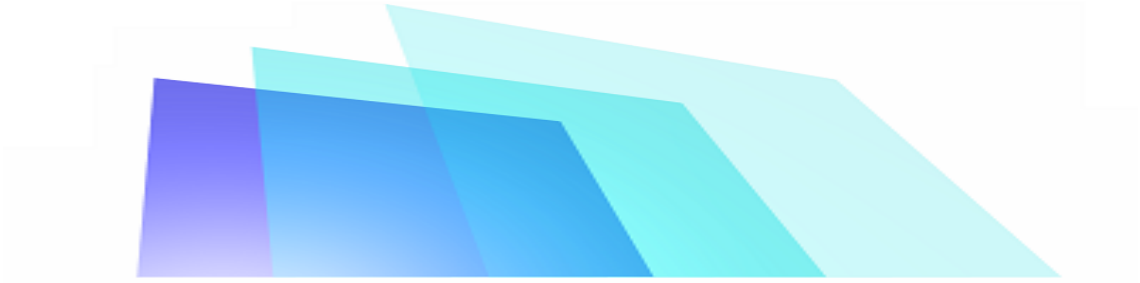


Feedback Results
Your CompanyName Here
2024

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.

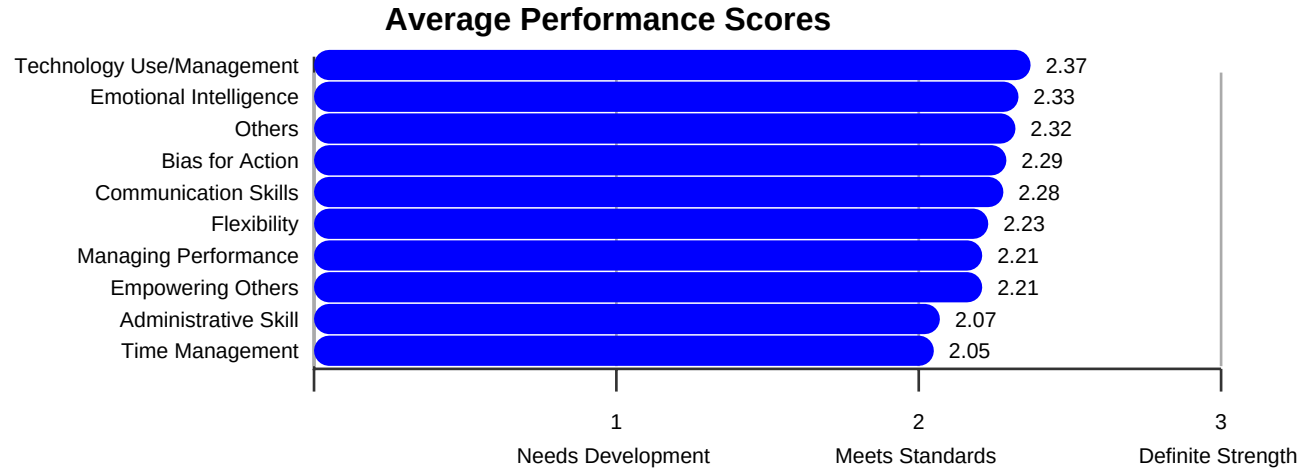
What to Do with Your Feedback

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 10 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.



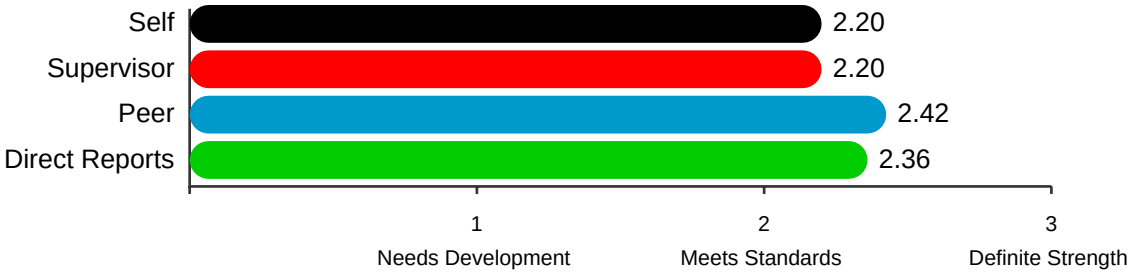
Gap Analysis

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
Bias for Action	Self 2.00, Other 2.31	0.31
Communication Skills	Self 2.00, Other 2.30	0.30
Technology Use/Management	Self 2.20, Other 2.39	0.19
Others	Self 2.20, Other 2.33	0.13
Time Management	Self 2.00, Other 2.06	0.06
Flexibility	Self 2.20, Other 2.23	0.03
Managing Performance	Self 2.20, Other 2.21	0.01
Empowering Others	Self 2.20, Other 2.21	0.01
Emotional Intelligence	Self 2.40, Other 2.33	0.07
Administrative Skill	Self 2.20, Other 2.06	0.14

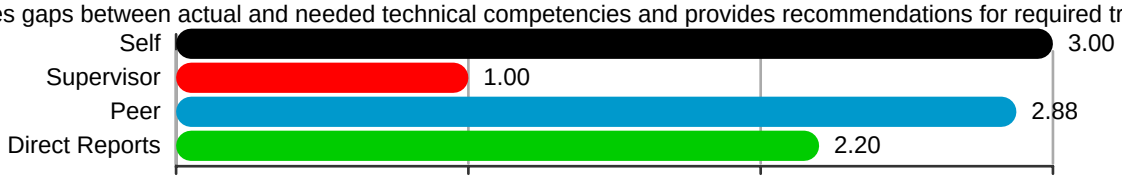
Technology Use/Management

Summary Scores



1. Adopts the implementation of new technology into the workplace.

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



3. Maximizes the use of new technology to deliver products and services.

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

5. Supports technical training and development of employees.

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).

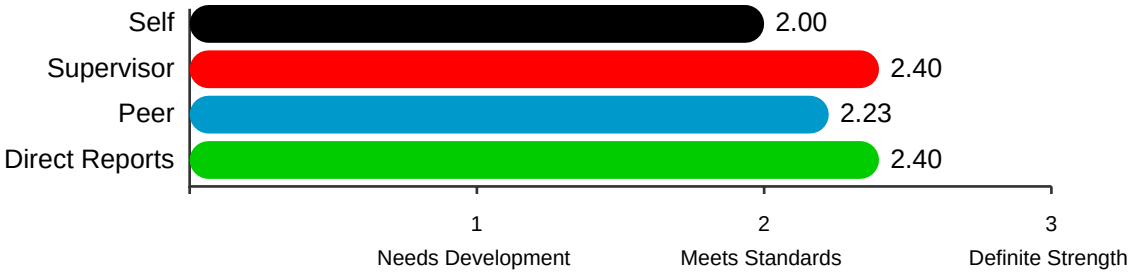
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Adopts the implementation of new technology into the workplace.	15	2.27	33.3	7%	60%	33%
2. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	2.53	73.3	20%	7%	73%
3. Maximizes the use of new technology to deliver products and services.	15	2.33	40.0	7%	53%	40%
4. Proficient in the use of technical systems and processes.	15	2.47	53.3	7%	40%	53%
5. Supports technical training and development of employees.	15	2.27	40.0	13%	47%	40%

Comments:

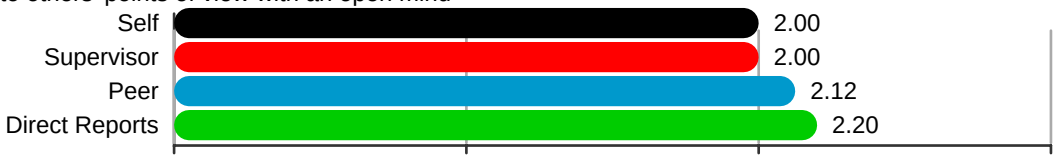
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.

Communication Skills

Summary Scores



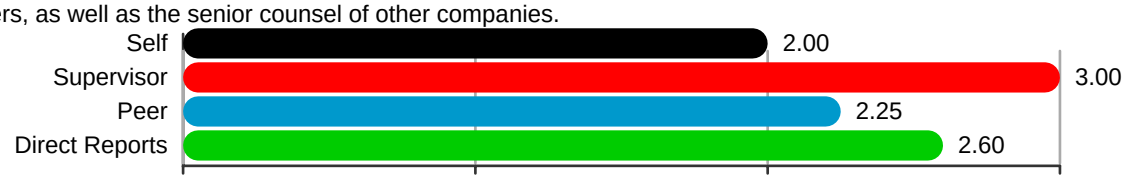
6. Listens to others' points of view with an open mind



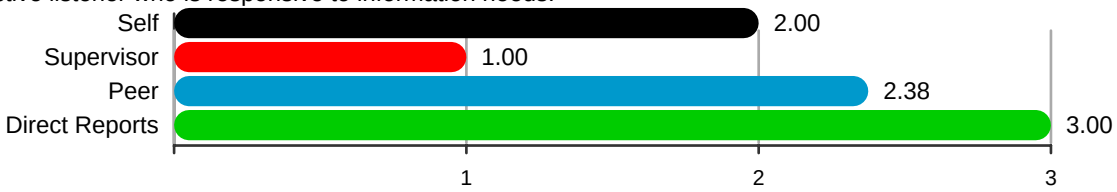
7. Addresses issues of key importance to stakeholders.

8. Deals with difficult situations calmly and confidently.

9. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



10. An effective listener who is responsive to information needs.



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).

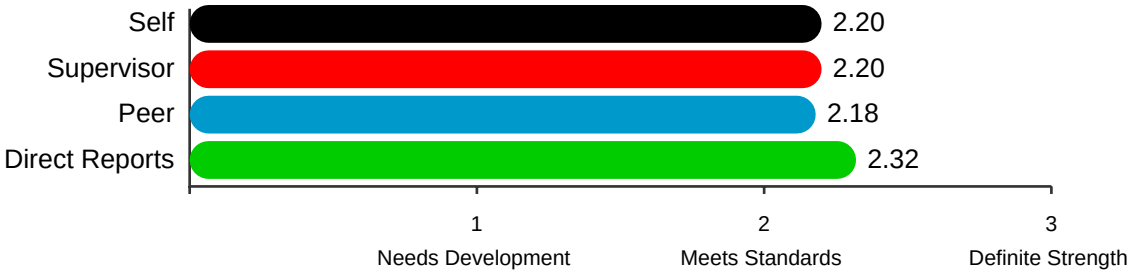
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Listens to others' points of view with an open mind	15	2.13	33.3	20%	47%	33%
7. Addresses issues of key importance to stakeholders.	15	2.07	26.7	20%	53%	27%
8. Deals with difficult situations calmly and confidently.	15	2.33	40.0	7%	53%	40%
9. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	2.40	53.3	13%	33%	53%
10. An effective listener who is responsive to information needs.	15	2.47	60.0	13%	27%	60%

Comments:

- She is open to new ideas and ways to improve the service we provide.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- Uses visual aids to communicate progress to your team.
- Provides team members with frequent informal feedback.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- She consistently conducts herself with professionalism and represents our unit well.

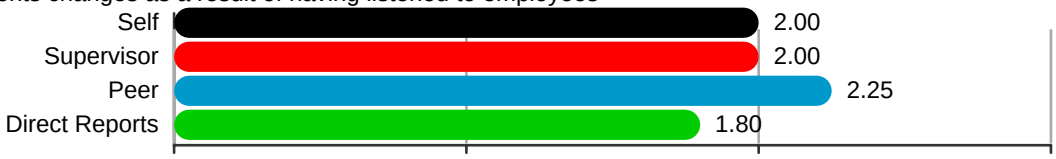
Flexibility

Summary Scores



11. Able to adapt to new situations.

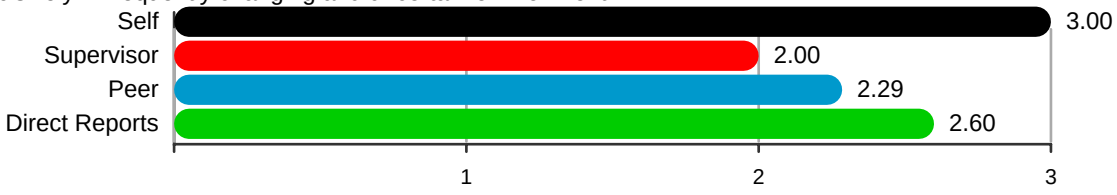
12. Implements changes as a result of having listened to employees



13. Encourages others to adopt new procedures.

14. Can handle changes without complaining.

15. Acts decisively in frequently changing and uncertain environment.



Level of Skill

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

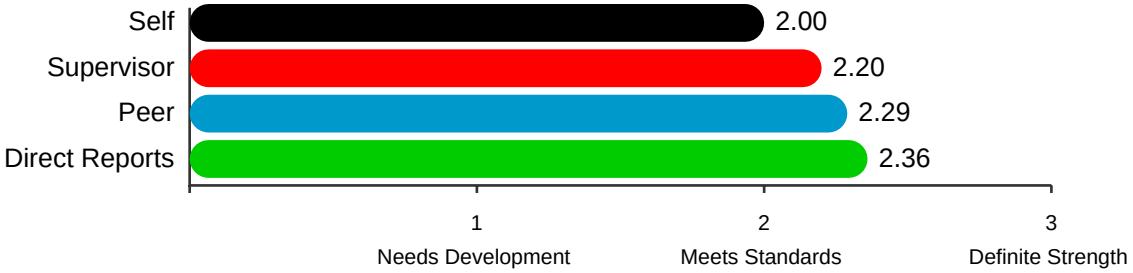
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Able to adapt to new situations.	15	2.33	40.0	7%	53%	40%
12. Implements changes as a result of having listened to employees	15	2.07	20.0	13%	67%	20%
13. Encourages others to adopt new procedures.	15	2.07	26.7	20%	53%	27%
14. Can handle changes without complaining.	15	2.27	40.0	13%	47%	40%
15. Acts decisively in frequently changing and uncertain environment.	14	2.43	50.0	7%	43%	50%

Comments:

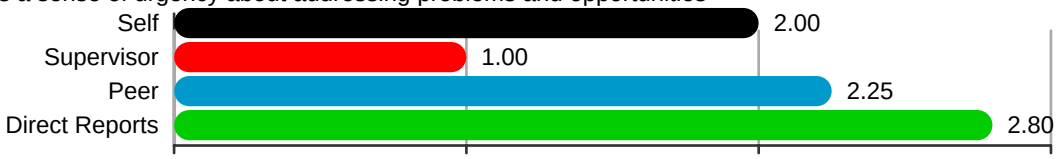
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- ___ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.

Bias for Action

Summary Scores



16. Conveys a sense of urgency about addressing problems and opportunities

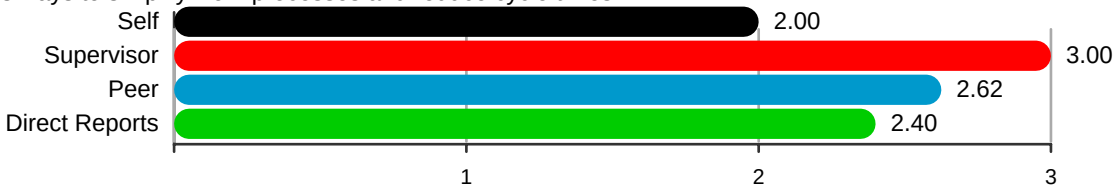


17. Seeks and utilizes opportunities for continuous learning and self-development.

18. Displays high energy and enthusiasm on consistent basis.

19. Motivates others to achieve or exceed goals

20. Identifies ways to simplify work processes and reduce cycle times



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).

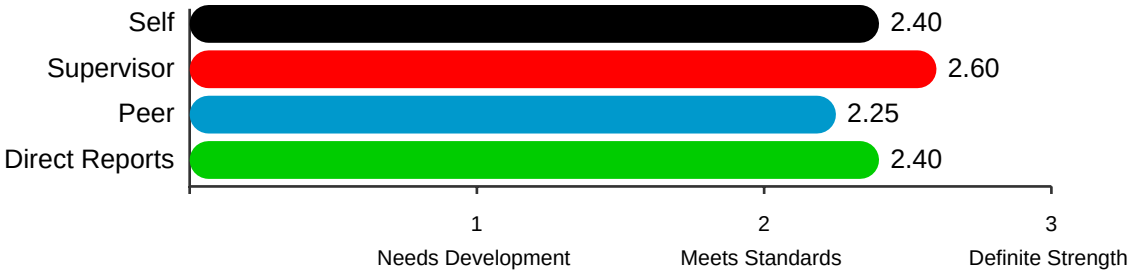
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Conveys a sense of urgency about addressing problems and opportunities	15	2.33	46.7	13%	40%	47%
17. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.33	40.0	7%	53%	40%
18. Displays high energy and enthusiasm on consistent basis.	14	2.00	14.3	14%	71%	14%
19. Motivates others to achieve or exceed goals	14	2.21	42.9	21%	36%	43%
20. Identifies ways to simplify work processes and reduce cycle times	15	2.53	60.0	7%	33%	60%

Comments:

- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- She gives you confidence knowing she always has your back.
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.

Emotional Intelligence

Summary Scores



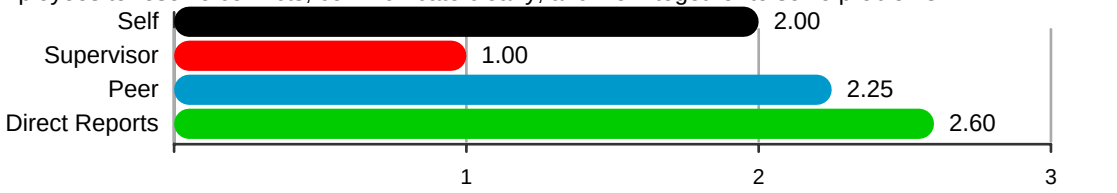
21. Is able to manage their own emotions.

22. Is able to express themselves clearly.

23. Able to understand others' points of view.

24. Is attentive to emotional cues and interprets others' feelings correctly.

25. Helps employees to resolve conflicts, communicate clearly, and work together to solve 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).

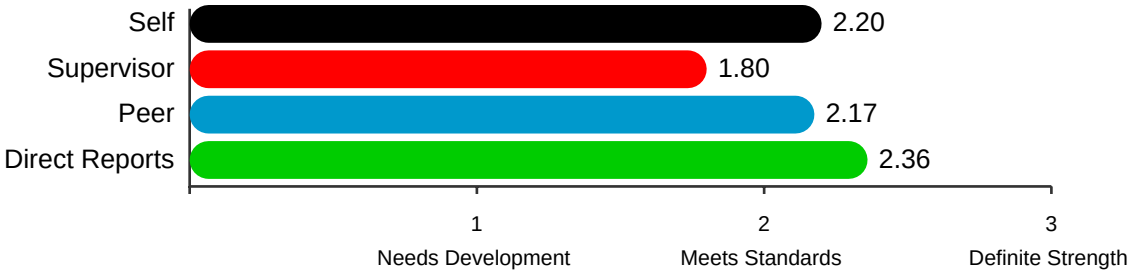
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Is able to manage their own emotions.	15	2.60	66.7	7%	27%	67%
22. Is able to express themselves clearly.	15	2.33	40.0	7%	53%	40%
23. Able to understand others' points of view.	15	2.07	20.0	13%	67%	20%
24. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.40	53.3	13%	33%	53%
25. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.27	53.3	27%	20%	53%

Comments:

- I trust that I can go to her in confidence and she will really listen to what I am saying.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- ___ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life•" works, she is able to listen and alter her approach for consideration to staff's views.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

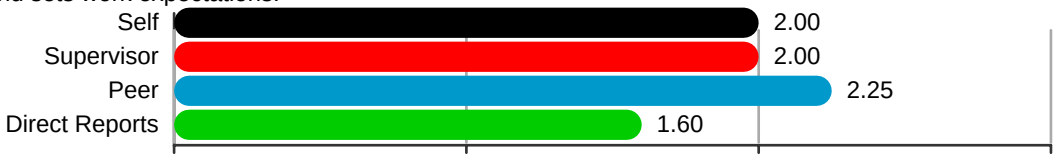
Managing Performance

Summary Scores

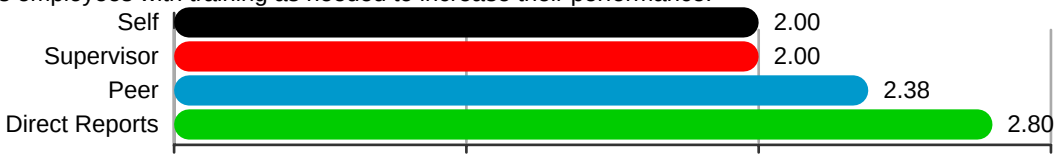


26. Ensures team members understand the department goals.

27. Plans and sets work expectations.

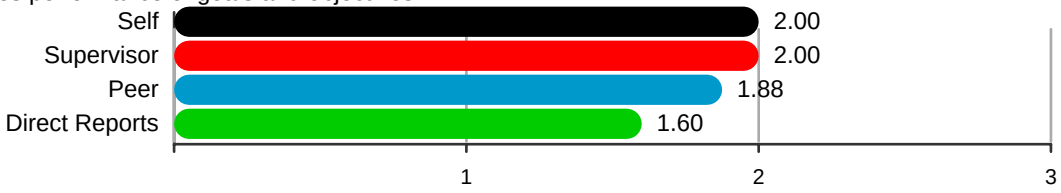


28. Provides employees with training as needed to increase their performance.



29. Ensures team members receive rewards for positive performance accomplishments.

30. Measures performance of goals and 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).

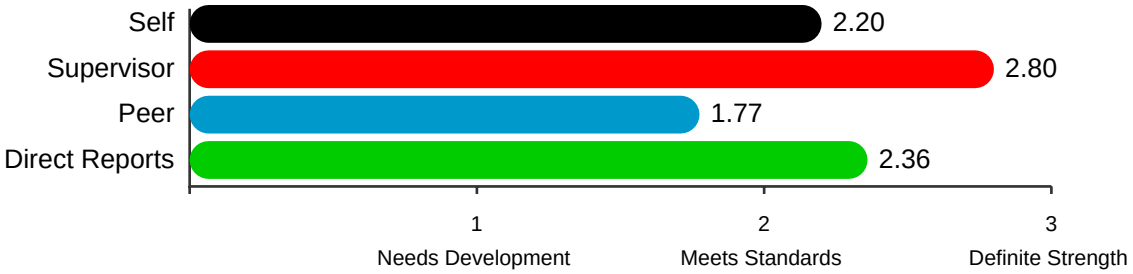
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Ensures team members understand the department goals.	15	2.20	33.3	13%	53%	33%
27. Plans and sets work expectations.	15	2.00	26.7	27%	47%	27%
28. Provides employees with training as needed to increase their performance.	15	2.47	53.3	7%	40%	53%
29. Ensures team members receive rewards for positive performance accomplishments.	15	2.60	60.0		40%	60%
30. Measures performance of goals and objectives.	15	1.80	13.3	33%	53%	13%

Comments:

- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- ___ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- She is an outstanding manager.
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- She is organized, kind, and extremely approachable.

Administrative Skill

Summary Scores



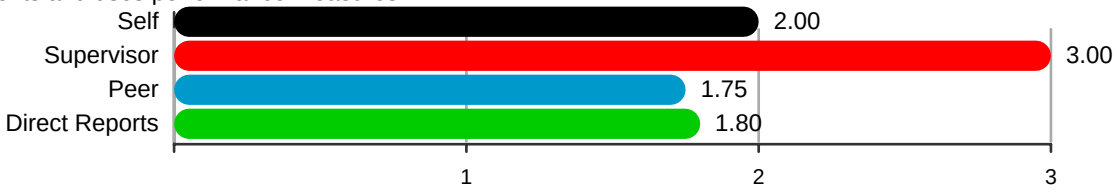
31. Enthusiastic about taking on challenging projects.

32. High attention to detail.

33. Takes responsibility for decisions.

34. Accurately implements contract provisions.

35. Implements and uses performance measures.



Level of Skill

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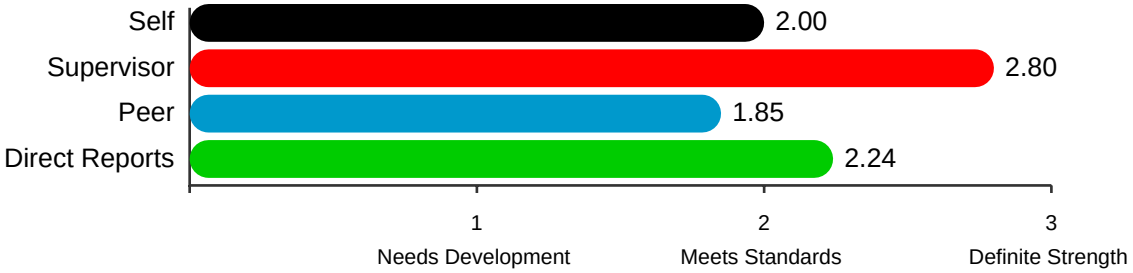
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Enthusiastic about taking on challenging projects.	15	2.13	33.3	20%	47%	33%
32. High attention to detail.	15	2.13	33.3	20%	47%	33%
33. Takes responsibility for decisions.	15	2.07	33.3	27%	40%	33%
34. Accurately implements contract provisions.	15	2.13	26.7	13%	60%	27%
35. Implements and uses performance measures.	15	1.87	20.0	33%	47%	20%

Comments:

- Dedicated to the customer and community, she is worth her weight in gold.
- Great addition to the department!
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- ___ promotes and encourages teambuilding throughout the entire department.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.

Time Management

Summary Scores



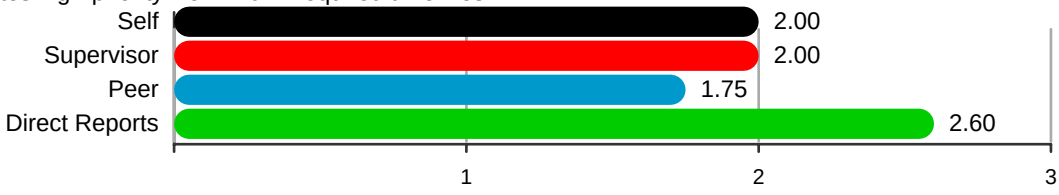
36. Leaves time in the schedule for unplanned contingencies.

37. Does not procrastinate.

38. Deals effectively with interruptions.

39. Completes tasks ahead of schedule.

40. Completes high-priority work within required timelines.



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).

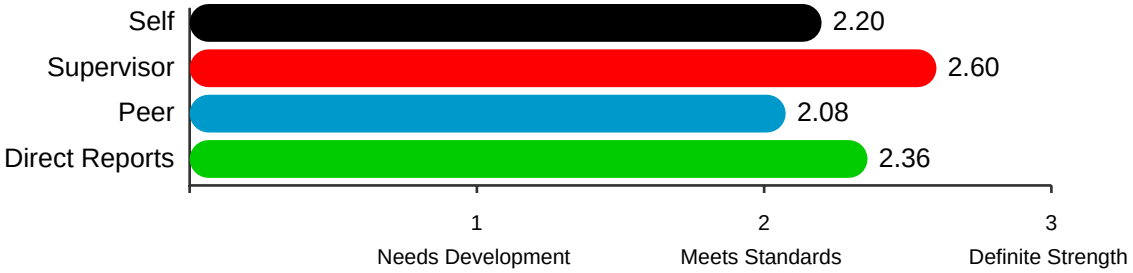
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Leaves time in the schedule for unplanned contingencies.	15	1.87	20.0	33%	47%	20%
37. Does not procrastinate.	15	1.93	13.3	20%	67%	13%
38. Deals effectively with interruptions.	15	2.07	33.3	27%	40%	33%
39. Completes tasks ahead of schedule.	15	2.33	33.3		67%	33%
40. Completes high-priority work within required timelines.	15	2.07	33.3	27%	40%	33%

Comments:

- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- ___ is very reliable, respectful and ethical in her leadership.
- She can always be counted on to do what she commits to.

Empowering Others

Summary Scores



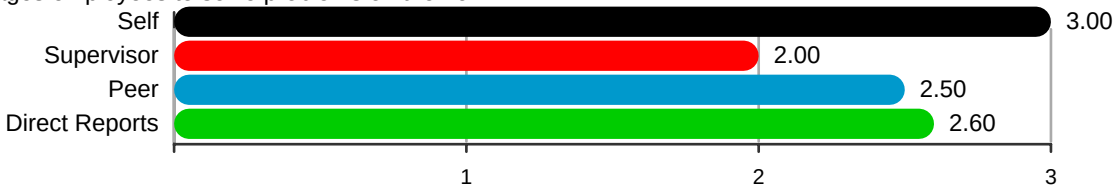
41. Allows employees to make their own decisions.

42. Encourages others to obtain necessary skills and training.

43. Is aware of the skill levels of others.

44. Is confident in the abilities of employees assigned important tasks.

45. Encourages employees to solve problems on their own.



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).

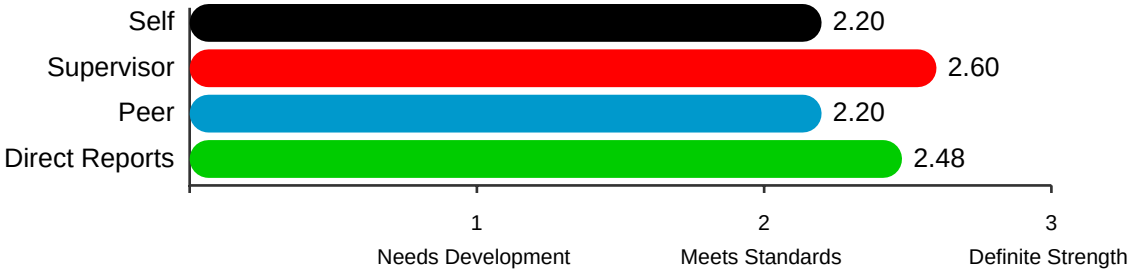
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Allows employees to make their own decisions.	15	2.00	26.7	27%	47%	27%
42. Encourages others to obtain necessary skills and training.	15	2.13	33.3	20%	47%	33%
43. Is aware of the skill levels of others.	15	2.20	40.0	20%	40%	40%
44. Is confident in the abilities of employees assigned important tasks.	15	2.20	26.7	7%	67%	27%
45. Encourages employees to solve problems on their own.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ 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 she has helped us come through it standing upright!
- ___ excels at keeping in touch with all aspects of her, and our jobs.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- I think she is the kind of manager our department has needed and will continue to need.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- Having a routine for schedule and coming to office more frequently

Others

Summary Scores



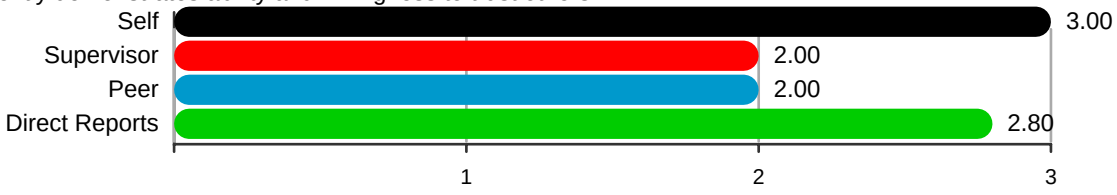
46. Includes others in the decision making processes.

47. Constructively receives criticism and suggestions from others.

48. Forms working relationships with employees from other departments.

49. Supports the efforts of other employees in implementing solutions to problems.

50. Consistently demonstrates ability and willingness to trust others.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Includes others in the decision making processes.	15	2.27	26.7		73%	27%
47. Constructively receives criticism and suggestions from others.	15	2.13	26.7	13%	60%	27%
48. Forms working relationships with employees from other departments.	15	2.40	40.0		60%	40%
49. Supports the efforts of other employees in implementing solutions to problems.	15	2.47	46.7		53%	47%
50. Consistently demonstrates ability and willingness to trust others.	15	2.33	46.7	13%	40%	47%

Comments:

- Having a routine for schedule and coming to office more frequently
- She is also an excellent resource to other managers and will take the time to offer information and support.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- There are a lot of great features this system has to offer and ___ has challenges at times.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.

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 actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- She always involves others in decisions ensuring a well rounded approach.

What do you like best about working with this individual?

- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- ___ has done tremendous work this past year in the Finance team.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.

What do you like least about working with this individual?

- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- I truly enjoy working with ___. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.
- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.

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

- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- ___ is a true asset to [CompanyName].
- I really enjoy her mentorship.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for techincal staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.

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

- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- ___ gives me feedback good and indifferent.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- Improve on providing feedback.
- ___ is able to multitask in a variety of ways.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.

Any final comments?

- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- I have truly appreciated her guidance.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.