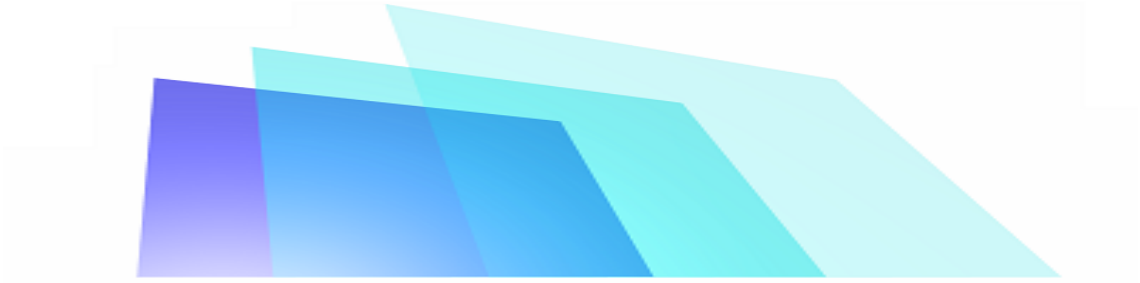


Feedback Results
Your CompanyName Here
2024

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.

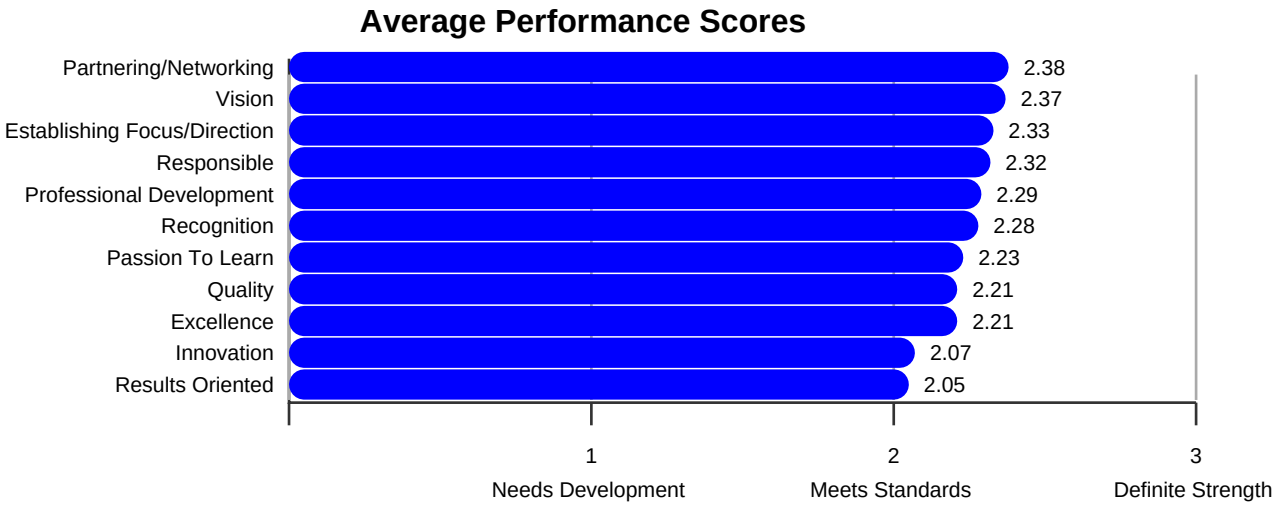
What to Do with Your Feedback

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 11 major dimensions of leadership.

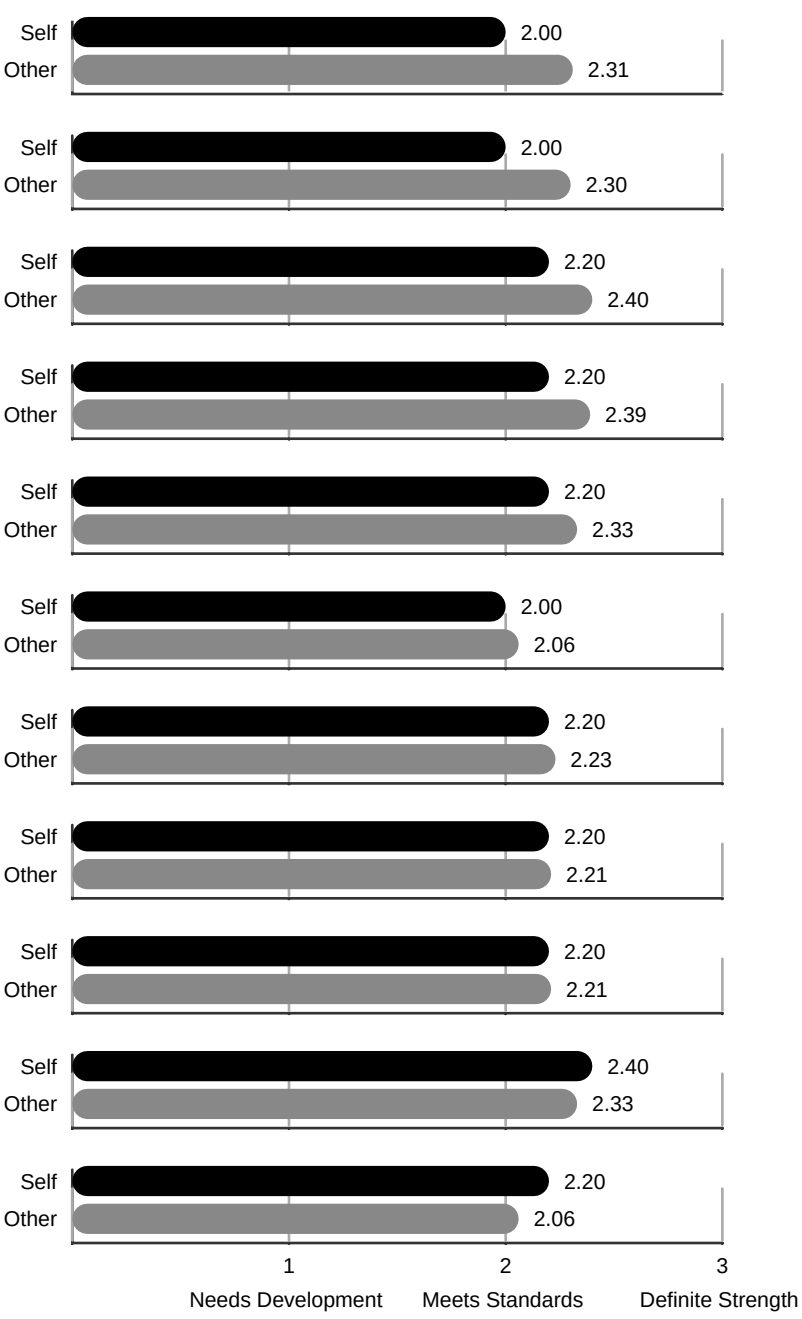
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

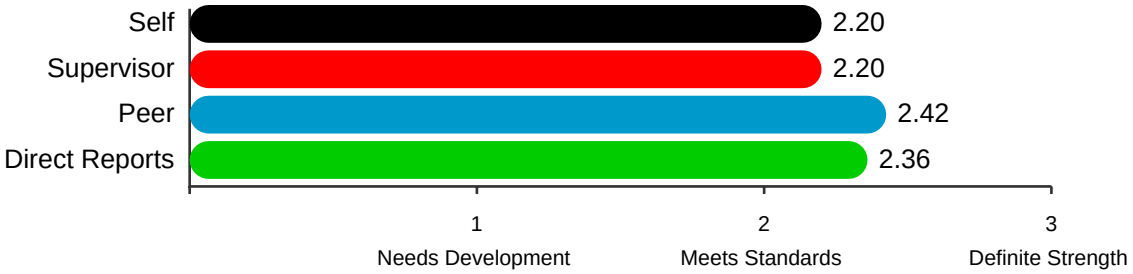
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more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

Dimension	How you see yourself and how others see you.	Gap
Professional Development	Self 2.00, Other 2.31	0.31
Recognition	Self 2.00, Other 2.30	0.30
Partnering/Networking	Self 2.20, Other 2.40	0.20
Vision	Self 2.20, Other 2.39	0.19
Responsible	Self 2.20, Other 2.33	0.13
Results Oriented	Self 2.00, Other 2.06	0.06
Passion To Learn	Self 2.20, Other 2.23	0.03
Quality	Self 2.20, Other 2.21	0.01
Excellence	Self 2.20, Other 2.21	0.01
Establishing Focus/Direction	Self 2.40, Other 2.33	0.07
Innovation	Self 2.20, Other 2.06	0.14



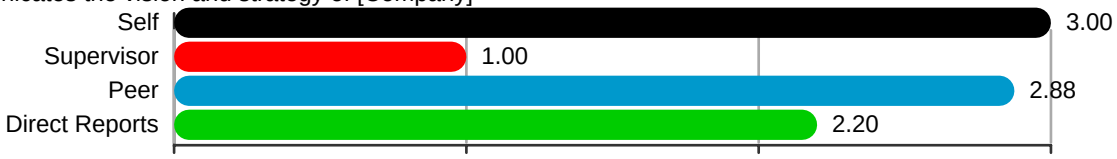
Vision

Summary Scores



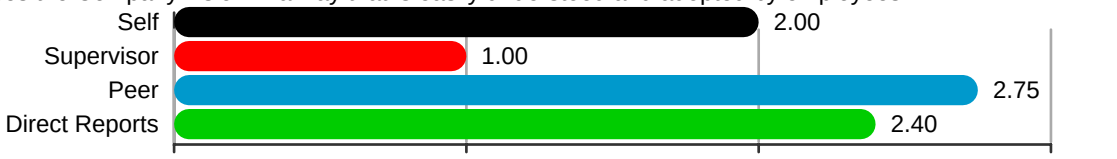
1. Leads employees in new directions.

2. Communicates the vision and strategy of [Company]

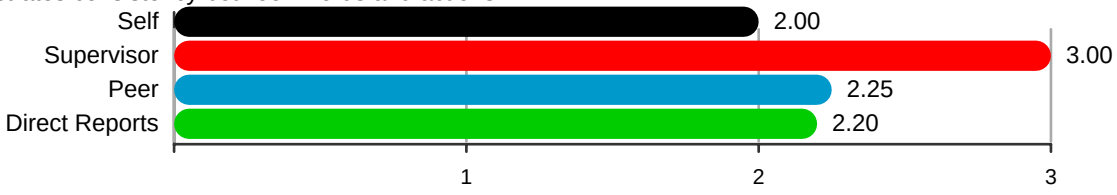


3. Clearly articulates a vision for his/her work and inspires others to support it

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



5. Demonstrates consistency between words and actions



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).

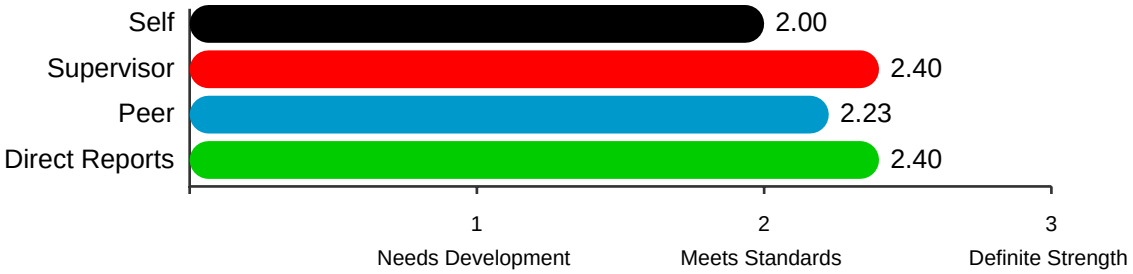
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Leads employees in new directions.	15	2.27	33.3	7%	60%	33%
2. Communicates the vision and strategy of [Company]	15	2.53	73.3	20%	7%	73%
3. Clearly articulates a vision for his/her work and inspires others to support it	15	2.33	40.0	7%	53%	40%
4. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	2.47	53.3	7%	40%	53%
5. Demonstrates consistency between words and actions	15	2.27	40.0	13%	47%	40%

Comments:

- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- He recognized where I needed help and supported me in making the case to get it.
- I appreciate his openness and availability to all the staff.
- Improve communication delivery. Acknowledge what others are saying.
- he has patience.
- Again, _____ is still learning his role and hasen't been with us very long so I have not seen some of these skills in action yet.

Recognition

Summary Scores



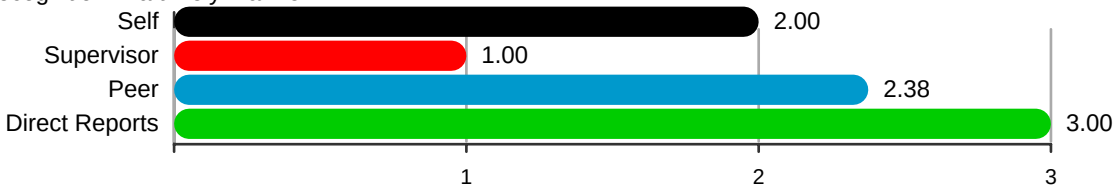
6. Recognizes the abilities and skills of self and others

7. Recognizes individuals for a specific outstanding achievement.

8. Finds opportunities to recognize others.

9. Recognizes team members who offer a significant contribution to a project.

10. Offers recognition in a timely manner.



Level of Skill

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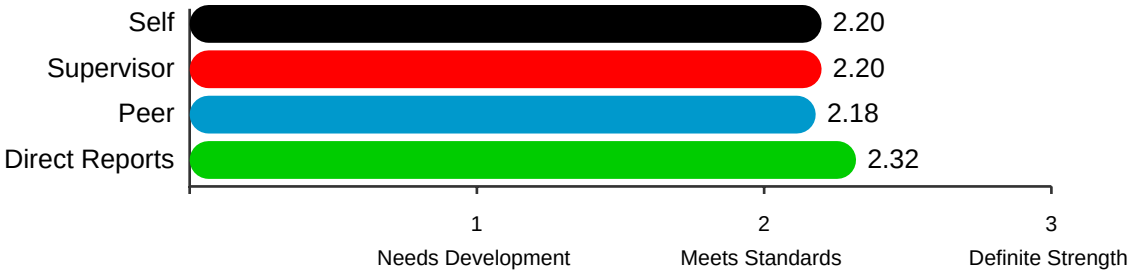
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Recognizes the abilities and skills of self and others	15	2.13	33.3	20%	47%	33%
7. Recognizes individuals for a specific outstanding achievement.	15	2.07	26.7	20%	53%	27%
8. Finds opportunities to recognize others.	15	2.33	40.0	7%	53%	40%
9. Recognizes team members who offer a significant contribution to a project.	15	2.40	53.3	13%	33%	53%
10. Offers recognition in a timely manner.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ is able to problem solve very well.
- _____ is a true asset to [CompanyName].
- I enjoy working with _____ and look forward to future opportunities for collaboration.
- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- I appreciate the straight forward style of leadership _____ uses.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.

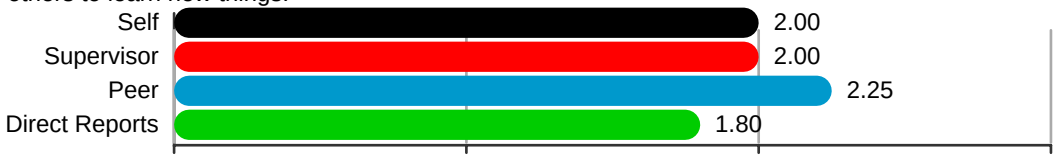
Passion To Learn

Summary Scores

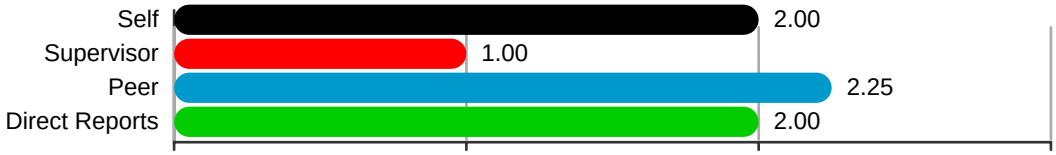


11. Holds self and associates accountable for goal achievement.

12. Inspires others to learn new things.

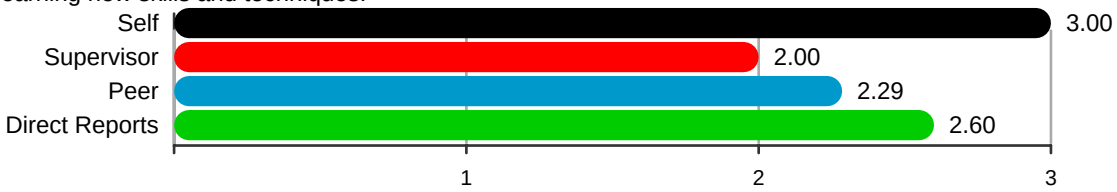


13. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.



14. Exhibits willingness to upgrade skills through additional training and education.

15. Enjoys learning new skills and techniques.



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).

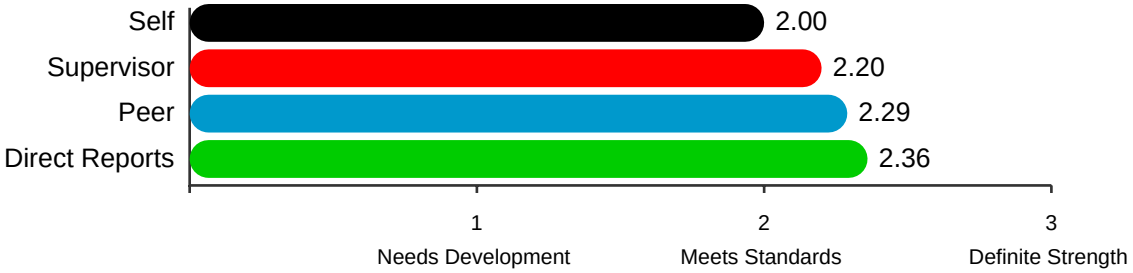
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Holds self and associates accountable for goal achievement.	15	2.33	40.0	7%	53%	40%
12. Inspires others to learn new things.	15	2.07	20.0	13%	67%	20%
13. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	2.07	26.7	20%	53%	27%
14. Exhibits willingness to upgrade skills through additional training and education.	15	2.27	40.0	13%	47%	40%
15. Enjoys learning new skills and techniques.	14	2.43	50.0	7%	43%	50%

Comments:

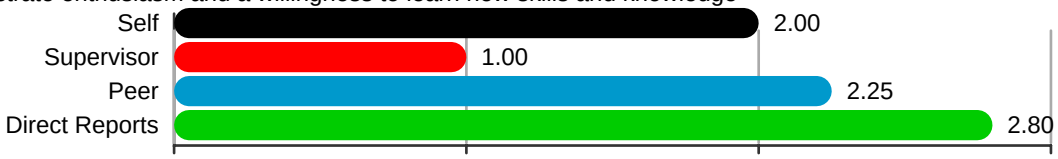
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- _____ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.

Professional Development

Summary Scores



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

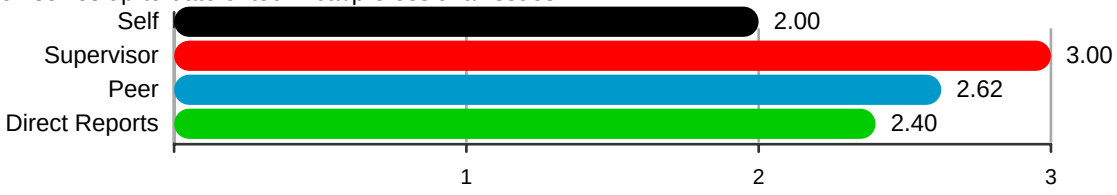


17. Encourages employees to take courses relevant to their job.

18. Seeks opportunities for professional development.

19. Seeks opportunities for continuous learning.

20. Keep themselves up-to-date of technical/professional issues



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).

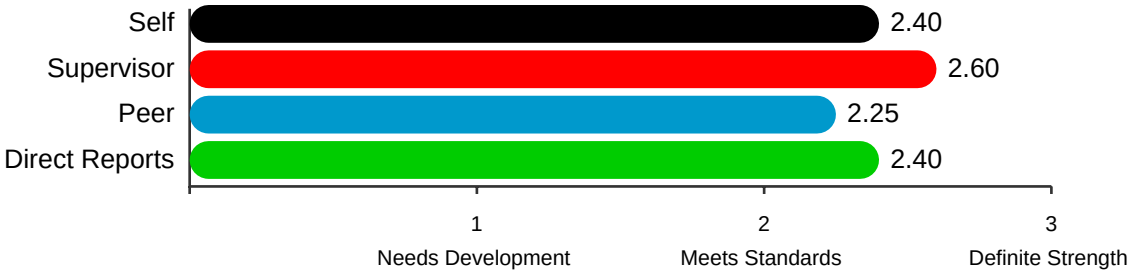
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.33	46.7	13%	40%	47%
17. Encourages employees to take courses relevant to their job.	15	2.33	40.0	7%	53%	40%
18. Seeks opportunities for professional development.	14	2.00	14.3	14%	71%	14%
19. Seeks opportunities for continuous learning.	14	2.21	42.9	21%	36%	43%
20. Keep themselves up-to-date of technical/professional issues	15	2.53	60.0	7%	33%	60%

Comments:

- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- _____ is excellent about offering support if needed but he also allows us to work and he does not micro manage.
- _____ has been eager to learn his new position and is transitioning well.
- _____ is very reliable, respectful and ethical in his leadership.
- Don't work with him enough to observe the vast majority of these items.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.

Establishing Focus/Direction

Summary Scores



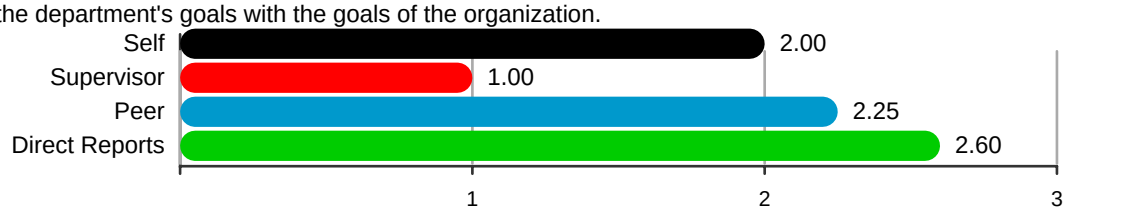
21. Excellent at managing time.

22. Stays focused even when under pressure and stress.

23. Makes sure that employees understand and identify with the team's mission.

24. Helps guide employees with prioritizing tasks.

25. Aligns the department's goals with the goals of 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).

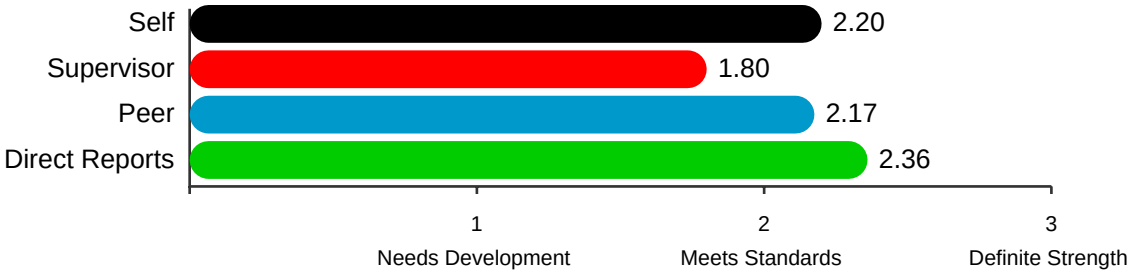
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Excellent at managing time.	15	2.60	66.7	7%	27%	67%
22. Stays focused even when under pressure and stress.	15	2.33	40.0	7%	53%	40%
23. Makes sure that employees understand and identify with the team's mission.	15	2.07	20.0	13%	67%	20%
24. Helps guide employees with prioritizing tasks.	15	2.40	53.3	13%	33%	53%
25. Aligns the department's goals with the goals of the organization.	15	2.27	53.3	27%	20%	53%

Comments:

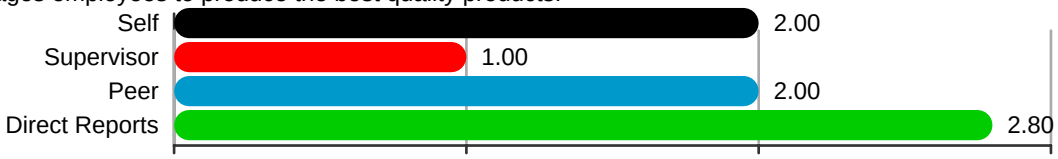
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- He is smart, quick, compassionate, and thorough.
- He values our feedback and takes our recommendations seriously.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- He has been both a great co-worker and mentor to me.

Quality

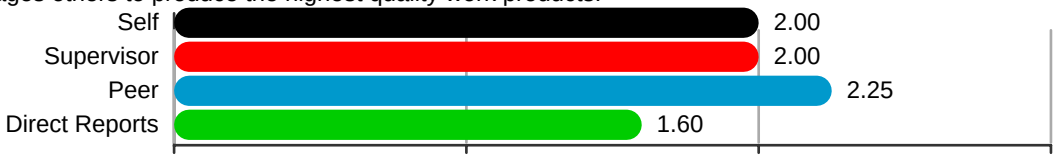
Summary Scores



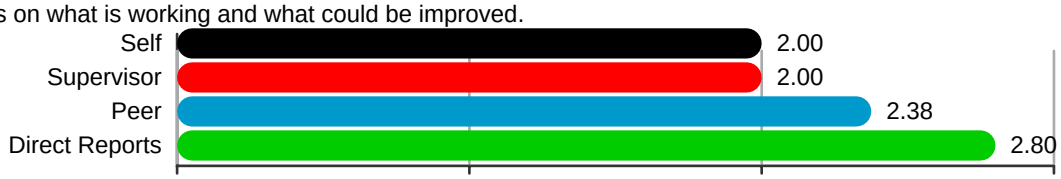
26. Encourages employees to produce the best quality products.



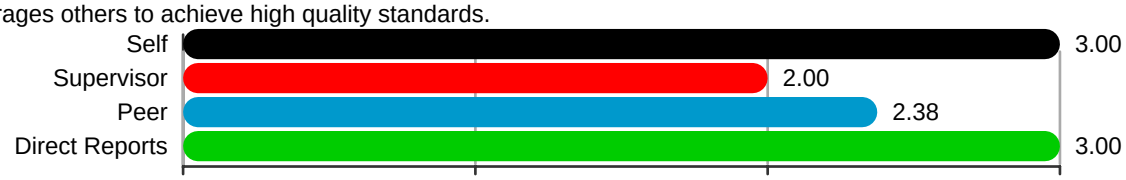
27. Encourages others to produce the highest quality work products.



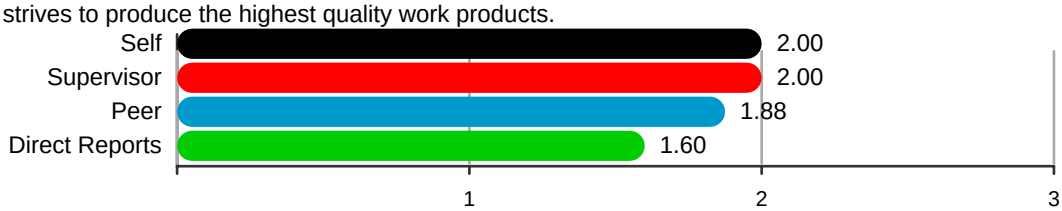
28. Reflects on what is working and what could be improved.



29. Encourages others to achieve high quality standards.



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



Level of Skill

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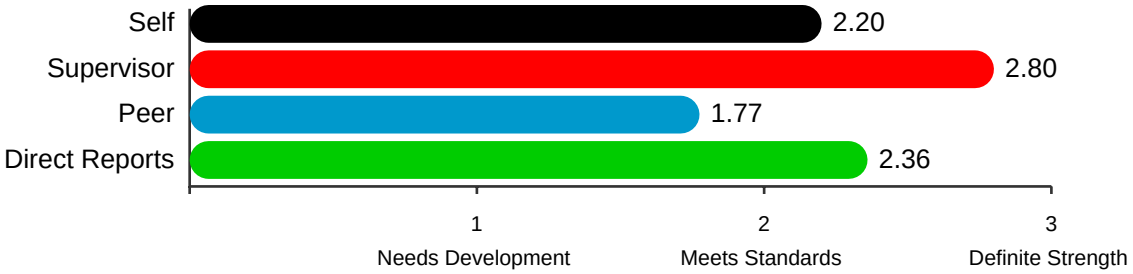
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Encourages employees to produce the best quality products.	15	2.20	33.3	13%	53%	33%
27. Encourages others to produce the highest quality work products.	15	2.00	26.7	27%	47%	27%
28. Reflects on what is working and what could be improved.	15	2.47	53.3	7%	40%	53%
29. Encourages others to achieve high quality standards.	15	2.60	60.0		40%	60%
30. Always strives to produce the highest quality work products.	15	1.80	13.3	33%	53%	13%

Comments:

- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- Take charge without feeling like you need approval.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____ is great…He provides valuable insight/opinion when asked and easily makes decisions.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.

Innovation

Summary Scores

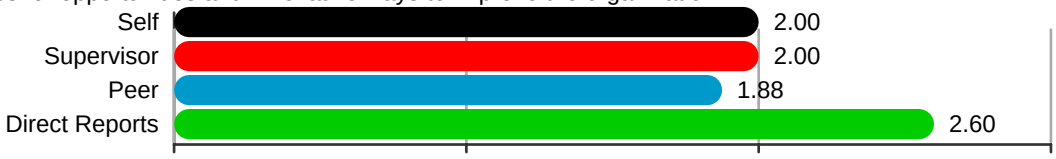


31. Develops new products and services.

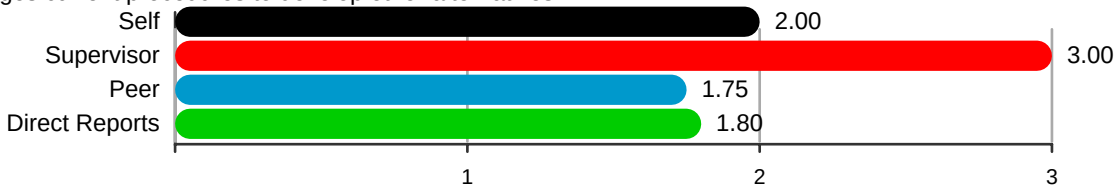
32. Solves problems with insight and understanding.

33. Fosters a creative and innovative work environment.

34. Searches for opportunities and innovative ways to improve the organization.



35. Challenges current procedures to develop other alternatives.



Level of Skill

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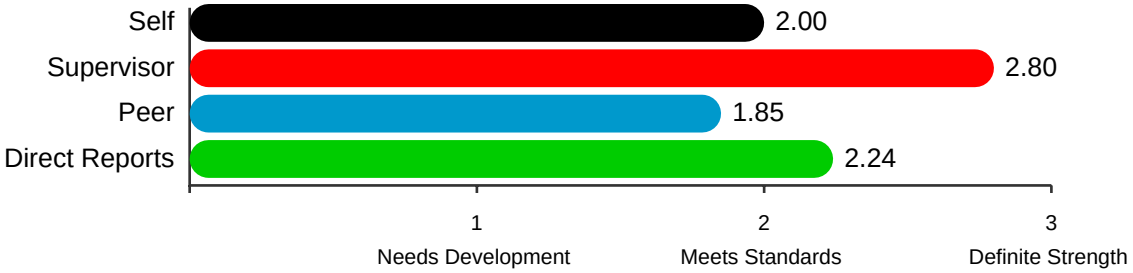
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Develops new products and services.	15	2.13	33.3	20%	47%	33%
32. Solves problems with insight and understanding.	15	2.13	33.3	20%	47%	33%
33. Fosters a creative and innovative work environment.	15	2.07	33.3	27%	40%	33%
34. Searches for opportunities and innovative ways to improve the organization.	15	2.13	26.7	13%	60%	27%
35. Challenges current procedures to develop other alternatives.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ is an outstanding manager.
- He would benefit from soliciting more feedback and pushing others to do more.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- Communicate regularly with the whole company, not just one department.
- _____ 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 a pleasure to work with.

Results Oriented

Summary Scores



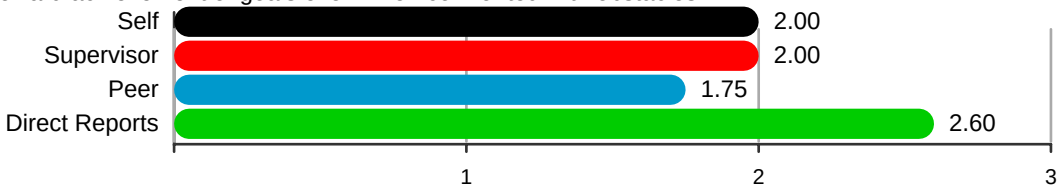
36. Inspires and motivates co-workers to be productive and energetic at work

37. Demonstrates the personal confidence to "stay the course," even when faced with difficulty

38. Does not become distracted by non-issues or interruptions.

39. Encourages a high-energy, fun work environment and coaches others on how to do the same

40. Works toward achievement of goals even when confronted with obstacles.



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).

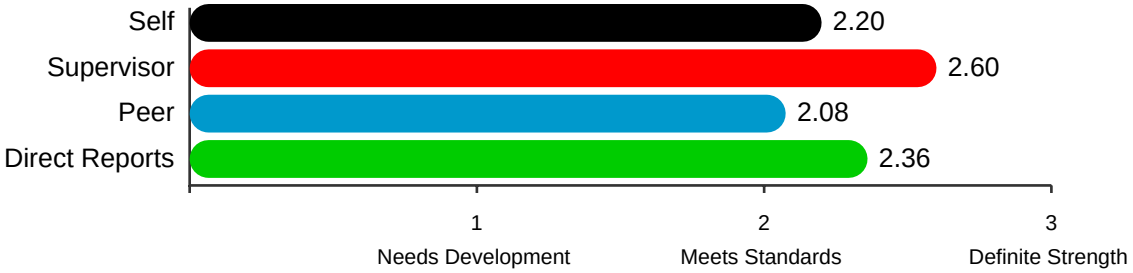
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Inspires and motivates co-workers to be productive and energetic at work	15	1.87	20.0	33%	47%	20%
37. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	1.93	13.3	20%	67%	13%
38. Does not become distracted by non-issues or interruptions.	15	2.07	33.3	27%	40%	33%
39. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	2.33	33.3		67%	33%
40. Works toward achievement of goals even when confronted with obstacles.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ could also improve his ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- _____ juggles a lot of responsibilities and appears to have it all under control.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- I would recommend that _____ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
- He is determined to find the answer to any problem or obstacle in his way.

Excellence

Summary Scores



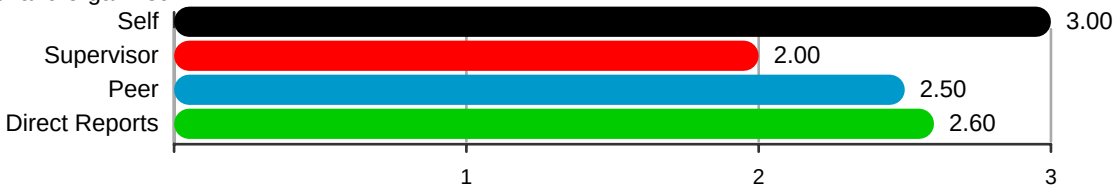
41. Demonstrates the functional or technical skills necessary to do their job.

42. Keeps themselves and others focused on constant improvement.

43. Can be counted on to add value wherever they are involved.

44. Produces high quality work.

45. Is planful and organized.



Level of Skill

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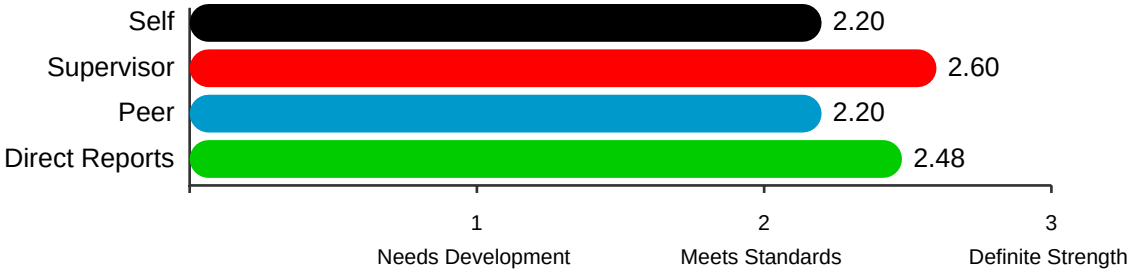
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Demonstrates the functional or technical skills necessary to do their job.	15	2.00	26.7	27%	47%	27%
42. Keeps themselves and others focused on constant improvement.	15	2.13	33.3	20%	47%	33%
43. Can be counted on to add value wherever they are involved.	15	2.20	40.0	20%	40%	40%
44. Produces high quality work.	15	2.20	26.7	7%	67%	27%
45. Is planful and organized.	15	2.53	60.0	7%	33%	60%

Comments:

- He has been a great addition to the department in this area.
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- _____ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- _____ makes great hiring choices. he is clear on what needs to be done.

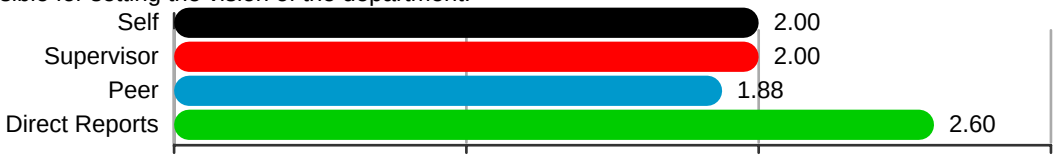
Responsible

Summary Scores



46. Holds herself / himself accountable to goals / objectives

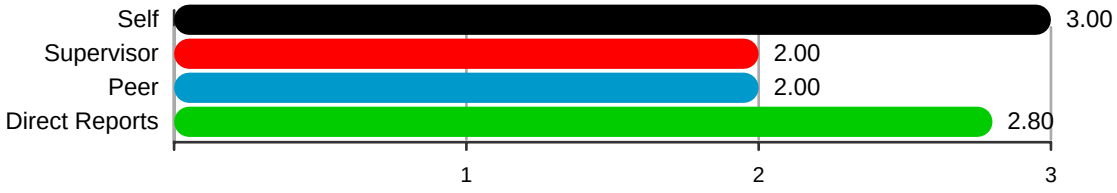
47. Responsible for setting the vision of the department.



48. ...takes personal responsibility for results.

49. Acts as a resource without removing individual responsibility.

50. Behavior is ethical and honest.



Level of Skill

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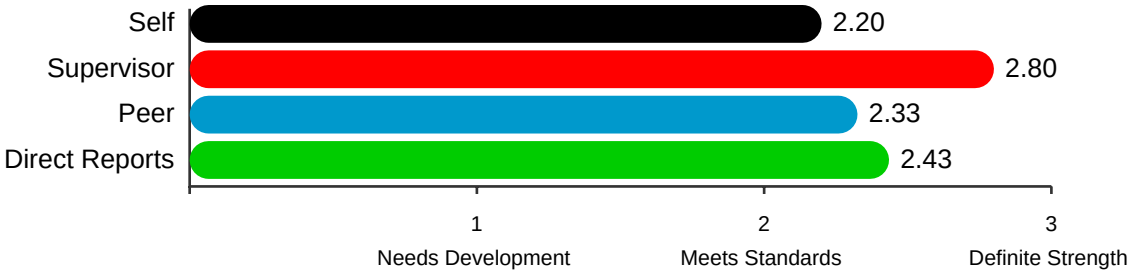
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Holds herself / himself accountable to goals / objectives	15	2.27	26.7		73%	27%
47. Responsible for setting the vision of the department.	15	2.13	26.7	13%	60%	27%
48. ...takes personal responsibility for results.	15	2.40	40.0		60%	40%
49. Acts as a resource without removing individual responsibility.	15	2.47	46.7		53%	47%
50. Behavior is ethical and honest.	15	2.33	46.7	13%	40%	47%

Comments:

- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- He is in an often times impossible position and is doing well all things considered
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.

Partnering/Networking

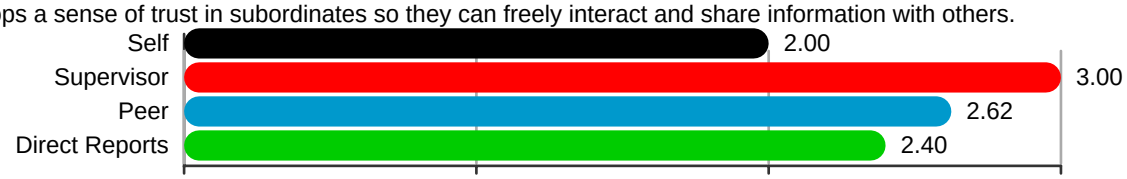
Summary Scores



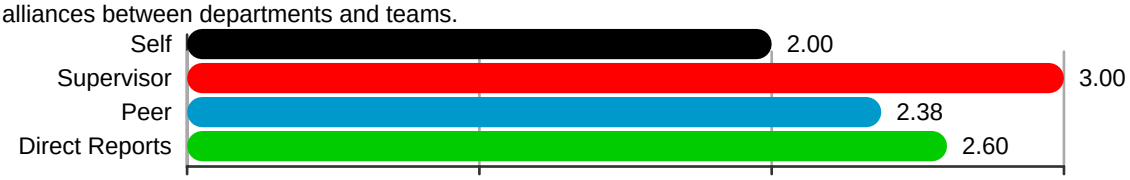
51. Maintains infrastructure to support partnerships and networks.

52. Supports and encourages relationships that are created by diverse team members.

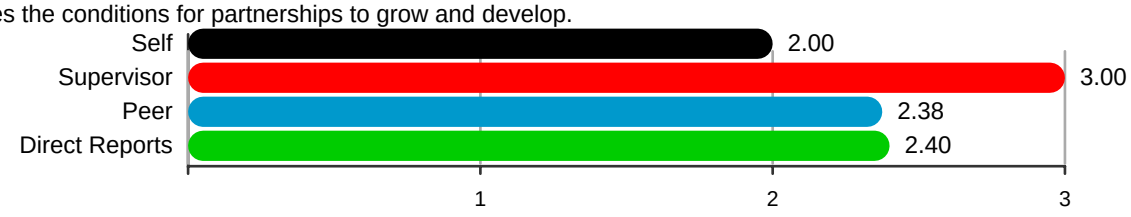
53. Develops a sense of trust in subordinates so they can freely interact and share information with others.



54. Builds alliances between departments and teams.



55. Creates the conditions for partnerships to grow and develop.



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
51. Maintains infrastructure to support partnerships and networks.	14	2.21	28.6	7%	64%	29%
52. Supports and encourages relationships that are created by diverse team members.	14	2.29	42.9	14%	43%	43%
53. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	2.53	53.3		47%	53%
54. Builds alliances between departments and teams.	15	2.47	46.7		53%	47%
55. Creates the conditions for partnerships to grow and develop.	15	2.40	40.0		60%	40%

Comments:

- He keeps focused on things that are important for his department to run smoothly.
- One of the main reasons I am here is because of _____.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- He communicates well to all staff and we know what is expected of us.
- Timeliness and accountability of projects.
- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.

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 he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- Our organization is a better place because of his and his future focus.
- _____ is organized and thorough.
- There is room for improvement in all these elements.
- There have been many changes in management over the last 5 years. I can truly say that _____ is an exceptional manager. Our dept has made some truly good changes under _____.

What do you like best about working with this individual?

- he is open and willing to share his vision for the team.
- Is a fantastic source of feedback and growth development.
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- _____ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.

What do you like least about working with this individual?

- Initiative, attitude, and willingness to pitch in.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- _____ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- He has been influential in our focus on the future.
- Each member feels they are a part of the team and knows their contribution is valued.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.

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

- _____ is an excellent Director.
- I appreciate that as a new manager to this department _____ has sought to understand my work flow and process.He is actively learning more about our work processes and involved to determine needed resources.
- Provides team members with frequent informal feedback.
- I look forward to working with his in his new role.
- There are a lot of great features this system has to offer and _____ has challenges at times.
- _____ is great about approaching and including staff input with decision making within the department.

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

- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- _____'s job performance exceeds all the elements.
- _____ exemplifies all of these qualities.
- I appreciate his commitment in this area.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.

Any final comments?

- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- _____ is very visible on the unit. Spending many hours with staff.
- Don't work with him enough to observe the vast majority of these items.
- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.