

360° Feedback Survey Results

Sample Manager

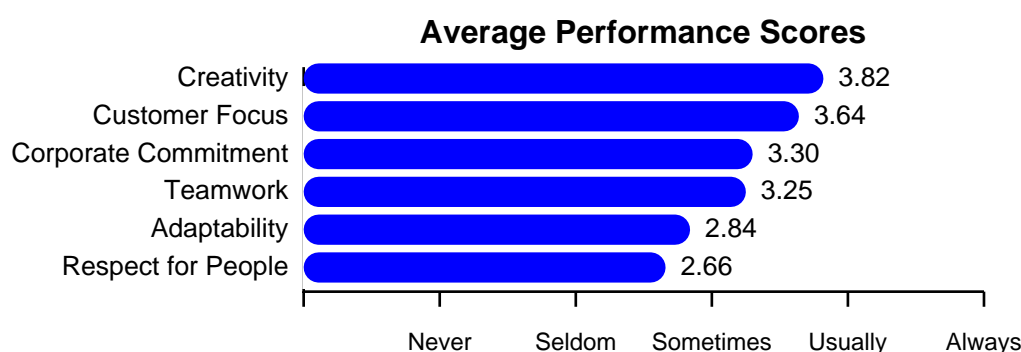
Results Generated by HR-Survey
February 2023

Summary

The questionnaire items used in this feedback process measured five dimensions: the Global International Corp values of Creativity, Adaptability, Communication, and Leadership.

Summary scores obtained for each item were calculated by averaging the scores for all of the respondents to that item. Your scores for the items on the questionnaire are shown below sorted by score with the highest scores shown at the top.

The bars shown below are a graphical representation of the scores you have received on the questionnaire. They represent the average score for each of the five dimensions measured with the questionnaire. The bars are sorted by size with the highest scores shown at the top of the graph. The dimensions that need the most development are shown at the bottom of the graph.



Relationship	Headcount
Self	1
Supervisor	1
Peer	5
Direct Report	4

The results in this report are based on responses collected from several types of individuals. This table shows the responses you have received.

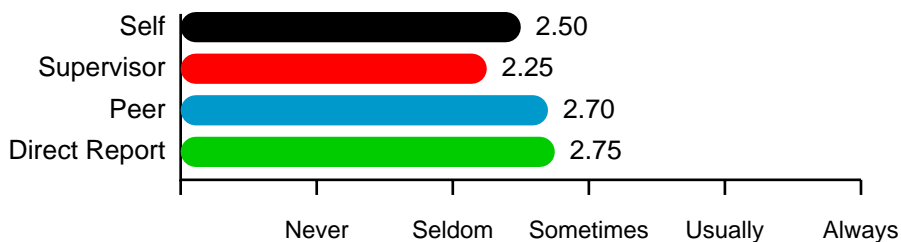
These different types of respondents provide different Perspectives on how they experience you. Each of their perspectives may be unique.

Response Scale - Interpretation Guidelines

- Never** = In your experiences or interactions with this person, they do not demonstrate this behaviour
- Seldom** = In your experiences or interactions with this person, they rarely demonstrate this behaviour
- Sometimes** = In your experiences or interactions with this person, they inconsistently demonstrate this behaviour
- Usually** = In your experiences or interactions with this person, they almost always demonstrate this behaviour
- Always** = In your experiences or interactions with this person, they demonstrate this behaviour all of the time

N/A = I was not in a position to observe

Respect for People



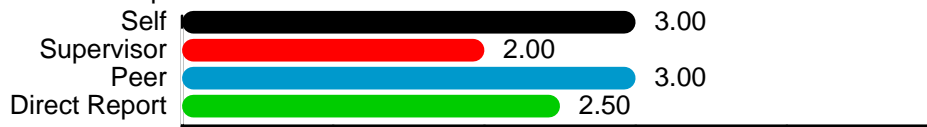
1. Recognises the value of the work of each colleague



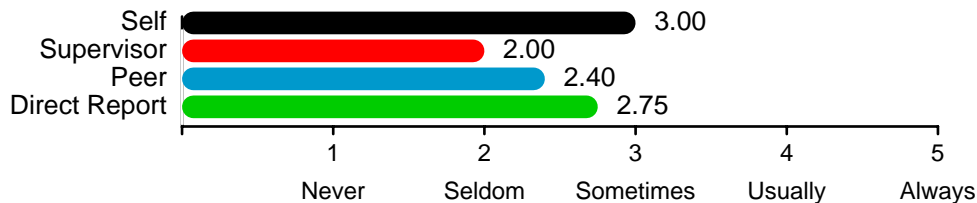
2. Treats all colleagues with the same respect and never denigrates their work



3. Pays attention to others' viewpoints and needs



4. Respects individual differences



Level of Agreement Table

The table below shows the number and percentage of responses selected for each item in this dimension. Responses to items in this dimension were measured using a 5-point scale from "Never " to "Always ". The responses were given values from 1 to 5 where "Never " was scored as a 1 (also shown in red) and "Always " was scored as a 5 (also shown in green). The average score shown in the tables below represents the average response for that item. This table also shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red to green.

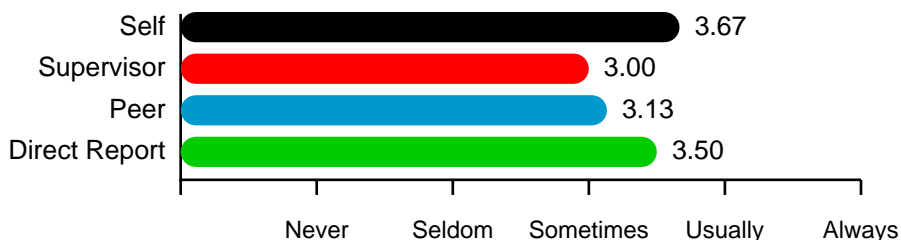
Item	n	Avg	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5
1. Recognises the value of the work of each colleague	11	2.91	1 9%	2 18%	6 55%	1 9%	1 9%	9%	18%	55%	9%	9%
2. Treats all colleagues with the same respect and never denigrates their work	11	2.45	2 18%	5 45%	2 18%	1 9%	1 9%	18%	45%	18%	9%	9%
3. Pays attention to others' viewpoints and needs	11	2.73	0%	5 45%	5 45%	0%	1 9%	45%	45%	9%		
4. Respects individual differences	11	2.55	1 9%	5 45%	3 27%	2 18%	0%	9%	45%	27%	18%	

Responses You Received

The table below shows the respondents for each of the ratings you received on each question. At the end of the questionnaire, respondents were given the option to have their name included in the survey results. The names shown below are the ones who opted to include their name. These people have made it easy for you to have follow-up conversations with them, so do take advantage of that opportunity.

Item	How you were rated				
1. Recognises the value of the work of	Never	Seldom	Sometimes	Usually	Always
	Colleague	Paul Gogh Luke Proust	Sample Manager Colleague Mark Cisnero Colleague Samantha Beaufort Colleague	Colleague	Margarite DeBlazer
2. Treats all colleagues with the same	Never	Seldom	Sometimes	Usually	Always
	Sample Manager Colleague	Colleague Paul Gogh Mark Cisnero Colleague Luke Proust	Colleague Samantha Beaufort	Colleague	Margarite DeBlazer
3. Pays attention to others' viewpoints	Never	Seldom	Sometimes	Usually	Always
		Colleague Colleague Colleague Colleague Luke Proust	Sample Manager Paul Gogh Mark Cisnero Samantha Beaufort Colleague		Margarite DeBlazer
4. Respects individual differences	Never	Seldom	Sometimes	Usually	Always
	Colleague	Colleague Paul Gogh Mark Cisnero Samantha Beaufort Colleague	Sample Manager Colleague Luke Proust	Margarite DeBlazer Colleague	

Corporate Commitment



5. Accepts, supports and takes decisions which favour the interest of CI against personal interest



6. Demonstrates honesty and truthfulness at all times



7. Comes to work each day with a positive attitude



Level of Agreement Table

The table below shows the number and percentage of responses selected for each item in this dimension. Responses to items in this dimension were measured using a 5-point scale from "Never " to "Always ". The responses were given values from 1 to 5 where "Never " was scored as a 1 (also shown in red) and "Always " was scored as a 5 (also shown in green). The average score shown in the tables below represents the average response for that item. This table also shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red to green.

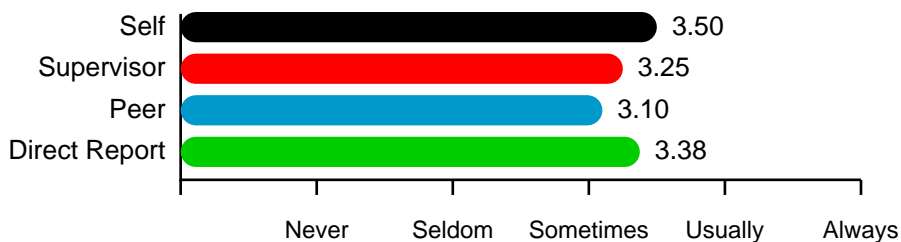
Item	n	Avg	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5
5. Accepts, supports and takes decisions which favour the interest of CI against personal interest	11	3.55	0%	18%	18%	55%	9%	18%	18%	55%	9%	9%
6. Demonstrates honesty and truthfulness at all times	11	3.55	0%	0%	55%	36%	9%	55%	36%	9%		9%
7. Comes to work each day with a positive attitude	11	2.82	9%	18%	55%	18%	0%	9%	18%	55%	18%	

Responses You Received

The table below shows the respondents for each of the ratings you received on each question. At the end of the questionnaire, respondents were given the option to have their name included in the survey results. The names shown below are the ones who opted to include their name. These people have made it easy for you to have follow-up conversations with them, so do take advantage of that opportunity.

Item	How you were rated				
5. Accepts, supports and takes decisions	Never	Seldom	Sometimes	Usually	Always
		Colleague Colleague	Colleague Luke Proust	Paul Gogh Mark Cisnero Margarite DeBlazer Samantha Beaufort Colleague Colleague	Sample Manager
6. Demonstrates honesty and truthfulness	Never	Seldom	Sometimes	Usually	Always
			Sample Manager Colleague Mark Cisnero Colleague Luke Proust Colleague	Colleague Paul Gogh Margarite DeBlazer Samantha Beaufort	Colleague
7. Comes to work each day with a positive attitude	Never	Seldom	Sometimes	Usually	Always
	Colleague	Colleague Paul Gogh	Sample Manager Mark Cisnero Samantha Beaufort Colleague Luke Proust Colleague	Colleague Margarite DeBlazer	

Teamwork



8. Actively promotes and contributes to team work, including with other teams



9. Be open and share information with colleagues



10. Works cooperatively with colleagues to get the job done



11. Volunteers to lend assistance to colleagues



Level of Agreement Table

The table below shows the number and percentage of responses selected for each item in this dimension. Responses to items in this dimension were measured using a 5-point scale from "Never " to "Always ". The responses were given values from 1 to 5 where "Never " was scored as a 1 (also shown in red) and "Always " was scored as a 5 (also shown in green). The average score shown in the tables below represents the average response for that item. This table also shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red to green.

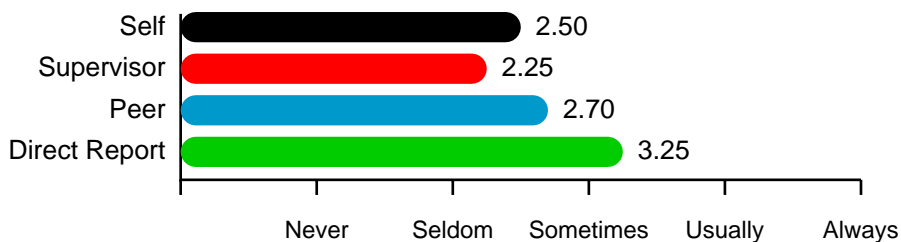
Item	n	Avg	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5
8. Actively promotes and contributes to team work, including with other teams	11	3.00	1 9%	0 0%	8 73%	2 18%	0 0%	9%	73%	18%		
9. Be open and share information with colleagues	11	3.73	0 0%	1 9%	4 36%	3 27%	3 27%	9%	36%	27%	27%	
10. Works cooperatively with colleagues to get the job done	11	3.18	1 9%	1 9%	5 45%	3 27%	1 9%	9%	9%	45%	27%	9%
11. Volunteers to lend assistance to colleagues	11	3.09	1 9%	1 9%	6 55%	2 18%	1 9%	9%	9%	55%	18%	9%

Responses You Received

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Item	How you were rated				
8. Actively promotes and contributes	Never	Seldom	Sometimes	Usually	Always
	Colleague		Sample Manager Colleague Paul Gogh Mark Cisnero Colleague Margarite DeBlazer Colleague Luke Proust	Samantha Beaufort Colleague	
9. Be open and share information	Never	Seldom	Sometimes	Usually	Always
		Colleague	Colleague Colleague Margarite DeBlazer Luke Proust	Paul Gogh Mark Cisnero Colleague	Sample Manager Colleague Samantha Beaufort
10. Works cooperatively with colleagues	Never	Seldom	Sometimes	Usually	Always
	Colleague	Luke Proust	Sample Manager Colleague Colleague Samantha Beaufort Colleague	Paul Gogh Mark Cisnero Margarite DeBlazer	Colleague
11. Volunteers to lend assistance	Never	Seldom	Sometimes	Usually	Always
	Colleague	Colleague	Sample Manager Mark Cisnero Colleague Samantha Beaufort Colleague Luke Proust	Paul Gogh Colleague	Margarite DeBlazer

Adaptability



12. Is open to new ideas and methods and can adapt to changing business conditions



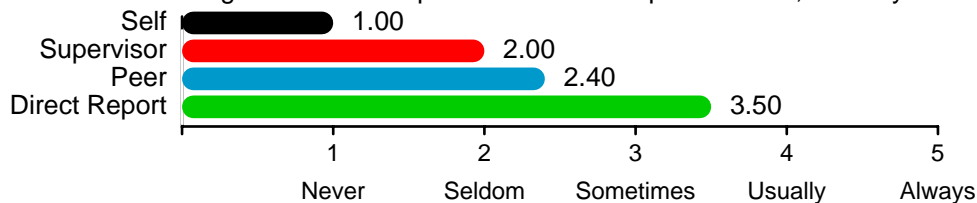
13. Is open to constructive feedback



14. Learns from personal experiences/mistakes and integrates experience to cope with new situations



15. Cope with stressful situations arising in work or interpersonal relationships with calm, maturity and fairness



Level of Agreement Table

The table below shows the number and percentage of responses selected for each item in this dimension. Responses to items in this dimension were measured using a 5-point scale from "Never " to "Always ". The responses were given values from 1 to 5 where "Never " was scored as a 1 (also shown in red) and "Always " was scored as a 5 (also shown in green). The average score shown in the tables below represents the average response for that item. This table also shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red to green.

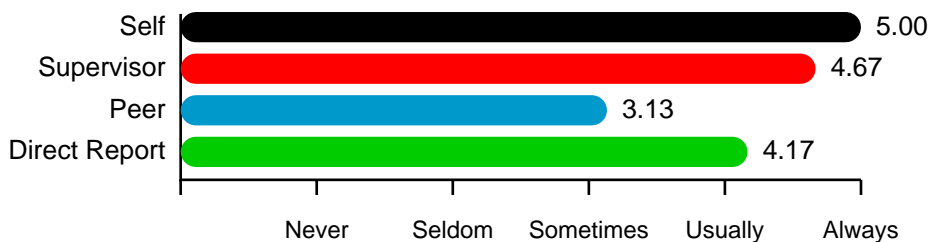
Item	n	Avg	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5
12. Is open to new ideas and methods and can adapt to changing business conditions												
	11	3.00	1 9%	3 27%	3 27%	3 27%	1 9%	9%	27%	27%	27%	9%
13. Is open to constructive feedback												
	11	3.00	0%	3 27%	5 45%	3 27%	0%	27%	45%	27%		
14. Learns from personal experiences/mistakes and integrates experience to cope with new situations												
	11	2.73	1 9%	3 27%	5 45%	2 18%	0%	9%	27%	45%	18%	
15. Cope with stressful situations arising in work or interpersonal relationships with calm, maturity and fairness												
	11	2.64	2 18%	2 18%	5 45%	2 18%	0%	18%	18%	45%	18%	

Responses You Received

The table below shows the respondents for each of the ratings you received on each question. At the end of the questionnaire, respondents were given the option to have their name included in the survey results. The names shown below are the ones who opted to include their name. These people have made it easy for you to have follow-up conversations with them, so do take advantage of that opportunity.

Item	How you were rated				
12. Is open to new ideas and methods	Never	Seldom	Sometimes	Usually	Always
	Samantha Beaufort	Colleague Colleague	Sample Manager Mark Cisnero Luke Proust	Margarite DeBlazer Colleague	Paul Gogh
13. Is open to constructive feedback	Never	Seldom	Sometimes	Usually	Always
		Paul Gogh Colleague	Sample Manager Colleague Mark Cisnero Colleague Luke Proust	Margarite DeBlazer Samantha Beaufort Colleague	
14. Learns from personal new situations	Never	Seldom	Sometimes	Usually	Always
	Colleague	Colleague Colleague Luke Proust	Sample Manager Paul Gogh Mark Cisnero Margarite DeBlazer Colleague	Samantha Beaufort Colleague	
15. Cope with stressful situations arising	Never	Seldom	Sometimes	Usually	Always
	Sample Manager Colleague	Colleague Paul Gogh	Mark Cisnero Colleague Margarite DeBlazer Colleague Luke Proust	Samantha Beaufort Colleague	

Creativity



16. Proposes continuous improvements



17. Generates innovative ideas and approaches



18. Takes risks that often yield positive results



Level of Agreement Table

The table below shows the number and percentage of responses selected for each item in this dimension. Responses to items in this dimension were measured using a 5-point scale from "Never " to "Always ". The responses were given values from 1 to 5 where "Never " was scored as a 1 (also shown in red) and "Always " was scored as a 5 (also shown in green). The average score shown in the tables below represents the average response for that item. This table also shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red to green.

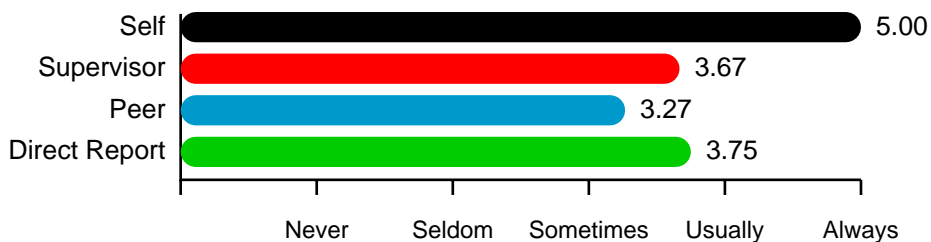
Item	n	Avg	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5
16. Proposes continuous improvements	11	3.82	1 9%	1 9%	2 18%	2 18%	5 45%	9%	9%	18%	18%	45%
17. Generates innovative ideas and approaches	11	4.00	1 9%	1 9%	1 9%	2 18%	6 55%	9%	9%	9%	18%	55%
18. Takes risks that often yield positive results	11	3.64	1 9%	1 9%	2 18%	4 36%	3 27%	9%	9%	18%	36%	27%

Responses You Received

The table below shows the respondents for each of the ratings you received on each question. At the end of the questionnaire, respondents were given the option to have their name included in the survey results. The names shown below are the ones who opted to include their name. These people have made it easy for you to have follow-up conversations with them, so do take advantage of that opportunity.

Item	How you were rated				
16. Proposes continuous improvements	Never	Seldom	Sometimes	Usually	Always
	Colleague	Margarite DeBlazer	Luke Proust Colleague	Colleague Mark Cisnero	Sample Manager Colleague Paul Gogh Samantha Beaufort Colleague
17. Generates innovative ideas and	Never	Seldom	Sometimes	Usually	Always
	Colleague	Margarite DeBlazer	Luke Proust	Colleague Colleague	Sample Manager Colleague Paul Gogh Mark Cisnero Samantha Beaufort Colleague
18. Takes risks that often yield positive	Never	Seldom	Sometimes	Usually	Always
	Colleague	Margarite DeBlazer	Paul Gogh Luke Proust	Colleague Colleague Mark Cisnero Colleague	Sample Manager Samantha Beaufort Colleague

Customer Focus



19. Seeks to understand the customers' needs and business



20. Seeks to understand the level of satisfaction of clients



21. Drafting/actions reflect a strong customer focus



Level of Agreement Table

The table below shows the number and percentage of responses selected for each item in this dimension. Responses to items in this dimension were measured using a 5-point scale from "Never " to "Always ". The responses were given values from 1 to 5 where "Never " was scored as a 1 (also shown in red) and "Always " was scored as a 5 (also shown in green). The average score shown in the tables below represents the average response for that item. This table also shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red to green.

Item	n	Avg	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5
19. Seeks to understand the customers' needs and business	11	3.73	0%	9%	36%	27%	27%	9%	36%	27%	27%	
20. Seeks to understand the level of satisfaction of clients	11	3.55	0%	9%	45%	27%	18%	9%	45%	27%	18%	
21. Drafting/actions reflect a strong customer focus	11	3.64	0%	18%	27%	27%	27%	18%	27%	27%	27%	

Responses You Received

The table below shows the respondents for each of the ratings you received on each question. At the end of the questionnaire, respondents were given the option to have their name included in the survey results. The names shown below are the ones who opted to include their name. These people have made it easy for you to have follow-up conversations with them, so do take advantage of that opportunity.

Item	How you were rated				
19. Seeks to understand the customers' needs and business	Never	Seldom	Sometimes	Usually	Always
		Margarite DeBlazer	Colleague Colleague Luke Proust Colleague	Colleague Mark Cisnero Colleague	Sample Manager Paul Gogh Samantha Beaufort
20. Seeks to understand the level of satisfaction of clients	Never	Seldom	Sometimes	Usually	Always
		Margarite DeBlazer	Colleague Colleague Luke Proust Colleague	Paul Gogh Mark Cisnero Colleague	Sample Manager Samantha Beaufort
21. Drafting/actions reflect a strong customer focus	Never	Seldom	Sometimes	Usually	Always
		Colleague Margarite DeBlazer	Colleague Luke Proust Colleague	Colleague Mark Cisnero Colleague	Sample Manager Paul Gogh Samantha Beaufort

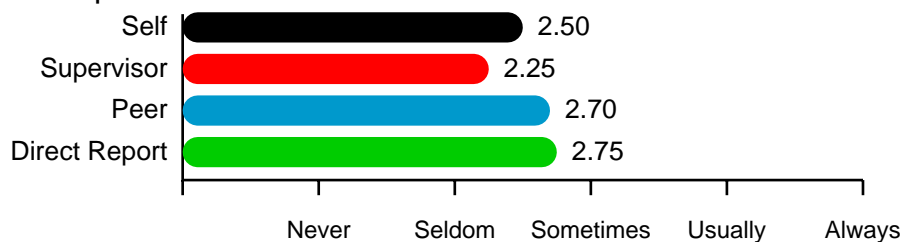
Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each dimension (labeled "Self") and the average score of all other reviewers who provided you with feedback (labeled "Reviewers"). This can help you identify blind spots, or areas where you were rated more favorably by your other reviewers than by yourself. The Gap for these dimensions 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 your other reviewers did. The Gap 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 all other raters

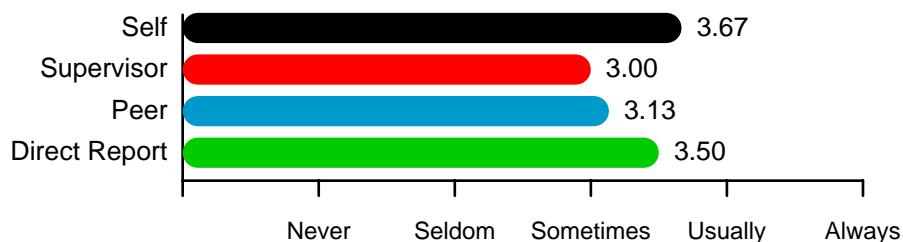
Dimension	How you see yourself and how others see you.	Gap
Adaptability	<p>Self: 2.50 Other: 2.88</p>	0.38
Respect for People	<p>Self: 2.50 Other: 2.68</p>	0.18
Teamwork	<p>Self: 3.50 Other: 3.23</p>	0.28
Corporate Commitment	<p>Self: 3.67 Other: 3.27</p>	0.40
Creativity	<p>Self: 5.00 Other: 3.70</p>	1.30
Customer Focus	<p>Self: 5.00 Other: 3.50</p>	1.50
Range	Color	
Self-Assessment less than others by 1.00 or more	Green	
Self-Assessment less than others by .45 to .99	Medium Green	
Self-Assessment less than others by .15 to .45	Light Green	
Self-Assessment about the same as others	No Color	
Self-Assessment greater than others by .15 to .45	Light Red	
Self-Assessment greater than others by .45 to .99	Medium Red	
Self-Assessment greater than others by 1.00 or more	Red	

Gap Analysis (continued)

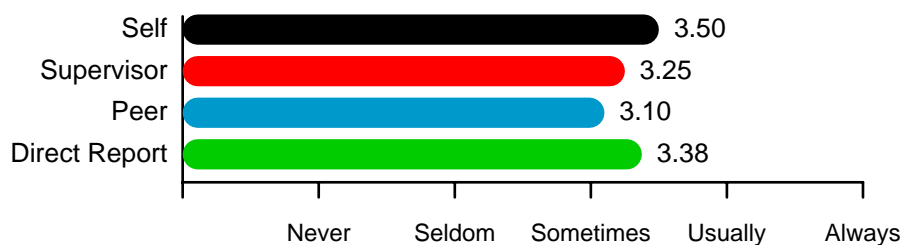
Respect for People



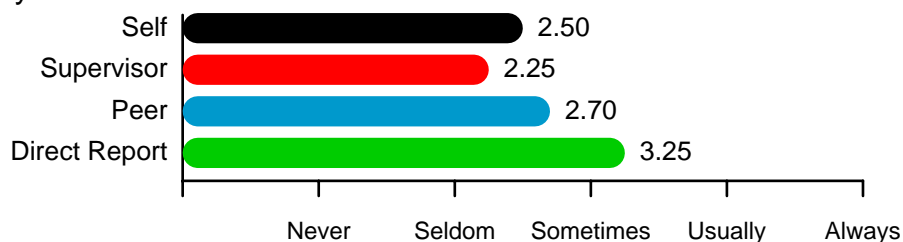
Corporate Commitment



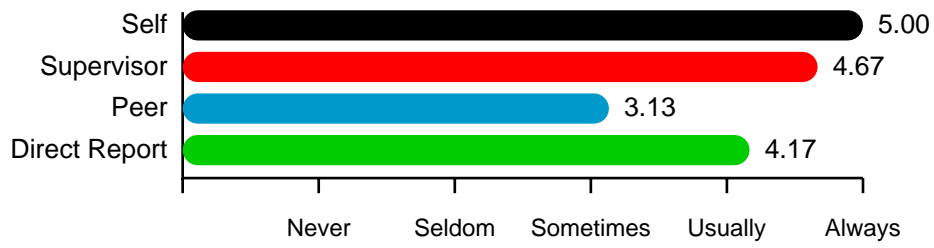
Teamwork



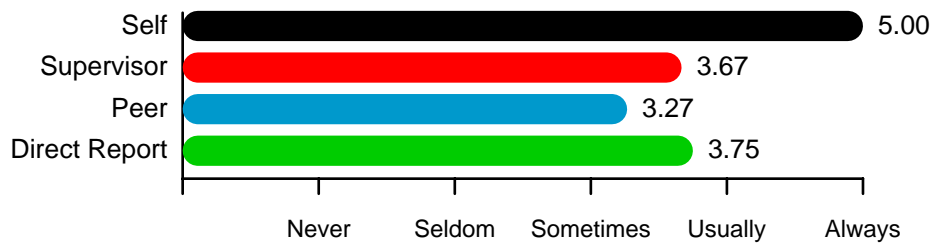
Adaptability



Creativity



Customer Focus



Conclusion

(Strengths and Areas for Development)

5 Highest Items

Item	n	Avg	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5
17. Generates innovative ideas and approaches	11	4.00	1 9%	1 9%	1 9%	2 18%	6 55%
16. Proposes continuous improvements	11	3.82	1 9%	1 9%	2 18%	2 18%	5 45%
9. Be open and share information with colleagues	11	3.73	0 0%	1 9%	4 36%	3 27%	3 27%
19. Seeks to understand the customers' needs and business	11	3.73	0 0%	1 9%	4 36%	3 27%	3 27%
18. Takes risks that often yield positive results	11	3.64	1 9%	1 9%	2 18%	4 36%	3 27%

5 Lowest Items

Item	n	Avg	Never 1	Seldom 2	Sometimes 3	Usually 4	Always 5
2. Treats all colleagues with the same respect and never denigrates their work	11	2.45	2 18%	5 45%	2 18%	1 9%	1 9%
4. Respects individual differences	11	2.55	1 9%	5 45%	3 27%	2 18%	0 0%
15. Cope with stressful situations arising in work or interpersonal relationships with calm, maturity and fairness	11	2.64	2 18%	2 18%	5 45%	2 18%	0 0%
14. Learns from personal experiences/mistakes and integrates experience to cope with new situations	11	2.73	1 9%	3 27%	5 45%	2 18%	0 0%
3. Pays attention to others' viewpoints and needs	11	2.73	0 0%	5 45%	5 45%	0 0%	1 9%

Strengths

- Has a high commitment to excellence and quality.
- _____ is fully engaged with all of the leadership team. He/She makes self available to work with both leaders and staff at the Company. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- Is a joy to work for.
- _____ is a strong leader & mentor.
- I appreciate his/her openness and availability to all the staff.
- I appreciate that my leader keeps _____'s focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- Has clear and high, very high expectations for everyone, and practices what he/she preaches creating an atmosphere of continuous growth.

Fostering a Values-Based Culture at the Global International Corp

- Allow more time for employees to get to know their roles better.
- Develop a more client centered approach to project management.
- His/her attitude towards solving problems could be improved.
- Be more of a leader. Be less reactive.
- The only constructive feedback that I would have for _____ is that it would be nice to have _____ "present" more often. There are times during 1:1 or group meetings where I feel that _____ is incredibly distracted and not taking in everything that the individual or team is saying.
- Have more respect for the opinions of others.
- Follow up with telephone calls sooner.
- Would like to see _____ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- Work on the development of direct report skill levels.