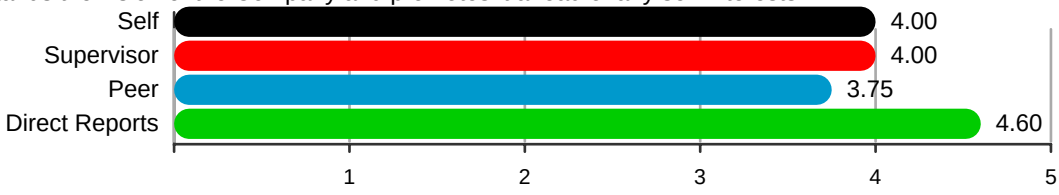


58. Expresses the Company vision in a way that is easily understood and adopted by employees.

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



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



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56. Clearly articulates a vision for his/her work and inspires others to support it	15	3.87	66.7			33%	47%	20%
57. Persuades others to follow the Company's vision.	15	4.07	86.7			13%	67%	20%
58. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	4.20	93.3			7%	67%	27%
59. Behaves in a way that is consistent with business values & code of conduct	15	4.13	93.3			7%	67%	27%
60. Understands the vision of the Company and promotes it ahead of any self-interests.	15	4.07	86.7		7%	7%	60%	27%

Comments:

- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- I think ___ works really hard to engage with everyone of us.
- ___ 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.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.

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?

- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.

What do you like best about working with this individual?

- She is very professional and caring in her job
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- She provided coaching and support to improve this individual's performance.
- ___ is a strong leader and passionate about her customers, staff and safety.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.

What do you like least about working with this individual?

- Each member feels they are a part of the team and knows their contribution is valued.
- She listens to the team.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- she continues to make improvements in core competencies.
- Communication to staff has greatly improved.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.

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

- 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.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.

- There are times that the customers interest is overlooked because it is the way we have always done it.

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

- I respect ___ and have turned to her for advice.
- She is a team player and willing to help other departments and staff when needed.
- She has positive energy, leads by example, and cares about teammates.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- It's been a pleasure to work for her.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.

Any final comments?

- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- ___ does an exceptional job at running the department.