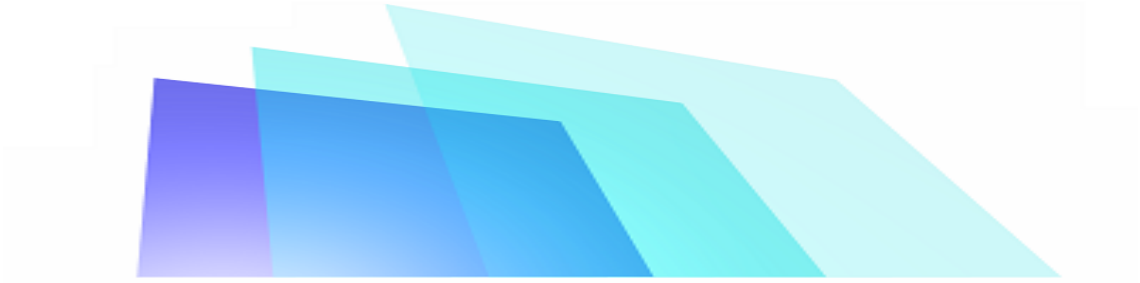


Feedback Results
Your CompanyName Here
2024

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.

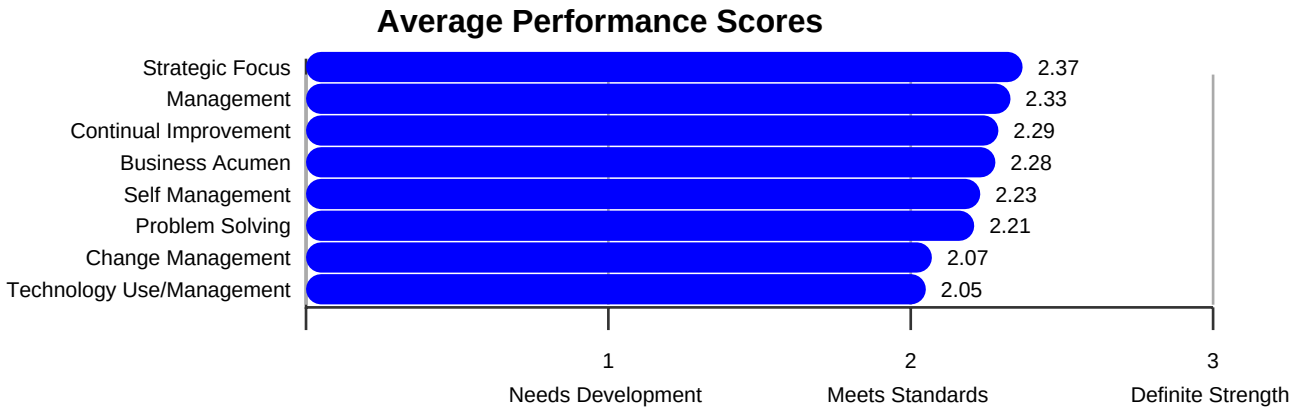
What to Do with Your Feedback

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 8 major dimensions of leadership.

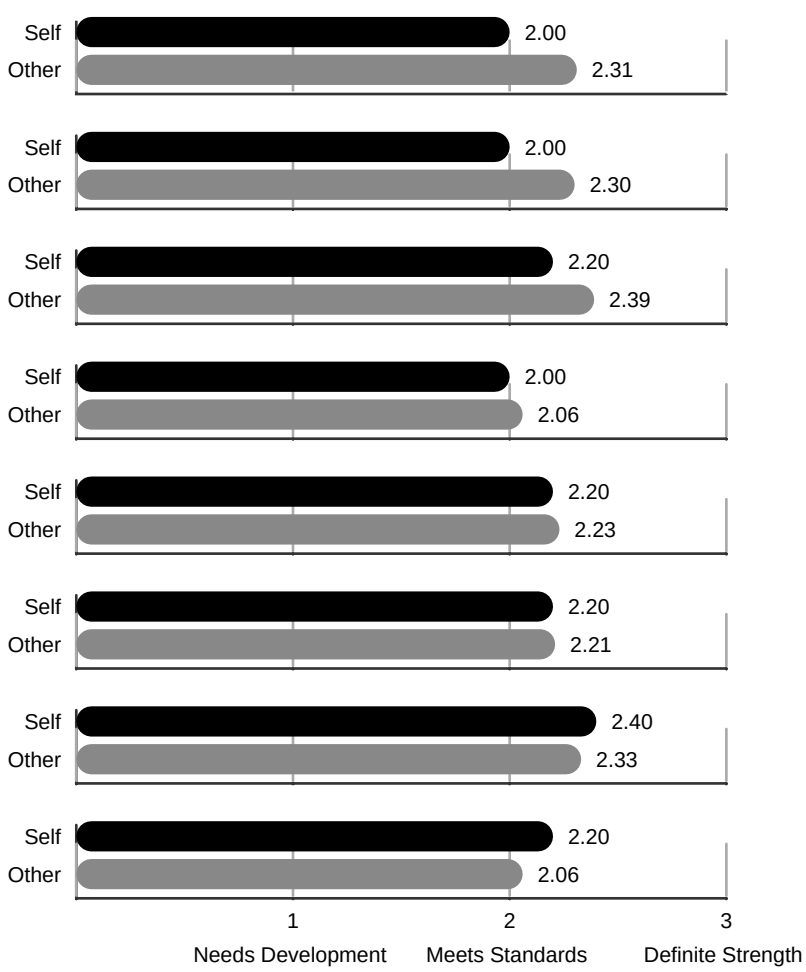
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

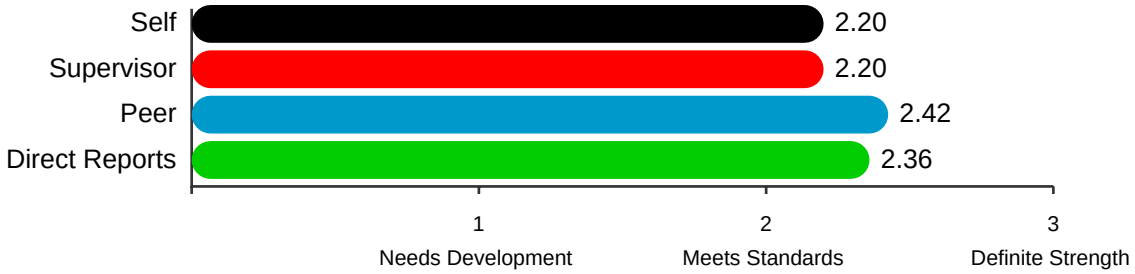
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more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

Dimension	How you see yourself and how others see you.	Gap
Continual Improvement	Self 2.00, Other 2.31	0.31
Business Acumen	Self 2.00, Other 2.30	0.30
Strategic Focus	Self 2.20, Other 2.39	0.19
Technology Use/Management	Self 2.00, Other 2.06	0.06
Self Management	Self 2.20, Other 2.23	0.03
Problem Solving	Self 2.20, Other 2.21	0.01
Management	Self 2.40, Other 2.33	0.07
Change Management	Self 2.20, Other 2.06	0.14



Strategic Focus

Summary Scores

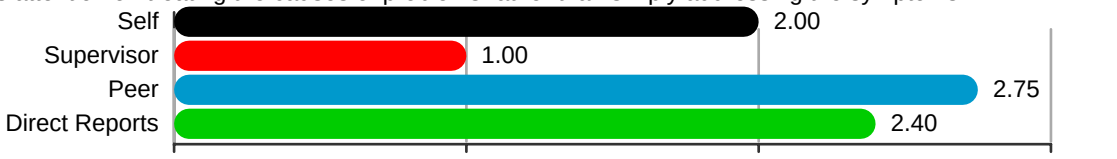


1. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.

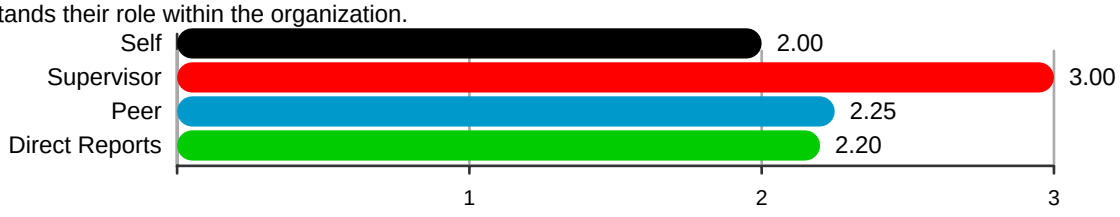
2. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.

3. Communicates goals and objectives to employees.

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



5. Understands their role within the organization.



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).

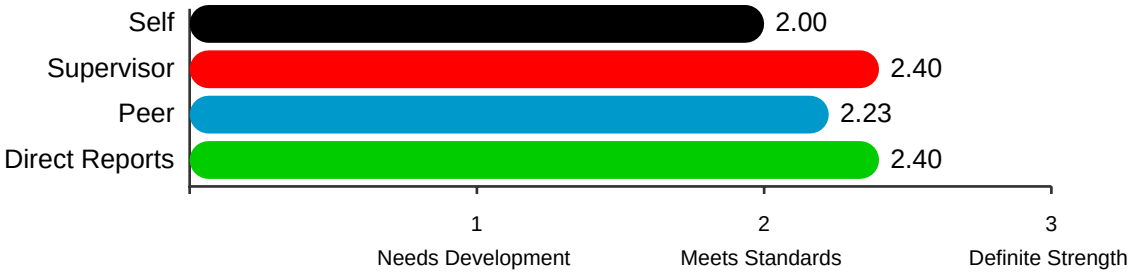
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.27	33.3	7%	60%	33%
2. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	2.53	73.3	20%	7%	73%
3. Communicates goals and objectives to employees.	15	2.33	40.0	7%	53%	40%
4. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	2.47	53.3	7%	40%	53%
5. Understands their role within the organization.	15	2.27	40.0	13%	47%	40%

Comments:

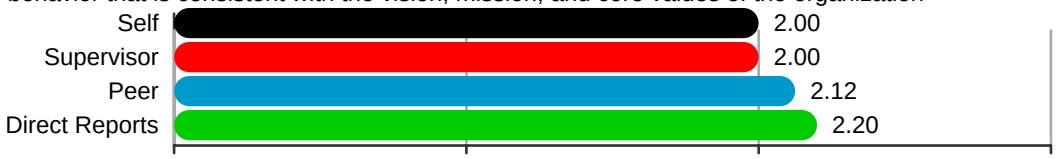
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- She lets us develop our own style and inspires us to do our best.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.

Business Acumen

Summary Scores



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

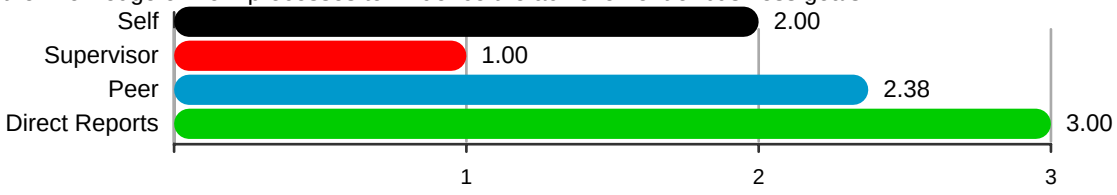


7. Able to align resources to meet the business needs of the company.

8. Asks the 'right' questions to size up or evaluate situations.

9. Understands complex issues and problems.

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



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).

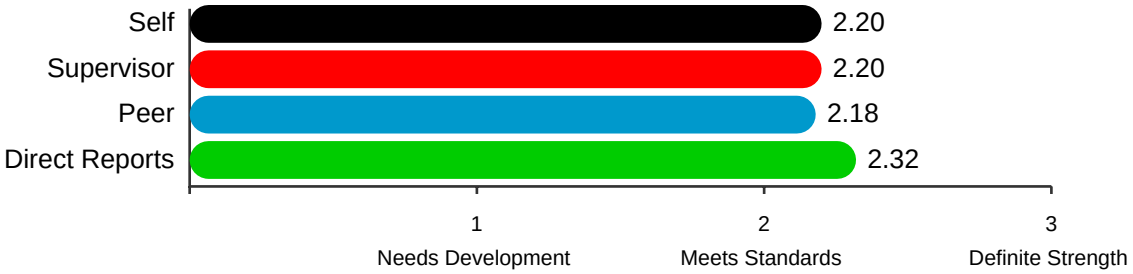
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	2.13	33.3	20%	47%	33%
7. Able to align resources to meet the business needs of the company.	15	2.07	26.7	20%	53%	27%
8. Asks the 'right' questions to size up or evaluate situations.	15	2.33	40.0	7%	53%	40%
9. Understands complex issues and problems.	15	2.40	53.3	13%	33%	53%
10. Applies the knowledge of work processes to influence the achievement of business goals	15	2.47	60.0	13%	27%	60%

Comments:

- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the deptartment. and roles of various employees. Her support during this transition was extremely helpful to me.
- ___ excels at customer service and keeping our team focused on the customer.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.
- ___ has done tremendous work this past year in the Finance team.

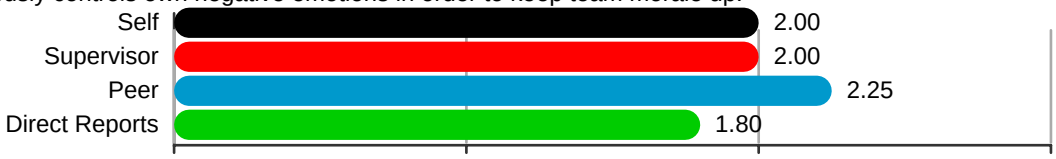
Self Management

Summary Scores

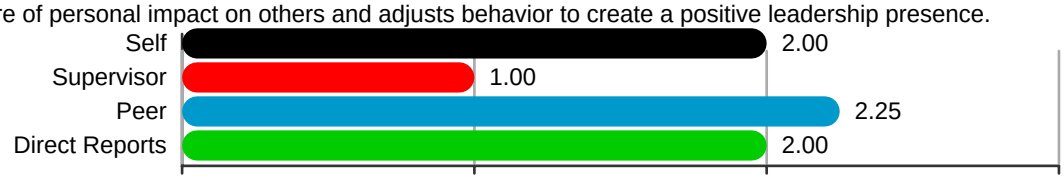


11. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.

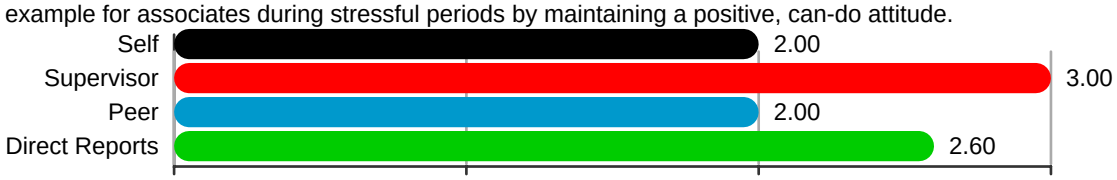
12. Consciously controls own negative emotions in order to keep team morale up.



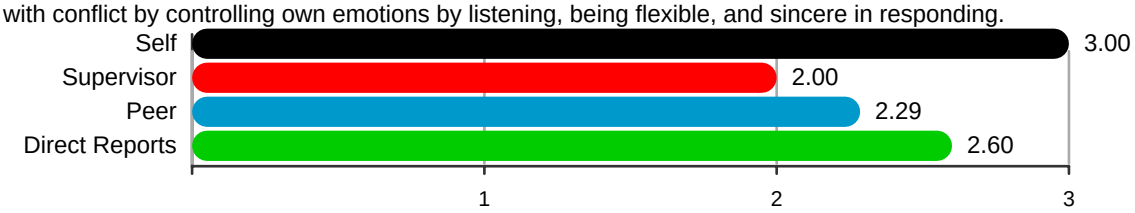
13. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



14. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



Level of Skill

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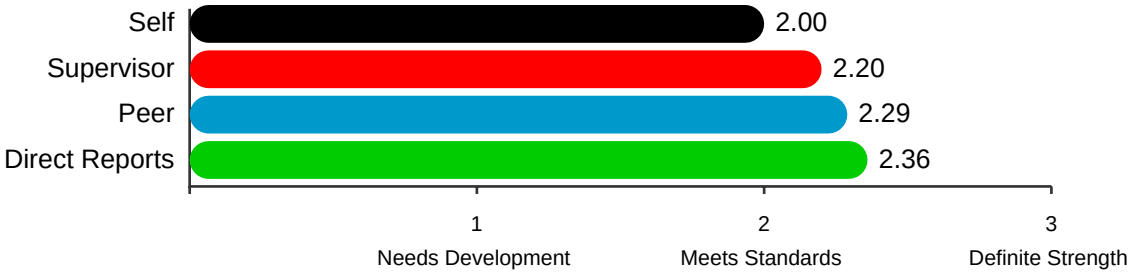
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	2.33	40.0	7%	53%	40%
12. Consciously controls own negative emotions in order to keep team morale up.	15	2.07	20.0	13%	67%	20%
13. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	2.07	26.7	20%	53%	27%
14. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	2.27	40.0	13%	47%	40%
15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	14	2.43	50.0	7%	43%	50%

Comments:

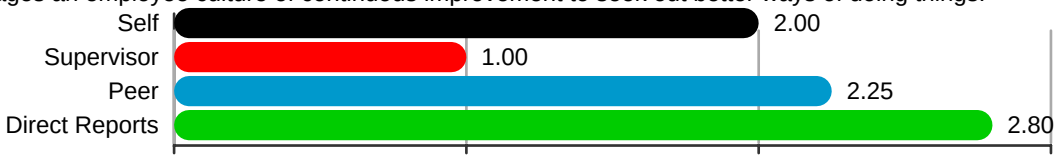
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- She is an excellent Manager!
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.

Continual Improvement

Summary Scores



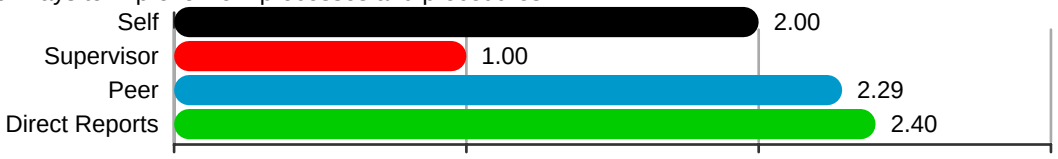
16. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



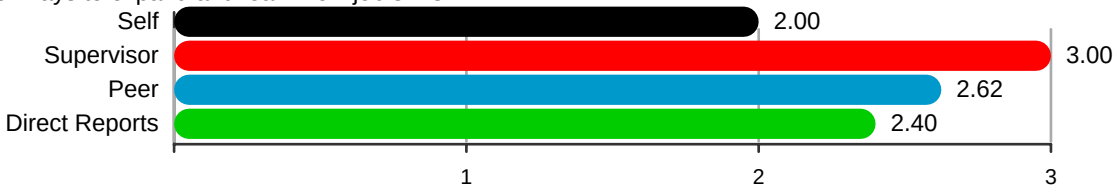
17. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.

18. Promotes training and development opportunities to enhance job performance.

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



20. Looks for ways to expand and learn new job skills.



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).

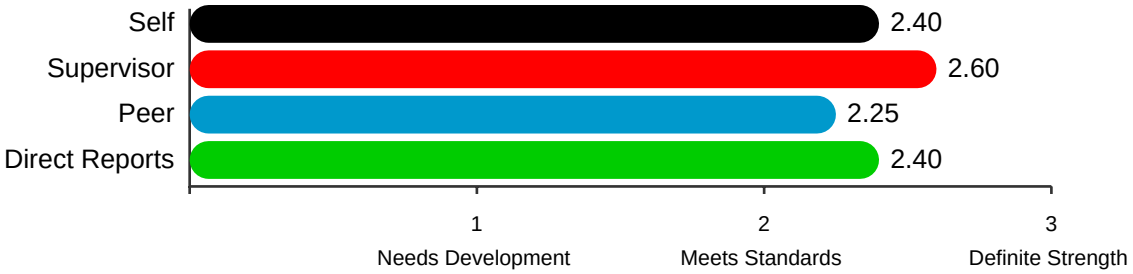
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	2.33	46.7	13%	40%	47%
17. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	2.33	40.0	7%	53%	40%
18. Promotes training and development opportunities to enhance job performance.	14	2.00	14.3	14%	71%	14%
19. Looks for ways to improve work processes and procedures.	14	2.21	42.9	21%	36%	43%
20. Looks for ways to expand and learn new job skills.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is consistent in her messaging about how we best serve the customers.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- 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.

Management

Summary Scores



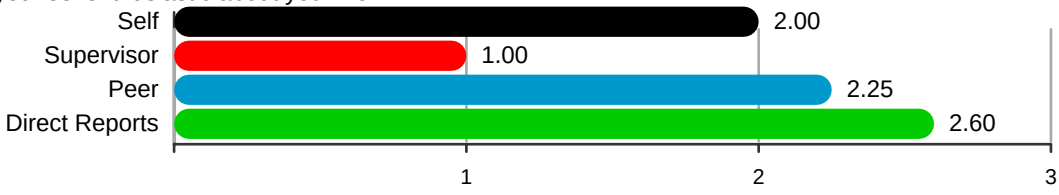
21. Delegate tasks effectively

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

23. Is ready to offer help

24. Sets an example for others to follow

25. Makes you feel enthusiastic about your work



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).

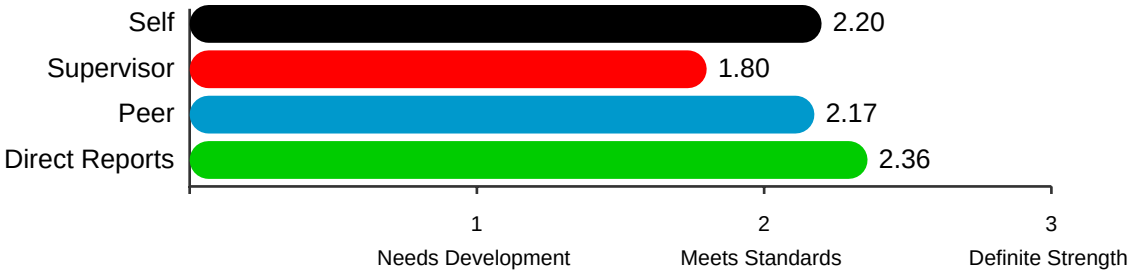
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Delegate tasks effectively	15	2.60	66.7	7%	27%	67%
22. Keep staff informed about what is happening in the company	15	2.33	40.0	7%	53%	40%
23. Is ready to offer help	15	2.07	20.0	13%	67%	20%
24. Sets an example for others to follow	15	2.40	53.3	13%	33%	53%
25. Makes you feel enthusiastic about your work	15	2.27	53.3	27%	20%	53%

Comments:

- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- She is very professional and caring in her job
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- Does above and beyond work consistently

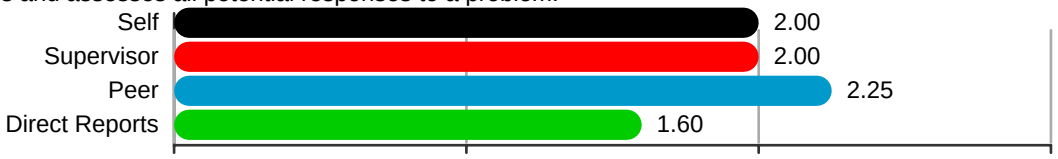
Problem Solving

Summary Scores

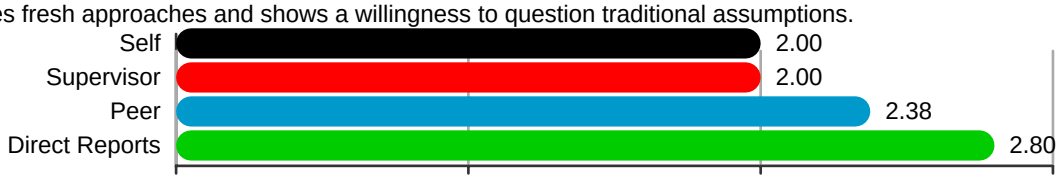


26. Understands the root causes of problems.

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

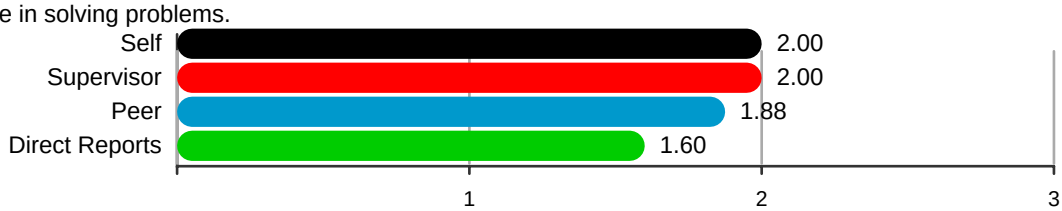


28. Identifies fresh approaches and shows a willingness to question traditional assumptions.



29. Solves problems using logic and insight.

30. Effective in solving problems.



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).

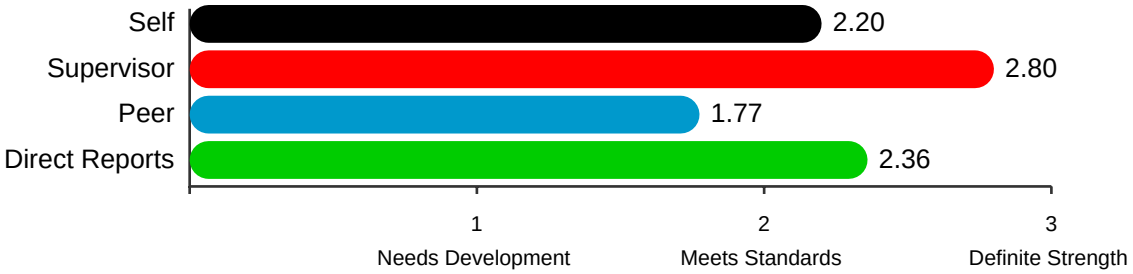
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Understands the root causes of problems.	15	2.20	33.3	13%	53%	33%
27. Identifies and assesses all potential responses to a problem.	15	2.00	26.7	27%	47%	27%
28. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	2.47	53.3	7%	40%	53%
29. Solves problems using logic and insight.	15	2.60	60.0		40%	60%
30. Effective in solving problems.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ 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.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- ___ is a great role model and leader. Others could learn from her style.
- She is well respected by her peers and it is clear to see why.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we funtion as one corporation.
- I think ___ is doing to great job! The learning curve is steep and she is growing to meet the challenge.

Change Management

Summary Scores



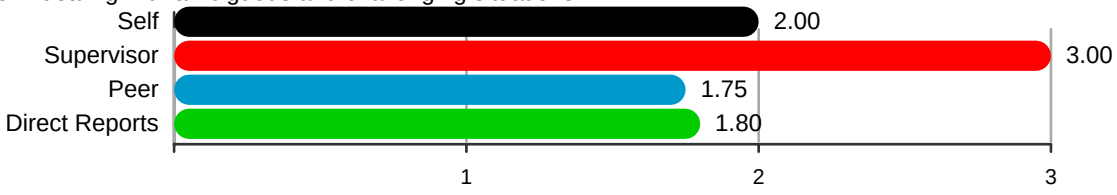
31. Assists others in understanding changes to the organization.

32. Works cooperatively with others to implement changes.

33. Effective in implementing new organizational vision and values.

34. Supports new initiatives for organizational changes to improve effectiveness.

35. Effective in dealing with ambiguous and challenging situations.



Level of Skill

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

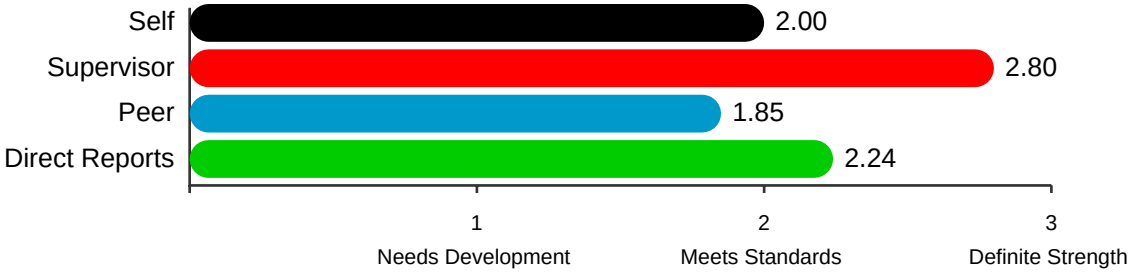
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Assists others in understanding changes to the organization.	15	2.13	33.3	20%	47%	33%
32. Works cooperatively with others to implement changes.	15	2.13	33.3	20%	47%	33%
33. Effective in implementing new organizational vision and values.	15	2.07	33.3	27%	40%	33%
34. Supports new initiatives for organizational changes to improve effectiveness.	15	2.13	26.7	13%	60%	27%
35. Effective in dealing with ambiguous and challenging situations.	15	1.87	20.0	33%	47%	20%

Comments:

- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- ___ 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.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- ___ is a hands on leader in our program.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.

Technology Use/Management

Summary Scores



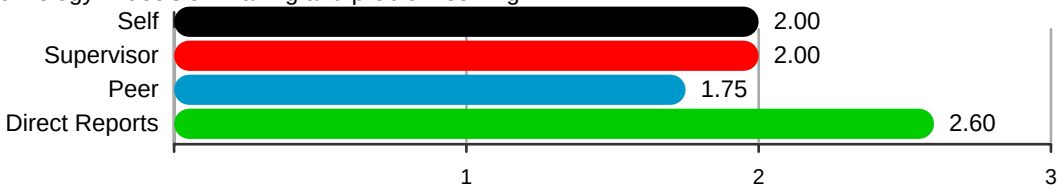
36. Proficient in the use of technical systems and processes.

37. Supports technical training and development of employees.

38. Understands and is committed to implementing new technologies.

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

40. Uses technology in decision making and problem solving.



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. Proficient in the use of technical systems and processes.	15	1.87	20.0	33%	47%	20%
37. Supports technical training and development of employees.	15	1.93	13.3	20%	67%	13%
38. Understands and is committed to implementing new technologies.	15	2.07	33.3	27%	40%	33%
39. Supports employee training and development initiatives regarding implementation of technology.	15	2.33	33.3		67%	33%
40. Uses technology in decision making and problem solving.	15	2.07	33.3	27%	40%	33%

Comments:

- She's a good and reliable team member.
- ___ 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.
- ___ is very good a recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contrabutions to the department.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- She is very responsive when asked for input or her assistance is requested.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.

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?

- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- She is respectful of the people she works with regardless of the level in the organization.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- I appreciate her perspective and guidance on a variety of things.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we funtion as one corporation.

What do you like best about working with this individual?

- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- When dealing with HR issues my HR business partner is always involved.
- Her focus is for quality that is customer centered.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- There are two items above that will be part of my goals for the coming year.
- Don't know where we would be without her.

What do you like least about working with this individual?

- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.

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

- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- ___ is a wonderful person to work for.
- I think ___ is doing to great job! The learning curve is steep and she is growing to meet the challenge.
- ___ is consistent in her messaging about how we best serve the customers.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.

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

- She consistently conducts herself with professionalism and represents our unit well.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- One of the main reasons I am here is because of ___.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.

Any final comments?

- I think ___ works really hard to engage with everyone of us.
- ___ is a great manager. Very supportive of her staff.
- ___ exemplifies outstanding professionalism.
- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- Provide more frequent development feedback.
- While encouraging folks to continue with their education, she is also continuing with her education.