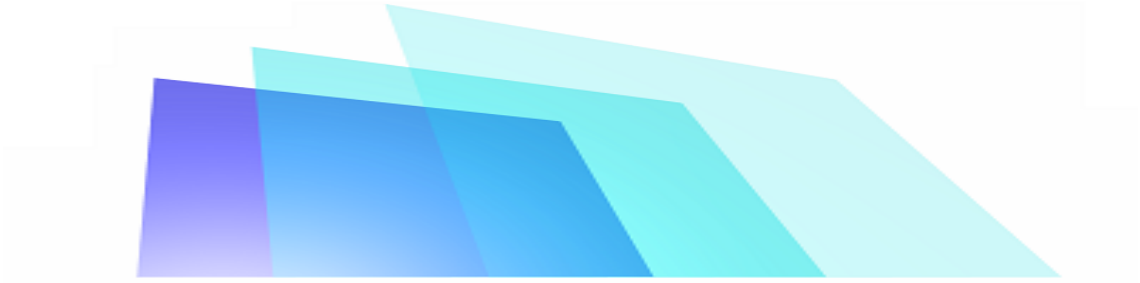


Feedback Results
Your CompanyName Here
2024

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.

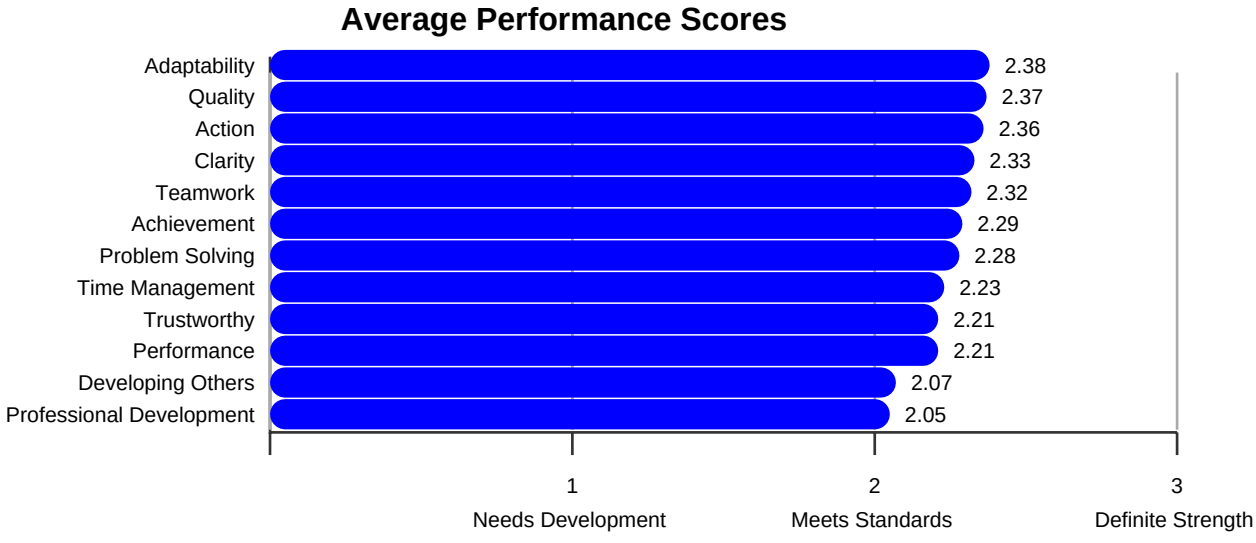
What to Do with Your Feedback

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 12 major dimensions of leadership.

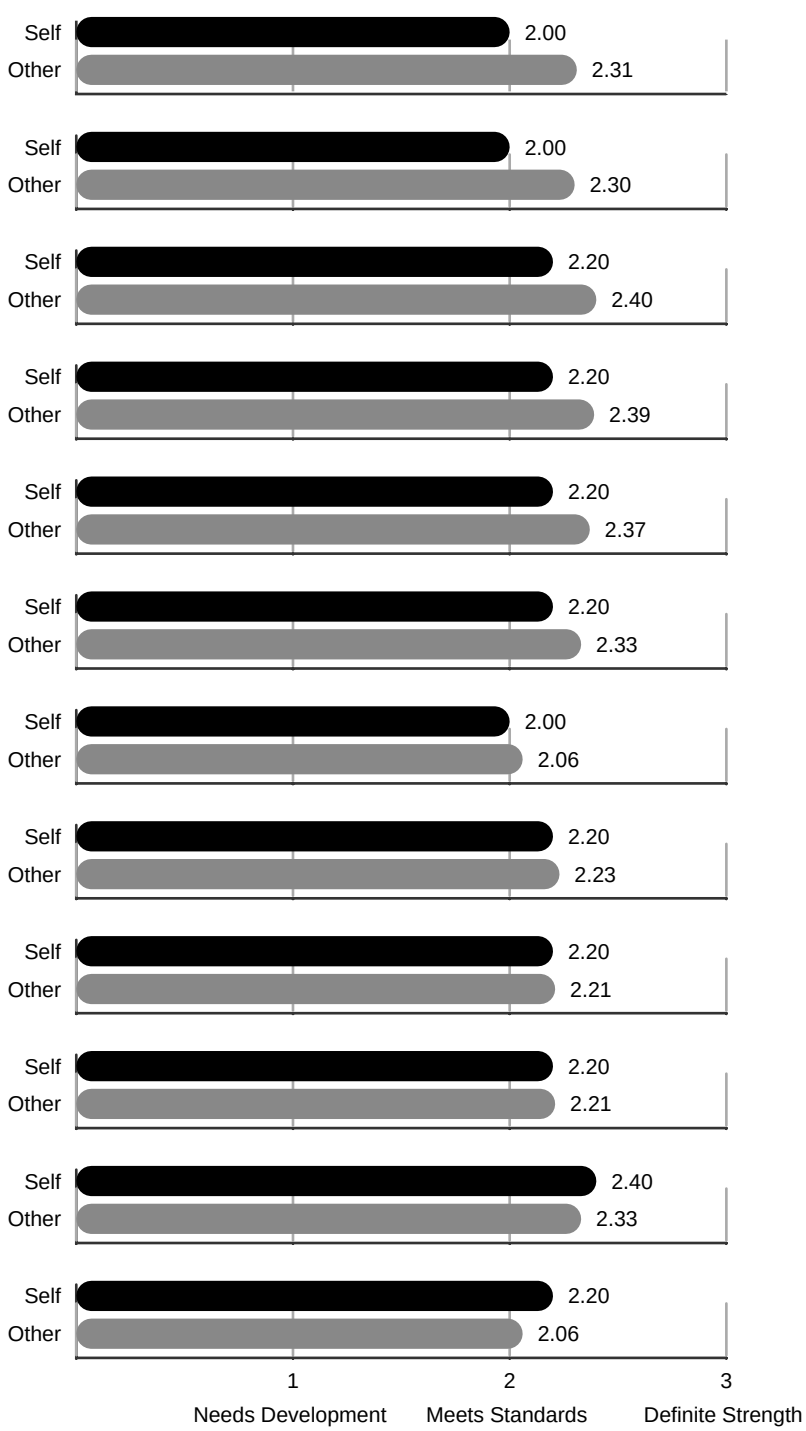
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

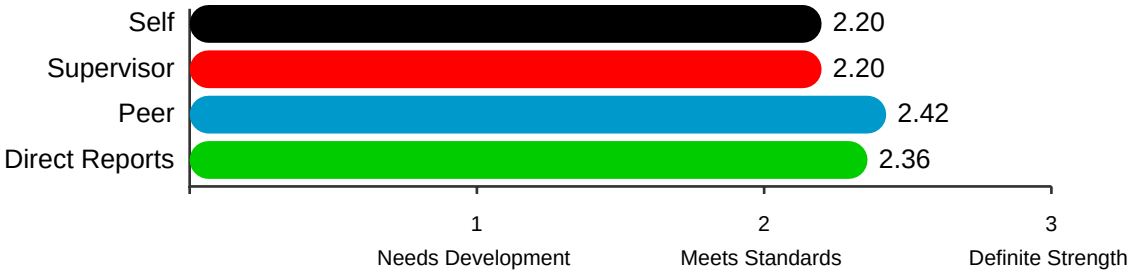
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more 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
Achievement	Self 2.00, Other 2.31	0.31
Problem Solving	Self 2.00, Other 2.30	0.30
Adaptability	Self 2.20, Other 2.40	0.20
Quality	Self 2.20, Other 2.39	0.19
Action	Self 2.20, Other 2.37	0.17
Teamwork	Self 2.20, Other 2.33	0.13
Professional Development	Self 2.00, Other 2.06	0.06
Time Management	Self 2.20, Other 2.23	0.03
Trustworthy	Self 2.20, Other 2.21	0.01
Performance	Self 2.20, Other 2.21	0.01
Clarity	Self 2.40, Other 2.33	0.07
Developing Others	Self 2.20, Other 2.06	0.14



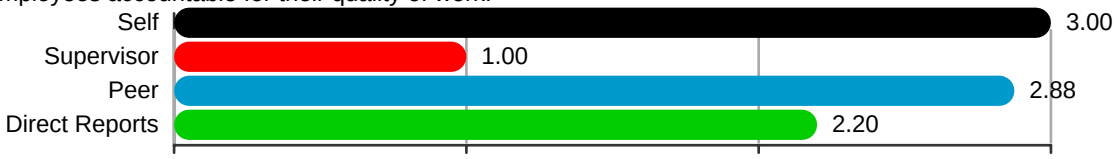
Quality

Summary Scores



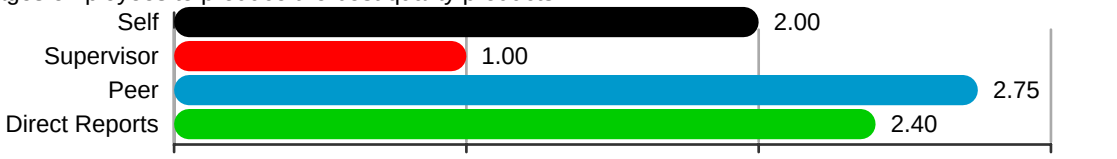
1. Always strives to produce the highest quality work products.

2. Holds employees accountable for their quality of work.

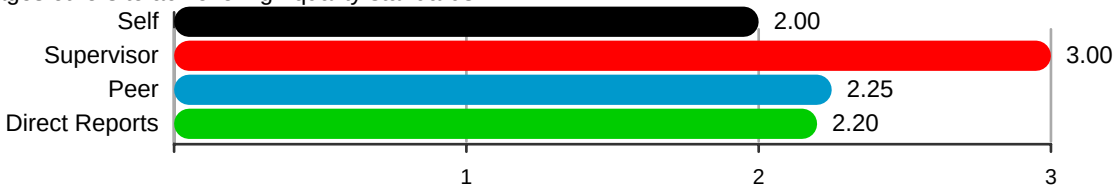


3. Analyze what occurred and re-adjusts accordingly when goals are not met.

4. Encourages employees to produce the best quality products.



5. Encourages others to achieve high quality standards.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

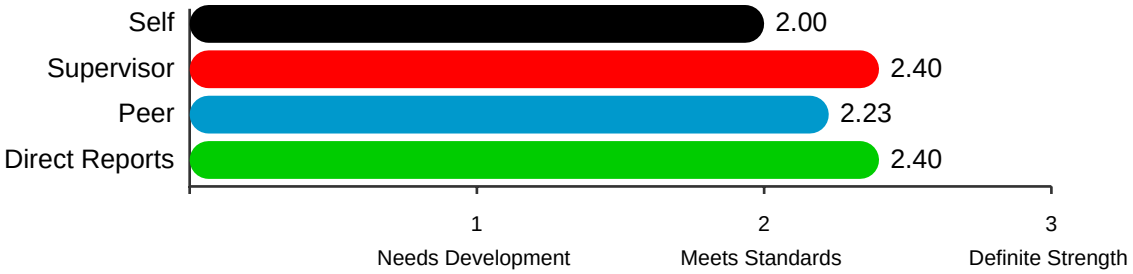
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Always strives to produce the highest quality work products.	15	2.27	33.3	7%	60%	33%
2. Holds employees accountable for their quality of work.	15	2.53	73.3	20%	7%	73%
3. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	2.33	40.0	7%	53%	40%
4. Encourages employees to produce the best quality products.	15	2.47	53.3	7%	40%	53%
5. Encourages others to achieve high quality standards.	15	2.27	40.0	13%	47%	40%

Comments:

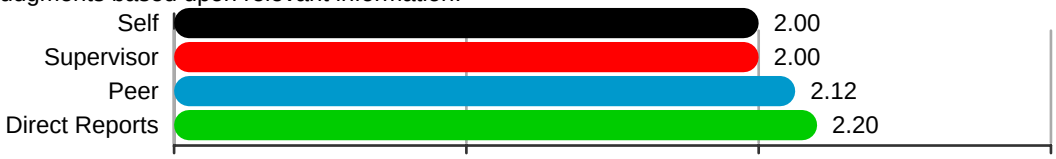
- _____ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- There is room for improvement in all these elements.

Problem Solving

Summary Scores



6. Makes judgments based upon relevant information.

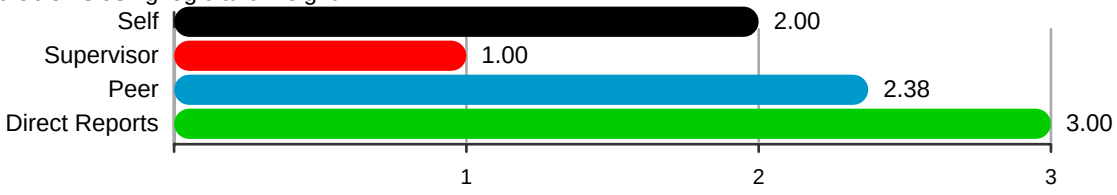


7. Effective in solving problems.

8. Ability to solve problems at root cause rather than at symptom level.

9. Identifies and assesses all potential responses to a problem.

10. Solves problems using logic and insight.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

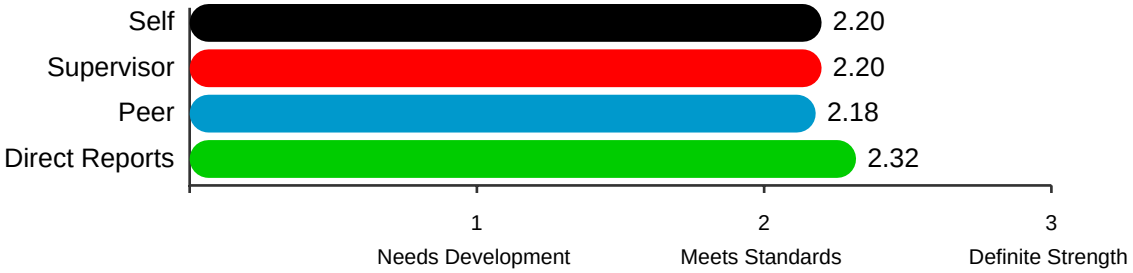
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Makes judgments based upon relevant information.	15	2.13	33.3	20%	47%	33%
7. Effective in solving problems.	15	2.07	26.7	20%	53%	27%
8. Ability to solve problems at root cause rather than at symptom level.	15	2.33	40.0	7%	53%	40%
9. Identifies and assesses all potential responses to a problem.	15	2.40	53.3	13%	33%	53%
10. Solves problems using logic and insight.	15	2.47	60.0	13%	27%	60%

Comments:

- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- I envy his versatility in working with a wide variety of issues and topics.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.

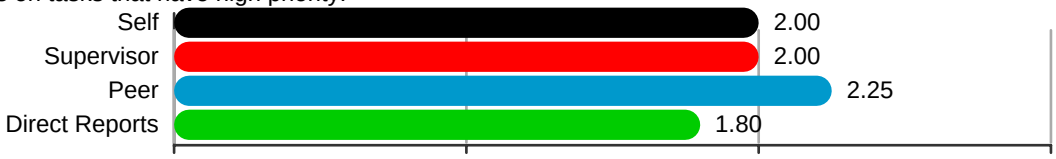
Time Management

Summary Scores

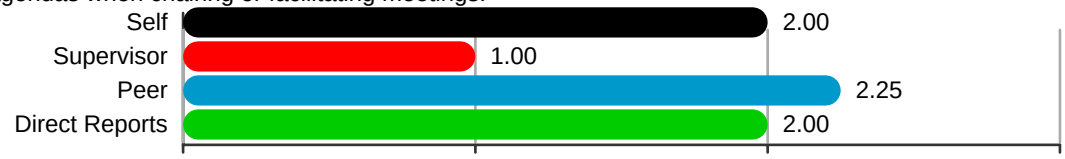


11. Does not procrastinate.

12. Focuses on tasks that have high priority.

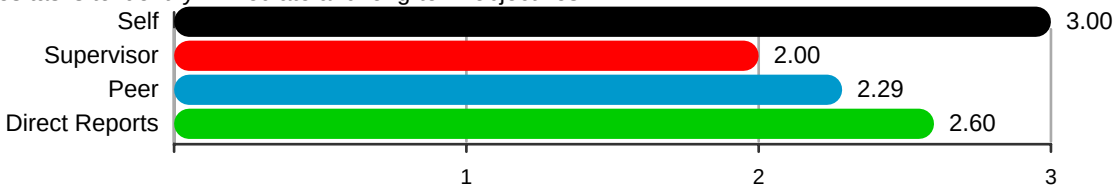


13. Uses agendas when chairing or facilitating meetings.



14. Completes high-priority work within required timelines.

15. Prioritizes tasks to identify immediate and long-term objectives.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

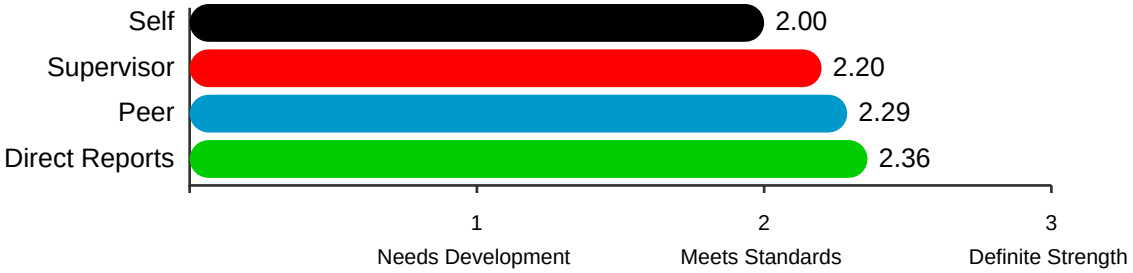
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Does not procrastinate.	15	2.33	40.0	7%	53%	40%
12. Focuses on tasks that have high priority.	15	2.07	20.0	13%	67%	20%
13. Uses agendas when chairing or facilitating meetings.	15	2.07	26.7	20%	53%	27%
14. Completes high-priority work within required timelines.	15	2.27	40.0	13%	47%	40%
15. Prioritizes tasks to identify immediate and long-term objectives.	14	2.43	50.0	7%	43%	50%

Comments:

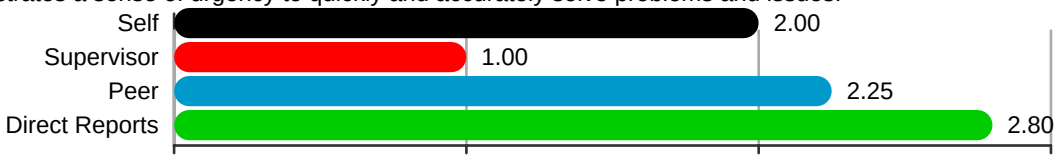
- _____ delegates very effectively.
- _____ is a rock amongst the management at [CompanyName].
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.

Achievement

Summary Scores



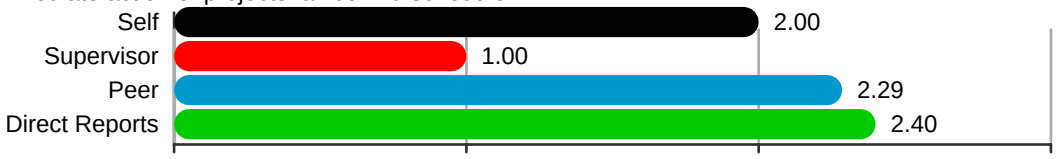
16. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.



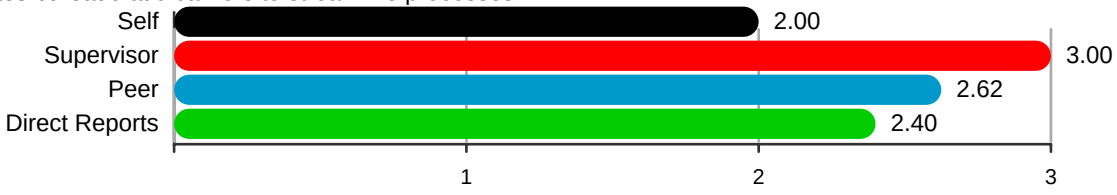
17. Set high standards in their performance

18. Takes reasonable risks to achieve desired results.

19. Takes immediate action of projects fall behind schedule.



20. Eliminates bureaucratic barriers to streamline processes.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

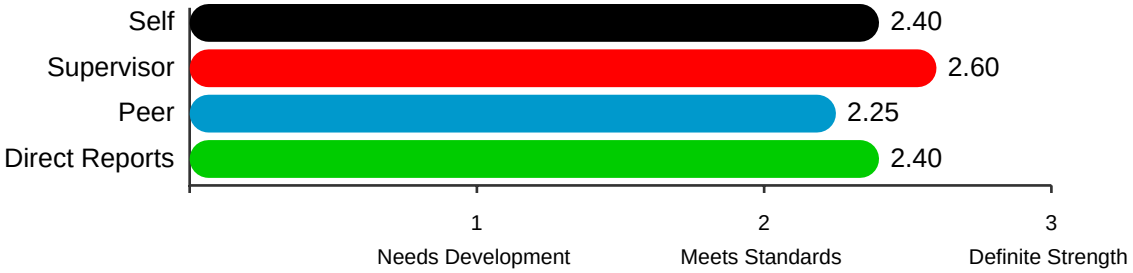
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	2.33	46.7	13%	40%	47%
17. Set high standards in their performance	15	2.33	40.0	7%	53%	40%
18. Takes reasonable risks to achieve desired results.	14	2.00	14.3	14%	71%	14%
19. Takes immediate action of projects fall behind schedule.	14	2.21	42.9	21%	36%	43%
20. Eliminates bureaucratic barriers to streamline processes.	15	2.53	60.0	7%	33%	60%

Comments:

- He encourages teammates more as a peer than a coach.
- _____ is able to problem solve very well.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.

Clarity

Summary Scores



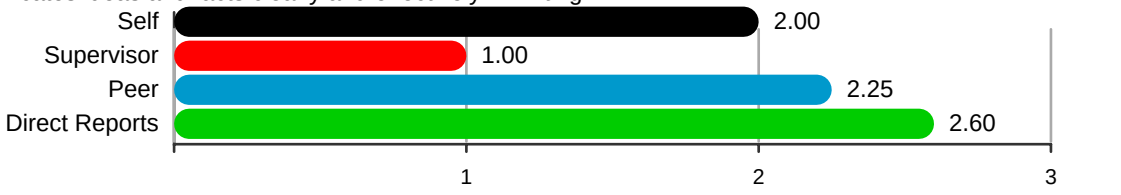
21. Uses appropriate grammar and tense in communications.

22. Adjusts communication methods to the needs of the audience.

23. Seeks to reduce ambiguity in messaging and documents.

24. Clearly defines work objectives for employees.

25. Communicates ideas and facts clearly and effectively in writing.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

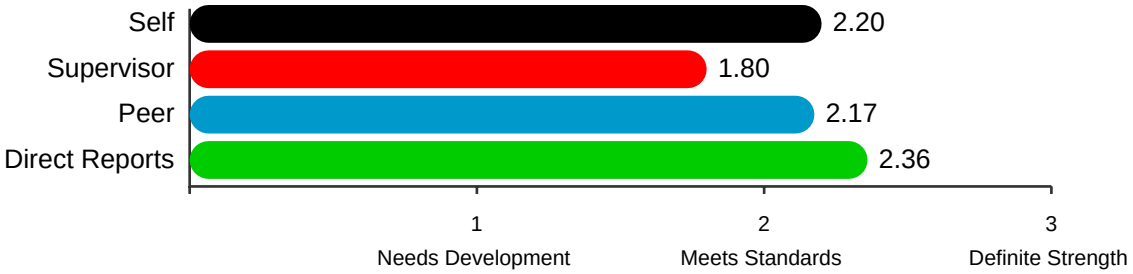
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Uses appropriate grammar and tense in communications.	15	2.60	66.7	7%	27%	67%
22. Adjusts communication methods to the needs of the audience.	15	2.33	40.0	7%	53%	40%
23. Seeks to reduce ambiguity in messaging and documents.	15	2.07	20.0	13%	67%	20%
24. Clearly defines work objectives for employees.	15	2.40	53.3	13%	33%	53%
25. Communicates ideas and facts clearly and effectively in writing.	15	2.27	53.3	27%	20%	53%

Comments:

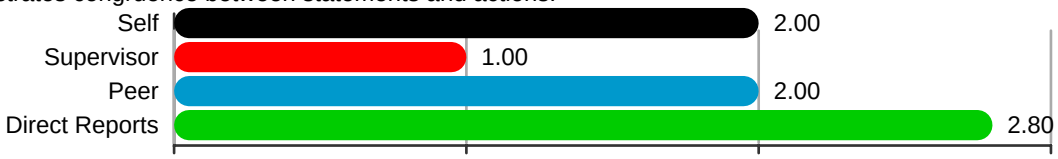
- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- Has the experience needed.
- I value and appreciate _____ very much.
- When dealing with HR issues my HR business partner is always involved.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.

Trustworthy

Summary Scores

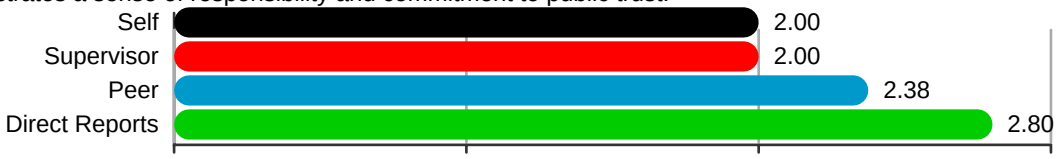


26. Demonstrates congruence between statements and actions.



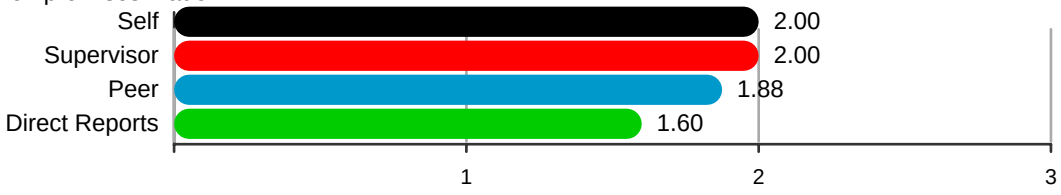
27. Builds and maintains the trust of others.

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



29. Is trustworthy; is someone I can trust.

30. Delivers on promises made.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

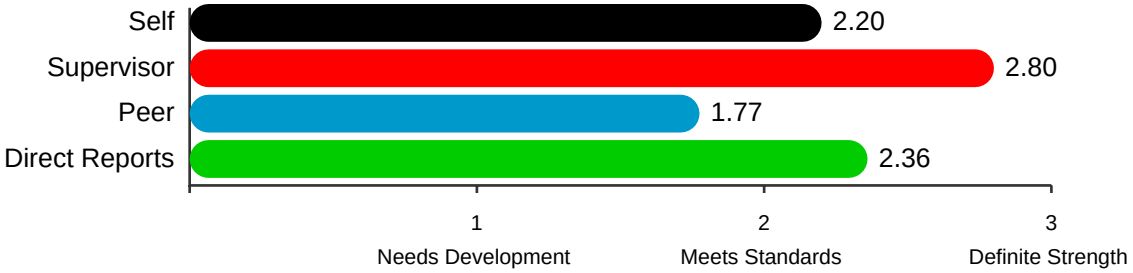
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Demonstrates congruence between statements and actions.	15	2.20	33.3	13%	53%	33%
27. Builds and maintains the trust of others.	15	2.00	26.7	27%	47%	27%
28. Demonstrates a sense of responsibility and commitment to public trust.	15	2.47	53.3	7%	40%	53%
29. Is trustworthy; is someone I can trust.	15	2.60	60.0		40%	60%
30. Delivers on promises made.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ does a great job in supporting and engaging all of his employees.
- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- I can not say enough good things about _____.
- just know going through the hiring process with him.

Developing Others

Summary Scores

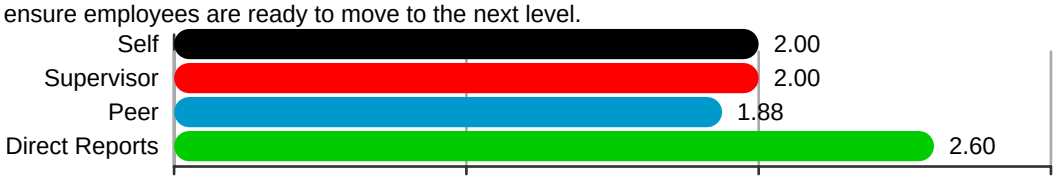


31. Creates a work environment that fosters positive feedback to employees.

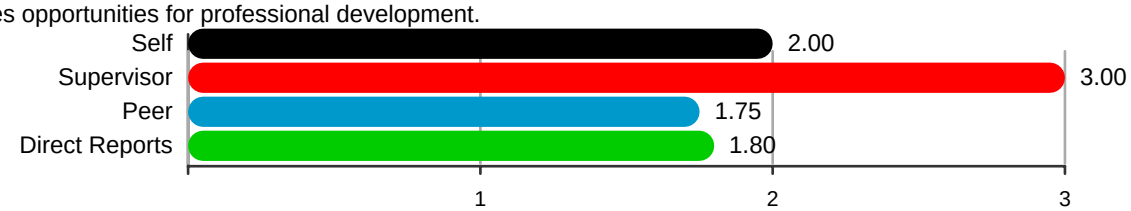
32. Is open to receiving feedback.

33. Assigns tasks and responsibilities to develop skills of others.

34. Tries to ensure employees are ready to move to the next level.



35. Creates opportunities for professional development.



Level of Skill

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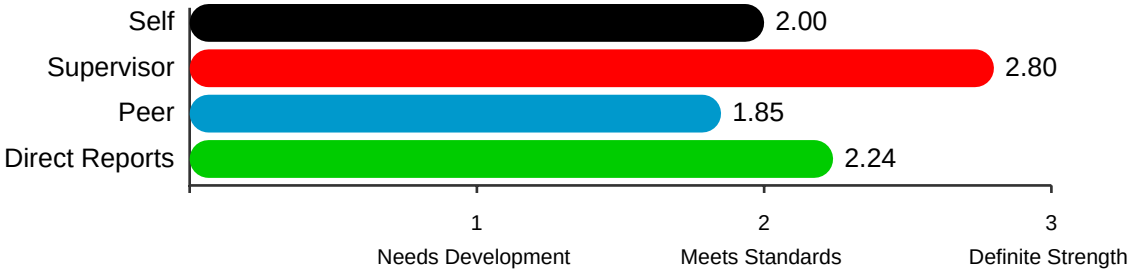
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Creates a work environment that fosters positive feedback to employees.	15	2.13	33.3	20%	47%	33%
32. Is open to receiving feedback.	15	2.13	33.3	20%	47%	33%
33. Assigns tasks and responsibilities to develop skills of others.	15	2.07	33.3	27%	40%	33%
34. Tries to ensure employees are ready to move to the next level.	15	2.13	26.7	13%	60%	27%
35. Creates opportunities for professional development.	15	1.87	20.0	33%	47%	20%

Comments:

- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.
- _____ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- He is very effective.
- _____ 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. His high standards for excellence are admirable and inspiring.
- He inspires others by the manner in which he does his work and engages others.

Professional Development

Summary Scores



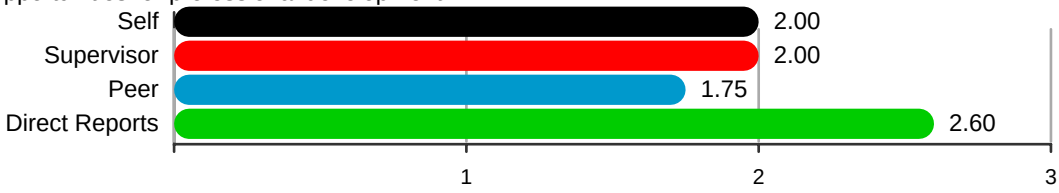
36. Quickly acquire and apply new knowledge and skills when needed

37. Allows employees to fully participate in employee training and professional development.

38. Encourages employees to take courses relevant to their job.

39. Demonstrate enthusiasm and a willingness to learn new skills and knowledge

40. Seeks opportunities for professional development.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

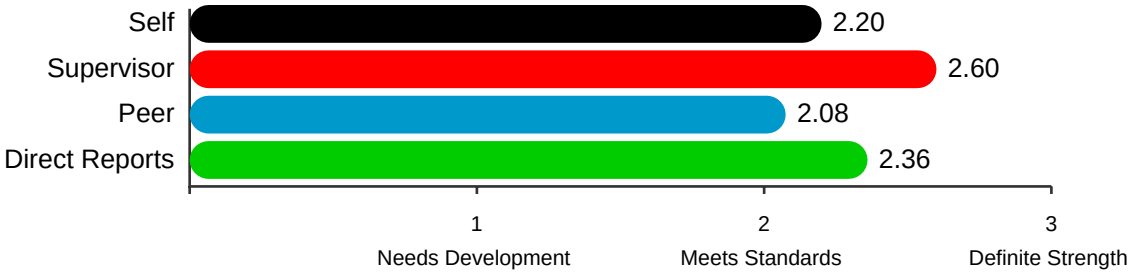
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Quickly acquire and apply new knowledge and skills when needed	15	1.87	20.0	33%	47%	20%
37. Allows employees to fully participate in employee training and professional development.	15	1.93	13.3	20%	67%	13%
38. Encourages employees to take courses relevant to their job.	15	2.07	33.3	27%	40%	33%
39. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.33	33.3		67%	33%
40. Seeks opportunities for professional development.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- _____ offers support to his managers in a style that is engaging, consistent, and motivating.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- _____ does try to increase his knowledge in the department. He's not quite there yet but is making a noticeable effort. _____ has shown marked improvement in being present when needed in the department.

Performance

Summary Scores



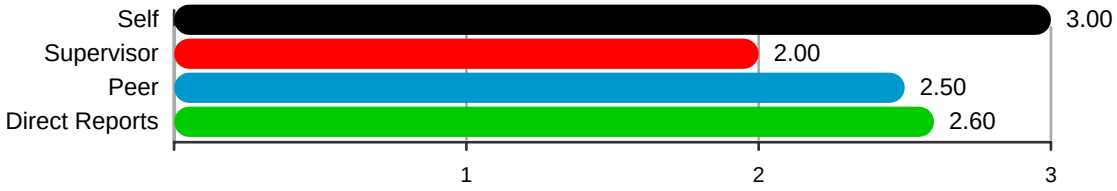
41. Effectively organizes resources and plans

42. Works effectively in the department.

43. Shown significant improvement in job performance.

44. Sets a high standard for job performance.

45. ...Overall Performance



Level of Skill

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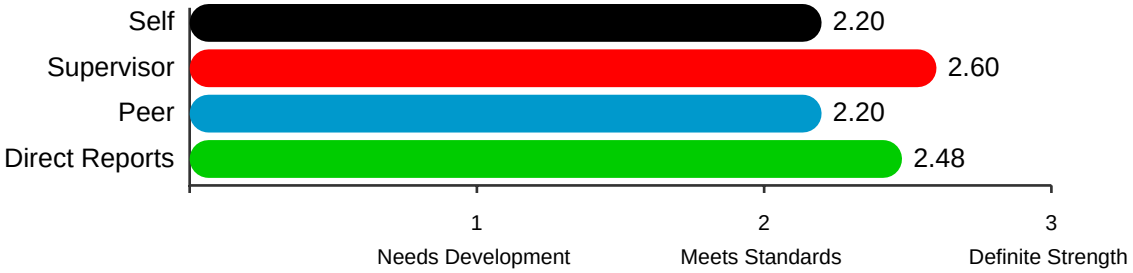
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Effectively organizes resources and plans	15	2.00	26.7	27%	47%	27%
42. Works effectively in the department.	15	2.13	33.3	20%	47%	33%
43. Shown significant improvement in job performance.	15	2.20	40.0	20%	40%	40%
44. Sets a high standard for job performance.	15	2.20	26.7	7%	67%	27%
45. ...Overall Performance	15	2.53	60.0	7%	33%	60%

Comments:

- _____ has grown and proven himself to be an effective leader in the imaging department.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- _____ is a pleasure to work with.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- _____ is a team player and effective in his role.
- Knowledge, experience, and the will to help when help is needed.

Teamwork

Summary Scores



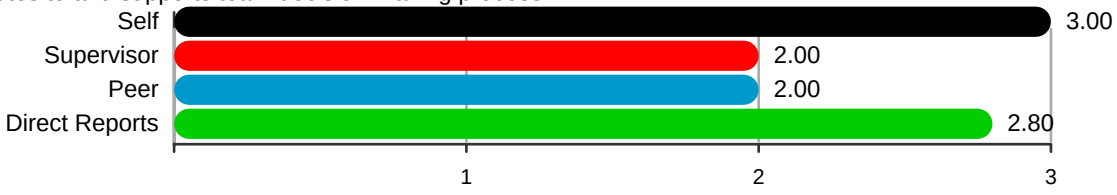
46. Actively participates in the work of teams; seeks and listens to others' contributions

47. Identifies and resolves conflicts within the team to increase team effectiveness

48. Facilitates team discussions and problem-solving

49. Encourages collaboration with other departments.

50. Contributes to and supports team decision-making process



Level of Skill

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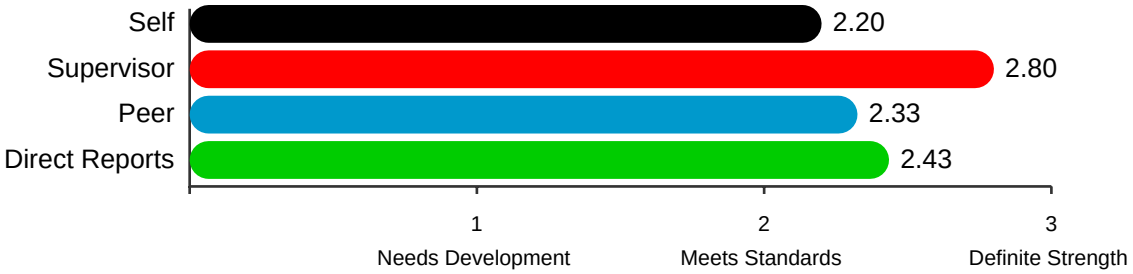
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Actively participates in the work of teams; seeks and listens to others' contributions	15	2.27	26.7		73%	27%
47. Identifies and resolves conflicts within the team to increase team effectiveness	15	2.13	26.7	13%	60%	27%
48. Facilitates team discussions and problem-solving	15	2.40	40.0		60%	40%
49. Encourages collaboration with other departments.	15	2.47	46.7		53%	47%
50. Contributes to and supports team decision-making process	15	2.33	46.7	13%	40%	47%

Comments:

- He is friendly, courteous, and kind all while being very professional.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- I have never known _____ to not hire for talent.
- Great addition to our team!

Adaptability

Summary Scores



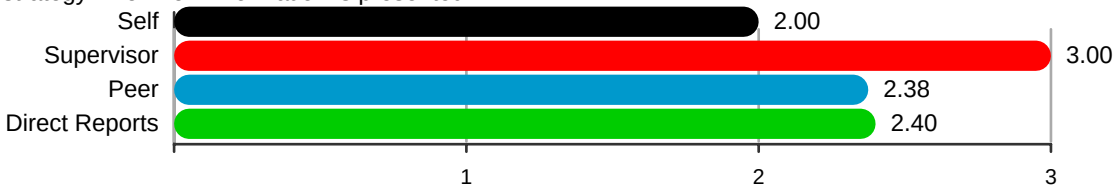
51. Able to respond to incidents without stopping the workflow.

52. Is aware of changes to team personnel.

53. Able to adapt to changes in technology and processes.

54. Adjusts to the new vision and mission of the company.

55. Adjusts strategy when new information is presented.



Level of Skill

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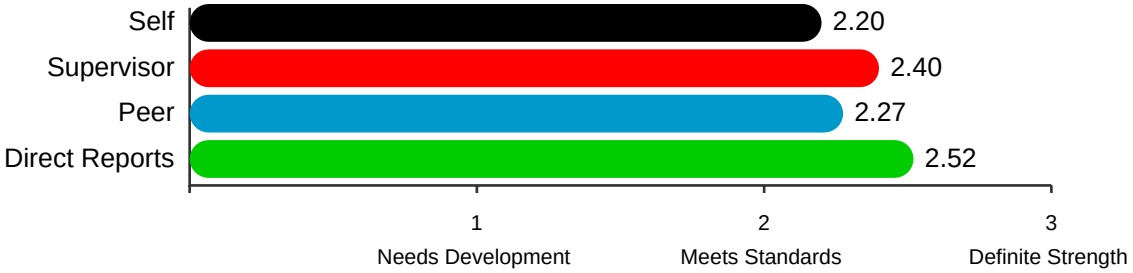
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Able to respond to incidents without stopping the workflow.	14	2.21	28.6	7%	64%	29%
52. Is aware of changes to team personnel.	14	2.29	42.9	14%	43%	43%
53. Able to adapt to changes in technology and processes.	15	2.53	53.3		47%	53%
54. Adjusts to the new vision and mission of the company.	15	2.47	46.7		53%	47%
55. Adjusts strategy when new information is presented.	15	2.40	40.0		60%	40%

Comments:

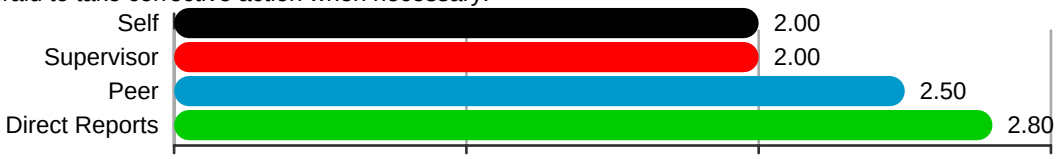
- Completes variance analysis and identifies corrective actions.
- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- He is a joy to work for.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- _____ is a strong advocate for both the customer and staff.

Action

Summary Scores



56. Is not afraid to take corrective action when necessary.

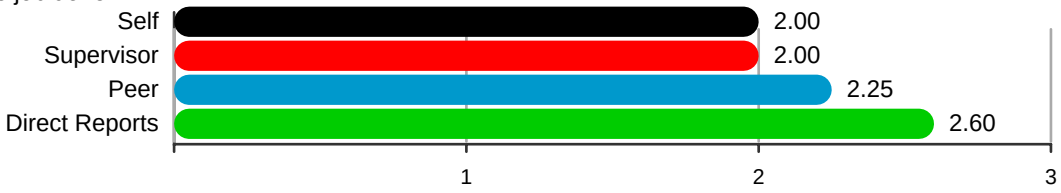


57. Motivates & supports others to gain skills

58. Does whatever it takes (within reason) to get the job done.

59. Drives and mobilizes others progress toward goals.

60. Gets the job done.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. Is not afraid to take corrective action when necessary.	15	2.53	53.3	47%		53%
57. Motivates & supports others to gain skills	15	2.33	33.3	67%		33%
58. Does whatever it takes (within reason) to get the job done.	15	2.33	33.3	67%		33%
59. Drives and mobilizes others progress toward goals.	15	2.27	26.7	73%		27%
60. Gets the job done.	15	2.33	33.3	67%		33%

Comments:

- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- Look up collaboration and you'll find _____'s picture beside the word.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- he has patience.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- I am impressed with his commitment to task and job knowledge.

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 think _____ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- _____ is a pleasure to work with.
- Please know that stress can occasionally slow down progress.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.

What do you like best about working with this individual?

- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- I appreciate that _____ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.

What do you like least about working with this individual?

- _____ does not shy away from making the tough calls and is respected by many members of our team.
- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- I respect _____ and have turned to him for advice.
- _____ is an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- I appreciate his openness and availability to all the staff.

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

- He is a real advocate for the customers. Excellent department and computer skills
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- Always has a positive, cheerful, and strong attitude.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- Could benefit from increasing awareness on how much influence they have on the department.

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

- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- _____ has been very supportive for me in my new role as technical specialist. He 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.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- _____ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.

Any final comments?

- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- More opportunities to share knowledge with the team.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- I really enjoy working with _____ and I respect his as a leader and role model.
- _____ is smart, detailed and committed. I appreciate having his on our team.