Feedback Results
Your CompanyName Here
2024

Sample Employee

Results Generated by HR-Survey
June 2024

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

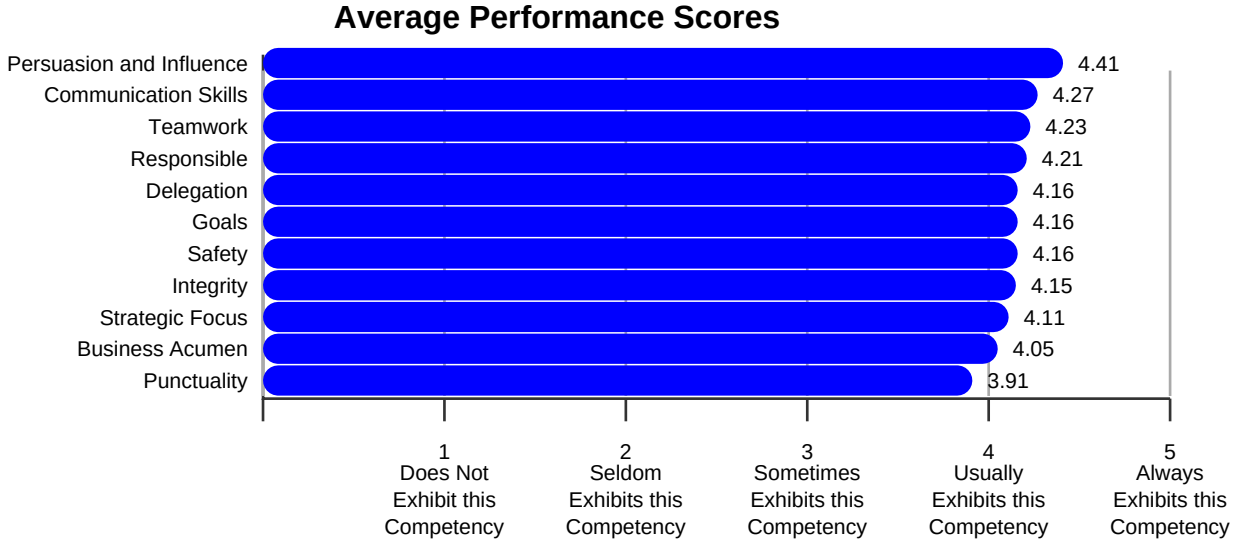
What to Do with Your Feedback

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

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

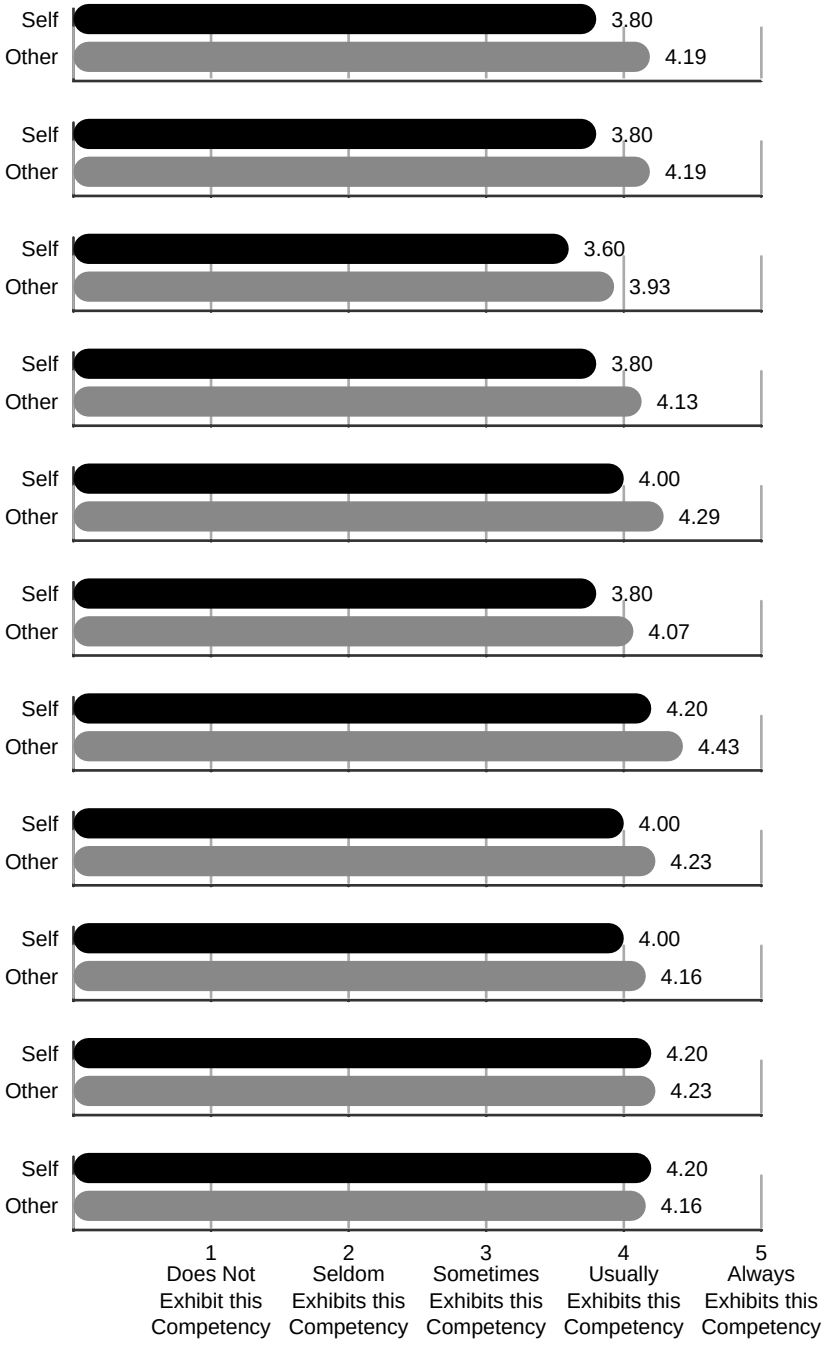
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

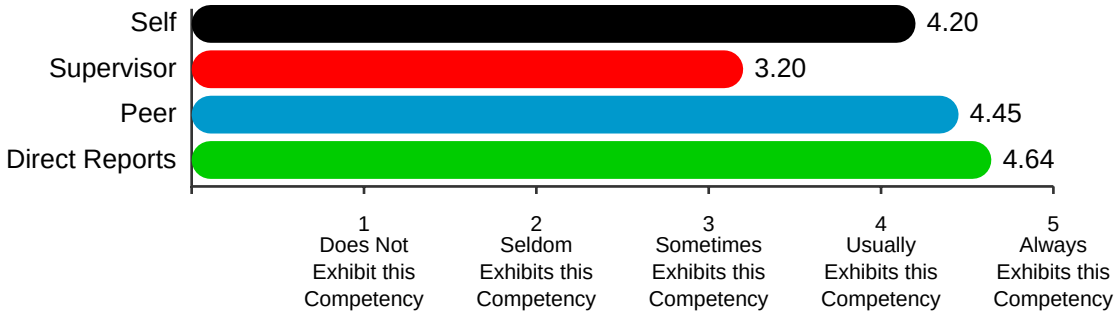
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more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

Dimension	How you see yourself and how others see you.	Gap
Delegation	Self 3.80, Other 4.19	0.39
Safety	Self 3.80, Other 4.19	0.39
Punctuality	Self 3.60, Other 3.93	0.33
Strategic Focus	Self 3.80, Other 4.13	0.33
Communication Skills	Self 4.00, Other 4.29	0.29
Business Acumen	Self 3.80, Other 4.07	0.27
Persuasion and Influence	Self 4.20, Other 4.43	0.23
Responsible	Self 4.00, Other 4.23	0.23
Integrity	Self 4.00, Other 4.16	0.16
Teamwork	Self 4.20, Other 4.23	0.03
Goals	Self 4.20, Other 4.16	0.04



Persuasion and Influence

Summary Scores



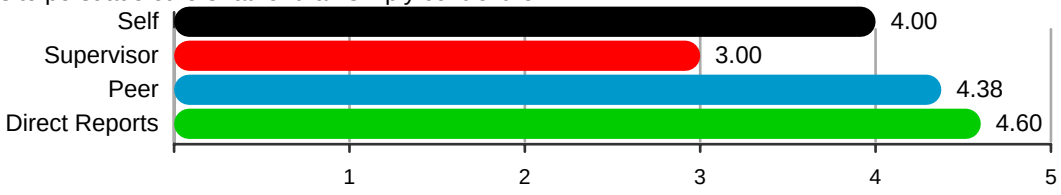
1. Understanding what others need.

2. Develops a good rapport with others.

3. Seeks to obtain consensus or compromise.

4. Persuades others to consider alternative points of view.

5. Attempts to persuade others rather than simply control them.



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).

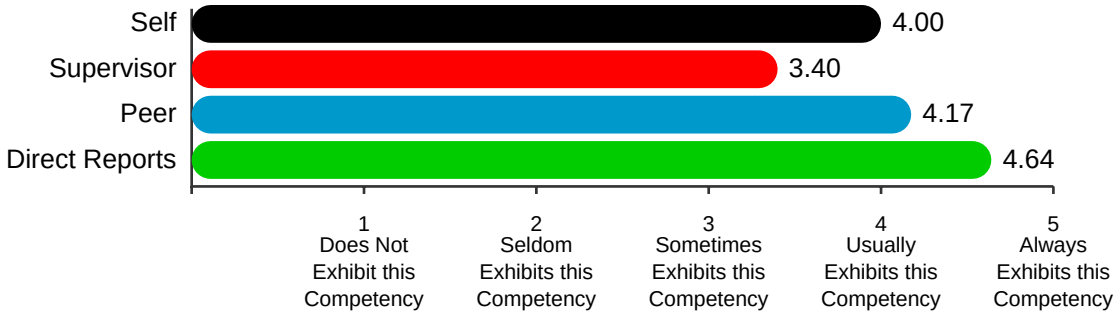
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Understanding what others need.	15	4.20	93.3			7%	67%	27%
2. Develops a good rapport with others.	15	4.87	100.0			13%	87%	
3. Seeks to obtain consensus or compromise.	15	4.27	93.3			7%	60%	33%
4. Persuades others to consider alternative points of view.	15	4.40	86.7			13%	33%	53%
5. Attempts to persuade others rather than simply control them.	15	4.33	93.3			7%	53%	40%

Comments:

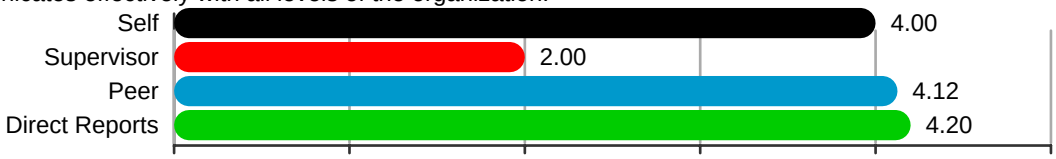
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- Expectations are not always clearly communicated/outlined.
- She is determined to find the answer to any problem or obstacle in her way.
- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- ___ is a very effective communicator and I always felt very well informed as her direct report.

Communication Skills

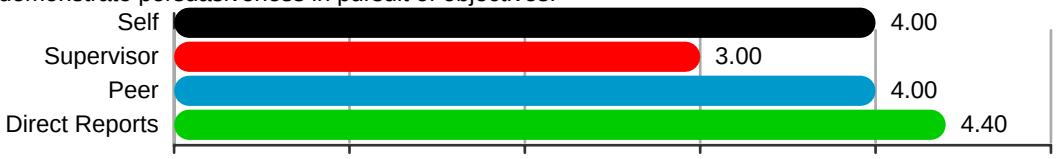
Summary Scores



6. Communicates effectively with all levels of the organization.



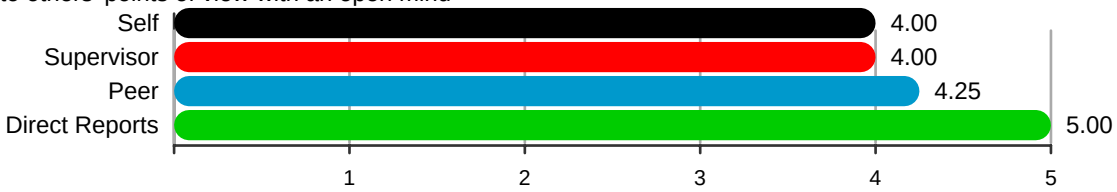
7. Able to demonstrate persuasiveness in pursuit of objectives.



8. Is an effective communicator

9. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)

10. Listens to others' points of view with an open mind



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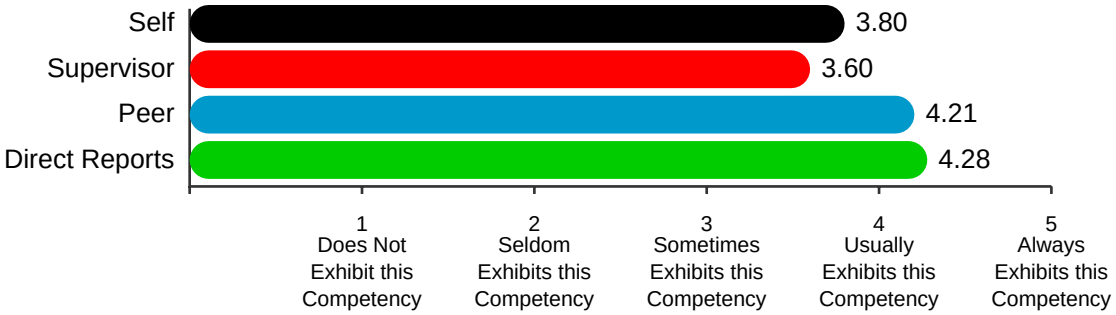
6. Communicates effectively with all levels of the organization.	15	4.00	80.0	7%		13%	53%	27%
7. Able to demonstrate persuasiveness in pursuit of objectives.	15	4.07	80.0			20%	53%	27%
8. Is an effective communicator	15	4.33	93.3		7%		47%	47%
9. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	4.47	93.3		7%		40%	53%
10. Listens to others' points of view with an open mind	15	4.47	93.3		7%		40%	53%

Comments:

- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.

Delegation

Summary Scores



11. Defines the roles, responsibilities, required actions, and deadlines for team members.

12. Delegates authority and responsibility to subordinates and holds them accountable for their actions.

13. Sets clear and reasonable expectations for others and follows through on their progress.

14. Entrusts subordinates with important tasks.

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

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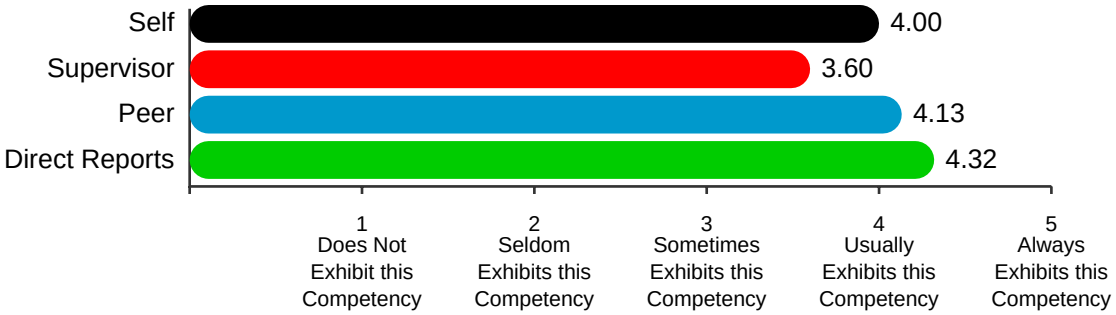
11. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.60	100.0				40%	60%
12. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.27	100.0				73%	27%
13. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.33	100.0				67%	33%
14. Entrusts subordinates with important tasks.	15	3.93	73.3			27%	53%	20%
15. Allows subordinates to use their own methods and procedures.	14	3.64	57.1		14%	29%	36%	21%

Comments:

- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- ___ 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.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.

Integrity

Summary Scores

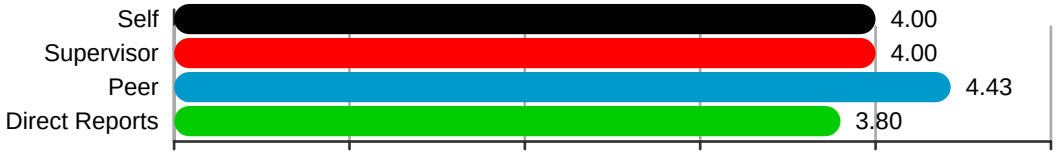


16. Follows tasks to completion.

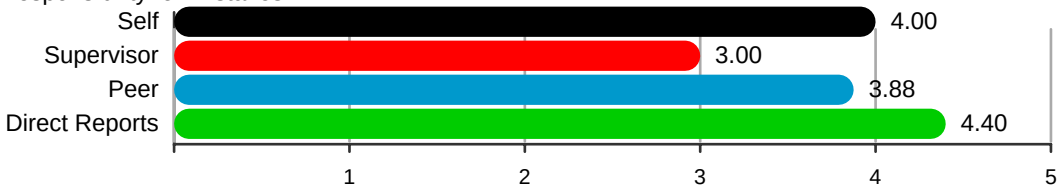
17. Maintains strong relationships with others.

18. Establishes relationships of trust, honesty, fairness, and integrity.

19. Develops trust and confidence from others.



20. Accepts responsibility for mistakes.



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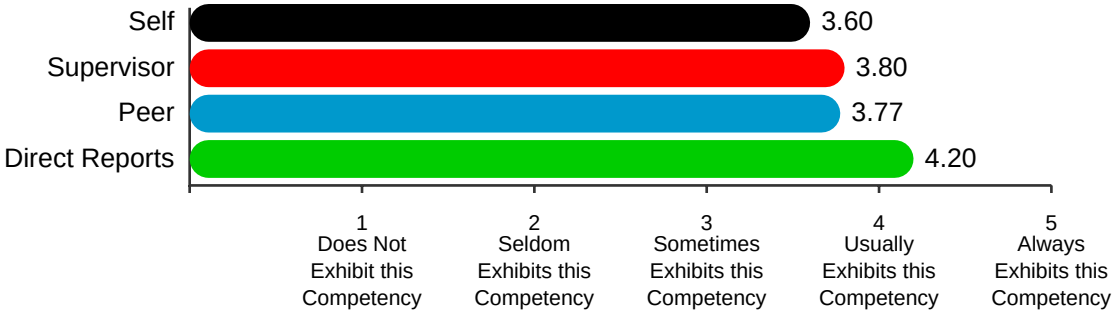
16. Follows tasks to completion.	15	4.33	86.7			13%	40%	47%
17. Maintains strong relationships with others.	15	4.27	93.3			7%	60%	33%
18. Establishes relationships of trust, honesty, fairness, and integrity.	14	4.00	92.9			7%	86%	7%
19. Develops trust and confidence from others.	14	4.14	85.7		7%	7%	50%	36%
20. Accepts responsibility for mistakes.	15	4.00	66.7		7%	27%	27%	40%

Comments:

- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- ___ does an exceptional job at running the department.
- Don't work with her enough to observe the vast majority of these items.
- She is open to new ideas and ways to improve the service we provide.
- 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.

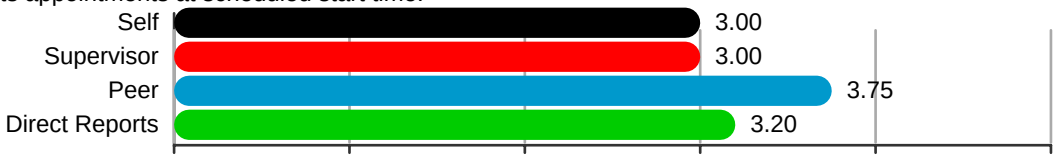
Punctuality

Summary Scores

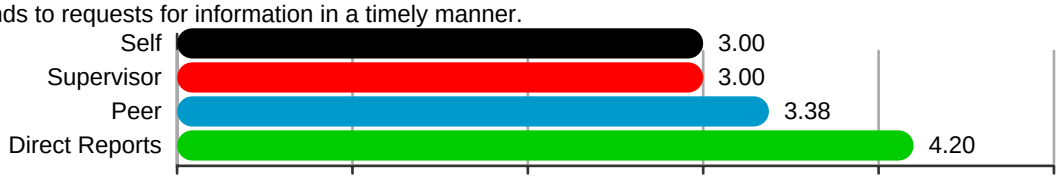


21. Arrives to meetings on time.

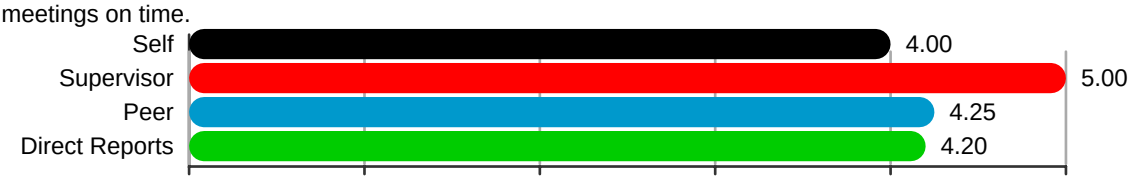
22. Conducts appointments at scheduled start time.



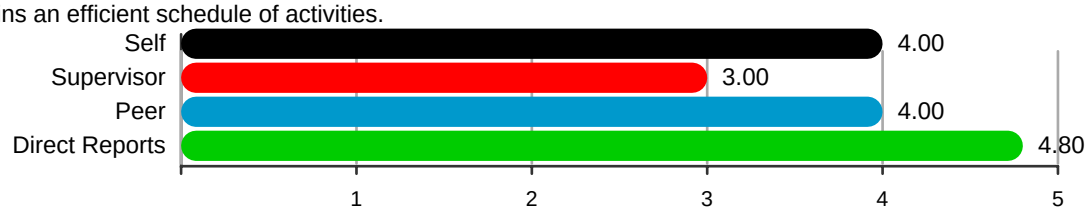
23. Responds to requests for information in a timely manner.



24. Starts meetings on time.



25. Maintains an efficient schedule of activities.



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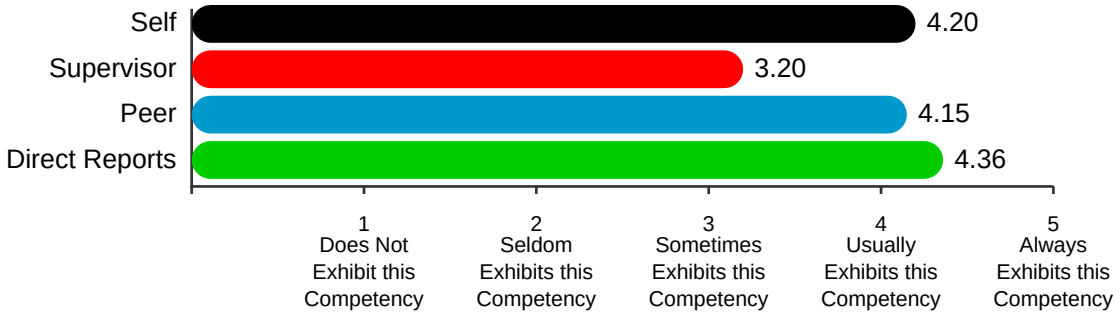
21. Arrives to meetings on time.	15	4.00	66.7	13%	20%		20%	47%
22. Conducts appointments at scheduled start time.	15	3.47	53.3	13%	33%		47%	7%
23. Responds to requests for information in a timely manner.	15	3.60	66.7	13%	20%		60%	7%
24. Starts meetings on time.	15	4.27	86.7	7%	7%		40%	47%
25. Maintains an efficient schedule of activities.	15	4.20	80.0	7%	13%		33%	47%

Comments:

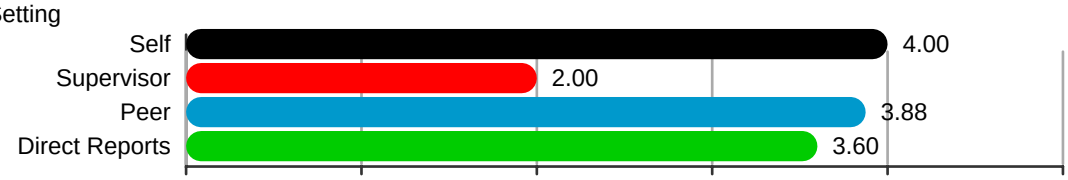
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- ___ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- Each member feels they are a part of the team and knows their contribution is valued.
- ___ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.

Goals

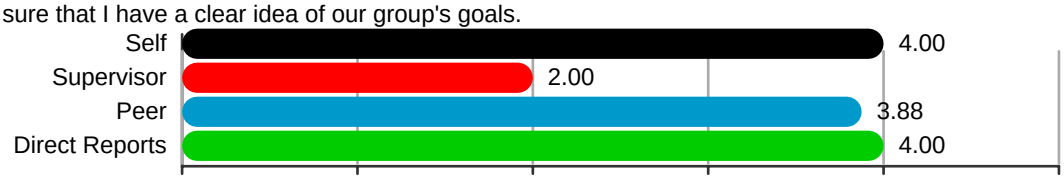
Summary Scores



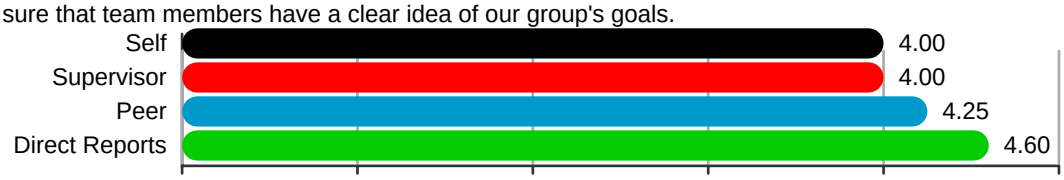
26. Goal Setting



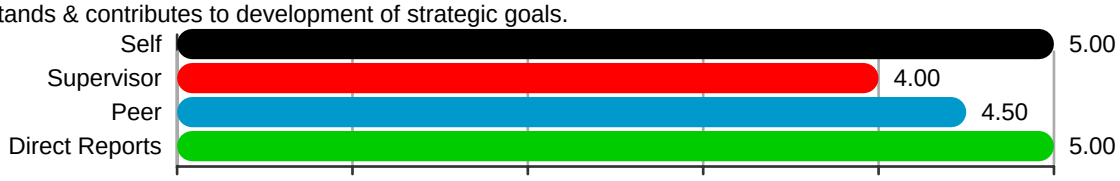
27. Makes sure that I have a clear idea of our group's goals.



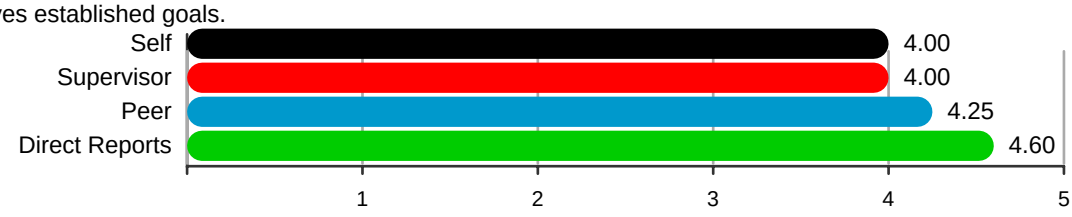
28. Makes sure that team members have a clear idea of our group's goals.



29. Understands & contributes to development of strategic goals.



30. Achieves established goals.



Level of Skill

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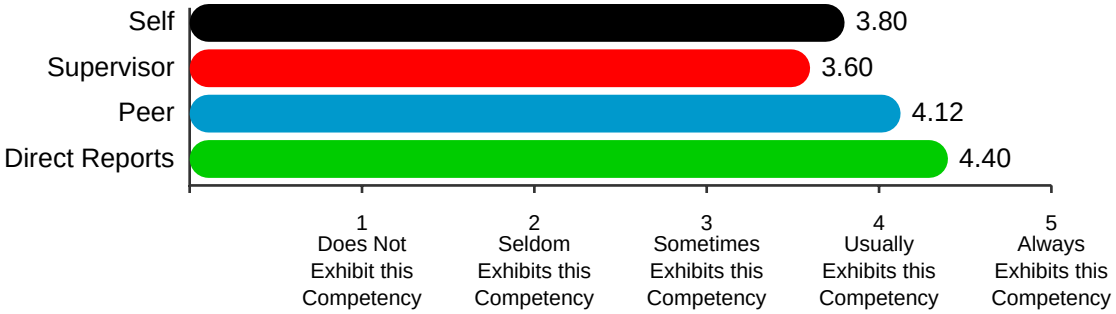
26. Goal Setting	15	3.67	66.7	20%	13%		47%	20%
27. Makes sure that I have a clear idea of our group's goals.	15	3.80	73.3	20%	7%		47%	27%
28. Makes sure that team members have a clear idea of our group's goals.	15	4.33	86.7		13%		40%	47%
29. Understands & contributes to development of strategic goals.	15	4.67	100.0				33%	67%
30. Achieves established goals.	15	4.33	100.0				67%	33%

Comments:

- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.

Safety

Summary Scores



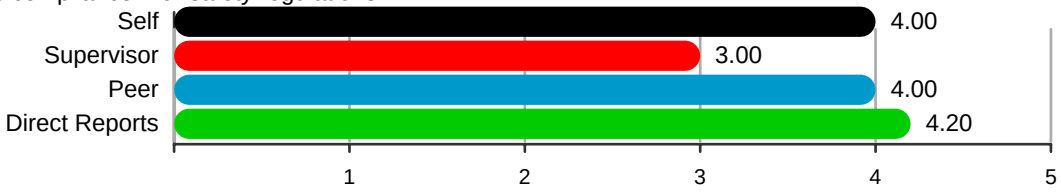
31. Supports safety programs and procedures.

32. Identifies and addresses safety needs.

33. Supports our company's safety programs.

34. Participates in safety training when offered.

35. Ensures compliance with safety regulations.



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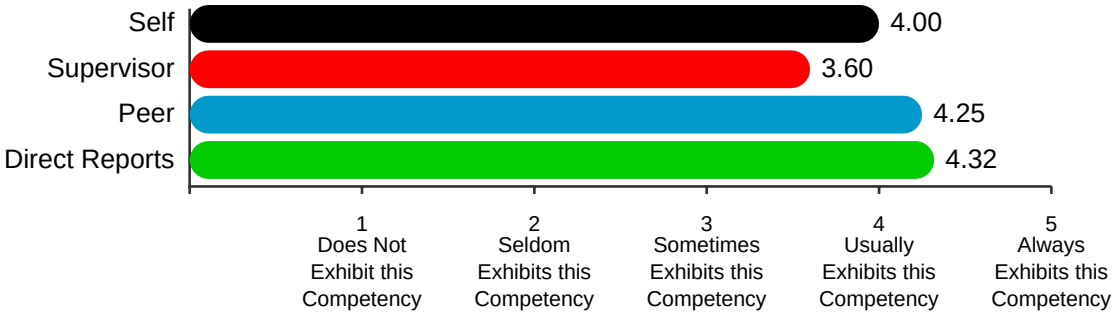
31. Supports safety programs and procedures.	15	4.07	80.0	20%		53%		27%
32. Identifies and addresses safety needs.	15	4.47	100.0			53%		47%
33. Supports our company's safety programs.	15	4.13	80.0	20%		47%		33%
34. Participates in safety training when offered.	15	4.13	86.7	13%		60%		27%
35. Ensures compliance with safety regulations.	15	4.00	80.0	20%		60%		20%

Comments:

- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- Difficult to reach sometimes and often does not respond to messages at all.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- Sometimes her decisions aren't thought through from a financial perspective.
- The department is lucky to have her.
- She is both the manager and the interim director for the service line.

Responsible

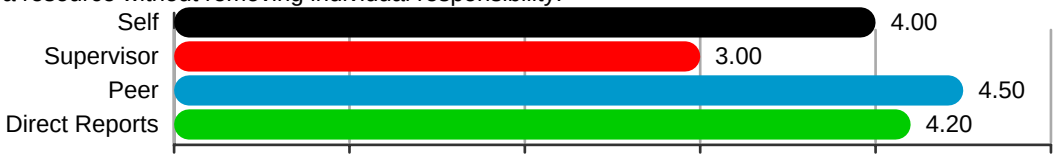
Summary Scores



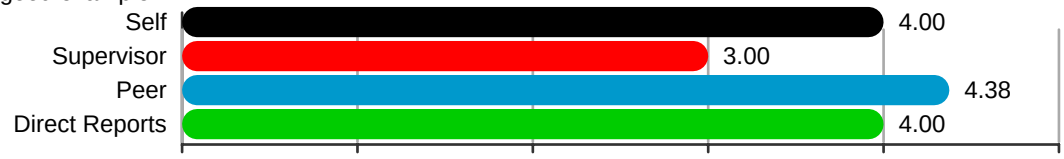
36. ...takes personal responsibility for results.

37. Behavior is ethical and honest.

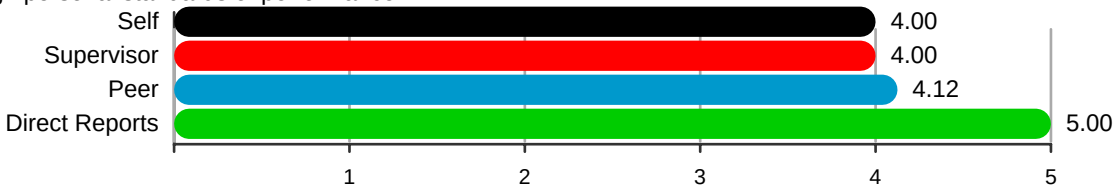
38. Acts as a resource without removing individual responsibility.



39. Sets a good example.



40. Sets high personal standards of performance.



Level of Skill

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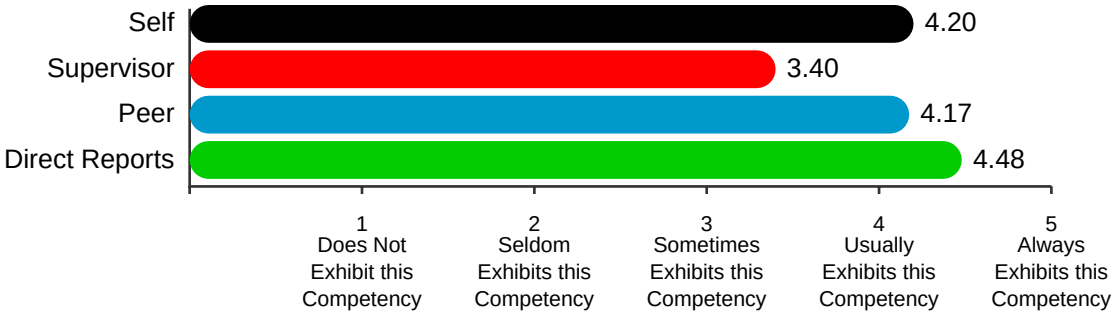
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. ...takes personal responsibility for results.	15	4.33	100.0				67%	33%
37. Behavior is ethical and honest.	15	3.93	80.0	13%		7%	53%	27%
38. Acts as a resource without removing individual responsibility.	15	4.27	86.7			13%	47%	40%
39. Sets a good example.	15	4.13	86.7			13%	60%	27%
40. Sets high personal standards of performance.	15	4.40	93.3			7%	47%	47%

Comments:

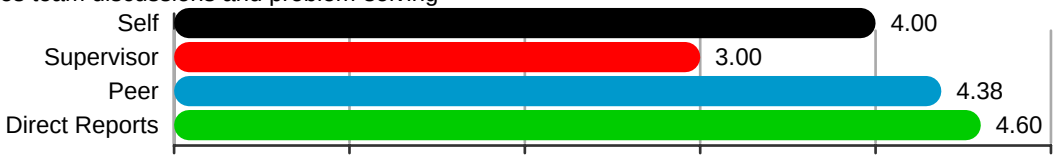
- ___ has been very helpful to me as a new manager this year.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- ___ has done a remarkable job managing the department.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. ___ is an engaged Leader.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.

Teamwork

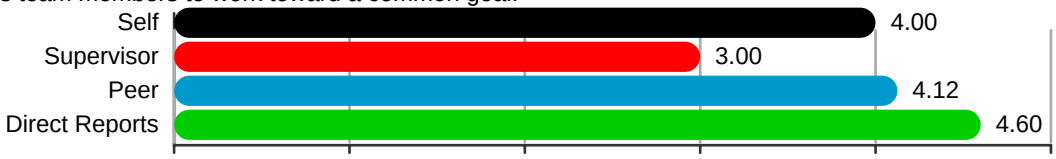
Summary Scores



41. Facilitates team discussions and problem-solving

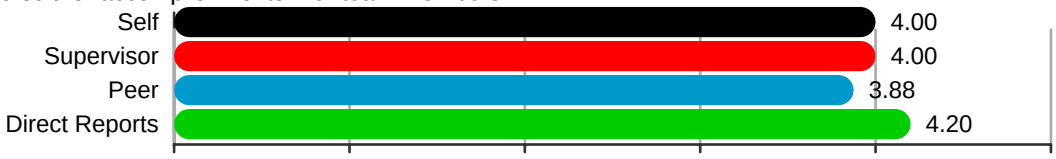


42. Coaches team members to work toward a common goal.

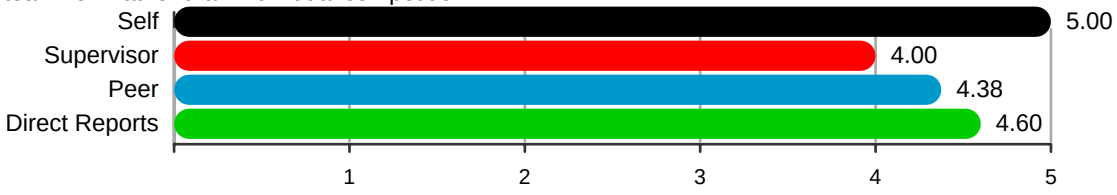


43. Coaches team members

44. Shares credit for accomplishments with team members



45. Fosters teamwork rather than individual competition



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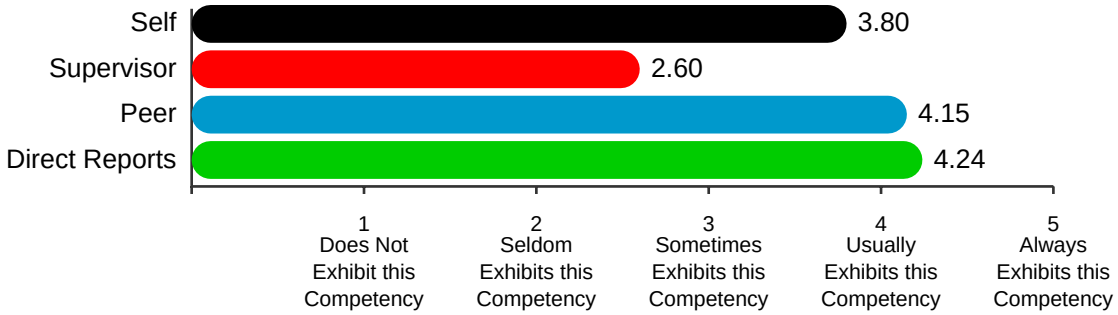
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Facilitates team discussions and problem-solving	15	4.33	93.3		7%		53%	40%
42. Coaches team members to work toward a common goal.	15	4.20	80.0		20%		40%	40%
43. Coaches team members	15	4.13	86.7		13%		60%	27%
44. Shares credit for accomplishments with team members	15	4.00	86.7		13%		73%	13%
45. Fosters teamwork rather than individual competition	15	4.47	93.3		7%		40%	53%

Comments:

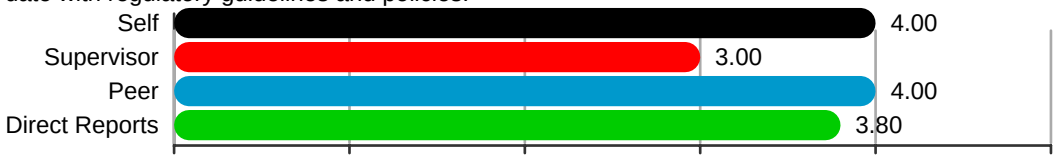
- She can ask a question and truly listen to the answer before giving feedback.
- Allocates resources in advance to ensure the required work can be completed.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time took think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.

Business Acumen

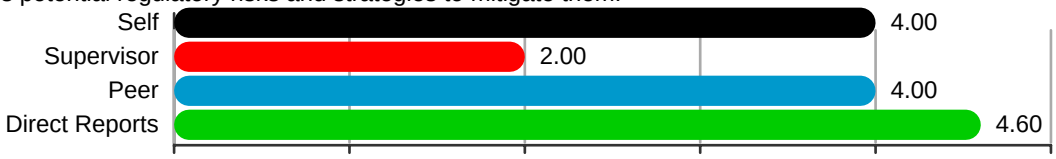
Summary Scores



46. Is up-to-date with regulatory guidelines and policies.

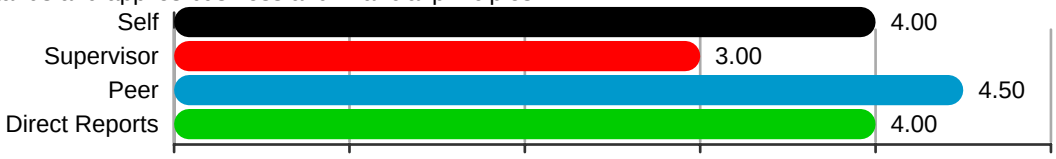


47. Identifies potential regulatory risks and strategies to mitigate them.

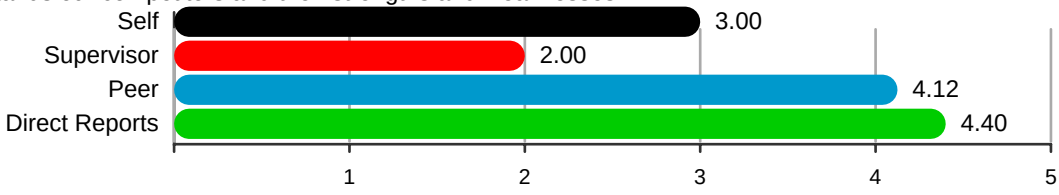


48. Understands consumer behaviors and how they may change in the future.

49. Understands and applies business and financial principles.



50. Understands our competitors and their strengths and weaknesses.



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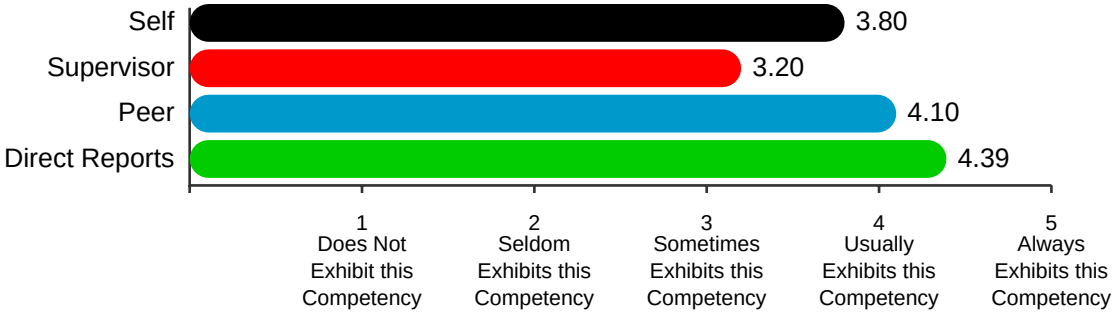
46. Is up-to-date with regulatory guidelines and policies.	15	3.87	80.0	7%	13%		67%	13%
47. Identifies potential regulatory risks and strategies to mitigate them.	15	4.07	86.7	13%		53%		33%
48. Understands consumer behaviors and how they may change in the future.	15	4.13	86.7		13%		60%	27%
49. Understands and applies business and financial principles.	15	4.20	86.7	7%	7%		47%	40%
50. Understands our competitors and their strengths and weaknesses.	15	4.00	73.3	13%		13%	33%	40%

Comments:

- She is friendly, courteous, and kind all while being very professional.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- She cares deeply for what she does and it shows.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.

Strategic Focus

Summary Scores



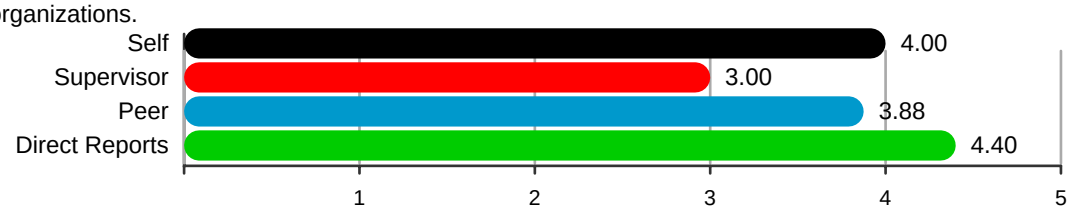
51. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.

52. Looks for opportunities to enhance contributions to the bottom line.

53. Able to decline a poor strategy by proposing alternate strategies.

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

55. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



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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. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	14	4.14	92.9	7%		71%		21%
52. Looks for opportunities to enhance contributions to the bottom line.	14	4.21	85.7	14%		50%		36%
53. Able to decline a poor strategy by proposing alternate strategies.	15	4.13	80.0	20%		47%		33%
54. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	4.07	80.0	20%		53%		27%
55. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	4.00	80.0	20%		60%		20%

Comments:

- ___ is great about approaching and including staff input with decision making within the department.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- ___ is very reliable and collaborates well on projects.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.

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?

- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- ___ would be my choice for permanent manager of the department.
- ___ is consistent in her messaging about how we best serve the customers.
- Does well in most technical skills and is willing to learn anything that is new
- she continues to make improvements in core competencies.
- She is well respected by her peers and it is clear to see why.

What do you like best about working with this individual?

- A willingness and flexibility to pitch in help where needed is important.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.

What do you like least about working with this individual?

- ___ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- Great to have you on the team!
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- Good leadership style.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !

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

- She is a strength that supports department morale and work flow.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- Positive energy and a team player.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.

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

- ___ makes great hiring choices. she is clear on what needs to be done.
- Set clear expectations for others.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- She exhibits vision, compassion and high integrity in all of her work.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- ___ 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.

Any final comments?

- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- Outstanding leader.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.