

Feedback Results
Your CompanyName Here
2024

Sample Employee

Results Generated by HR-Survey

November 2024

Introduction

What you will find in this report

This report includes the feedback results gathered for you. It is designed to assist you in recognizing your strengths, identifying areas for improvement, and understanding where your self-assessment may differ from the feedback providers' perspectives.

We trust that you will recall from your experiences the challenge of offering such feedback, remain receptive to different viewpoints, and be prepared to incorporate this feedback into your personal development.

Goals of the 360 Degree Feedback

Multi-Source Feedback offers a comprehensive view of an individual's behavior and performance by incorporating diverse perspectives from the workplace. It provides recipients with valuable insights for their development and enriches reviewers with additional feedback.

Receiving feedback from various sources can enhance your self-awareness, illuminate how others perceive you across different roles, and contribute to your professional growth.

Receiving Feedback

Feedback is a valuable tool for self-reflection. It helps us understand how others perceive us, which can differ from our own self-image. By reflecting on feedback, we can set specific goals for professional growth. It's important to view feedback as a perspective on how we can improve our performance and relationships. Seeking and receiving feedback is the only way to uncover our "blind spots" and learn about the unintended negative consequences of our actions.

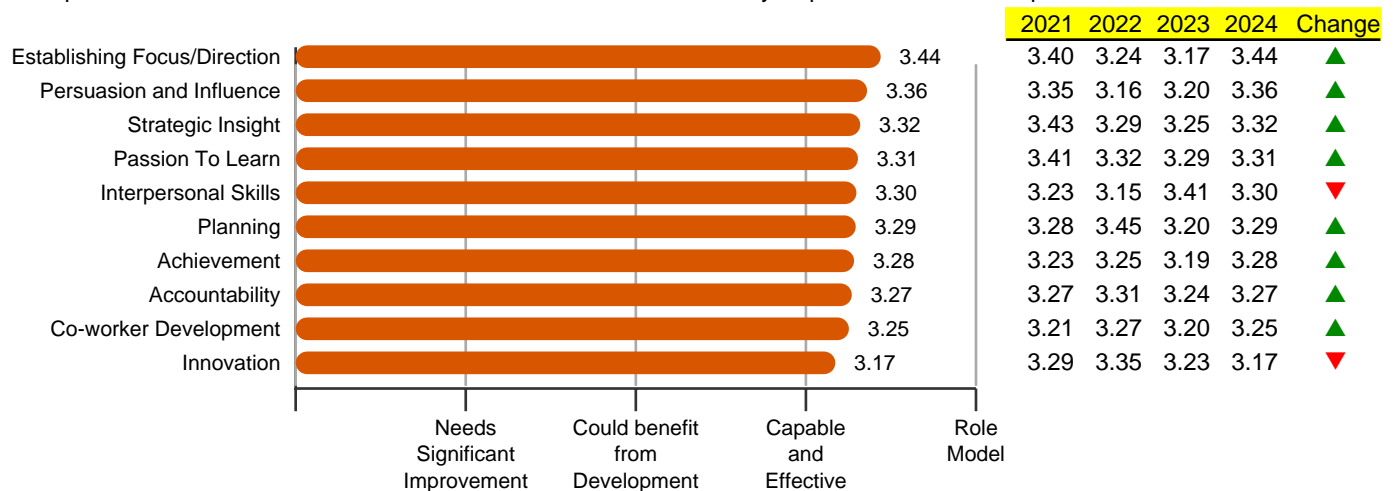
What to Do with Your Feedback

Use feedback to better understand yourself and set goals for improvement. Consider feedback as different perspectives on your strengths and weaknesses in specific areas where you want to be more effective.

Summary

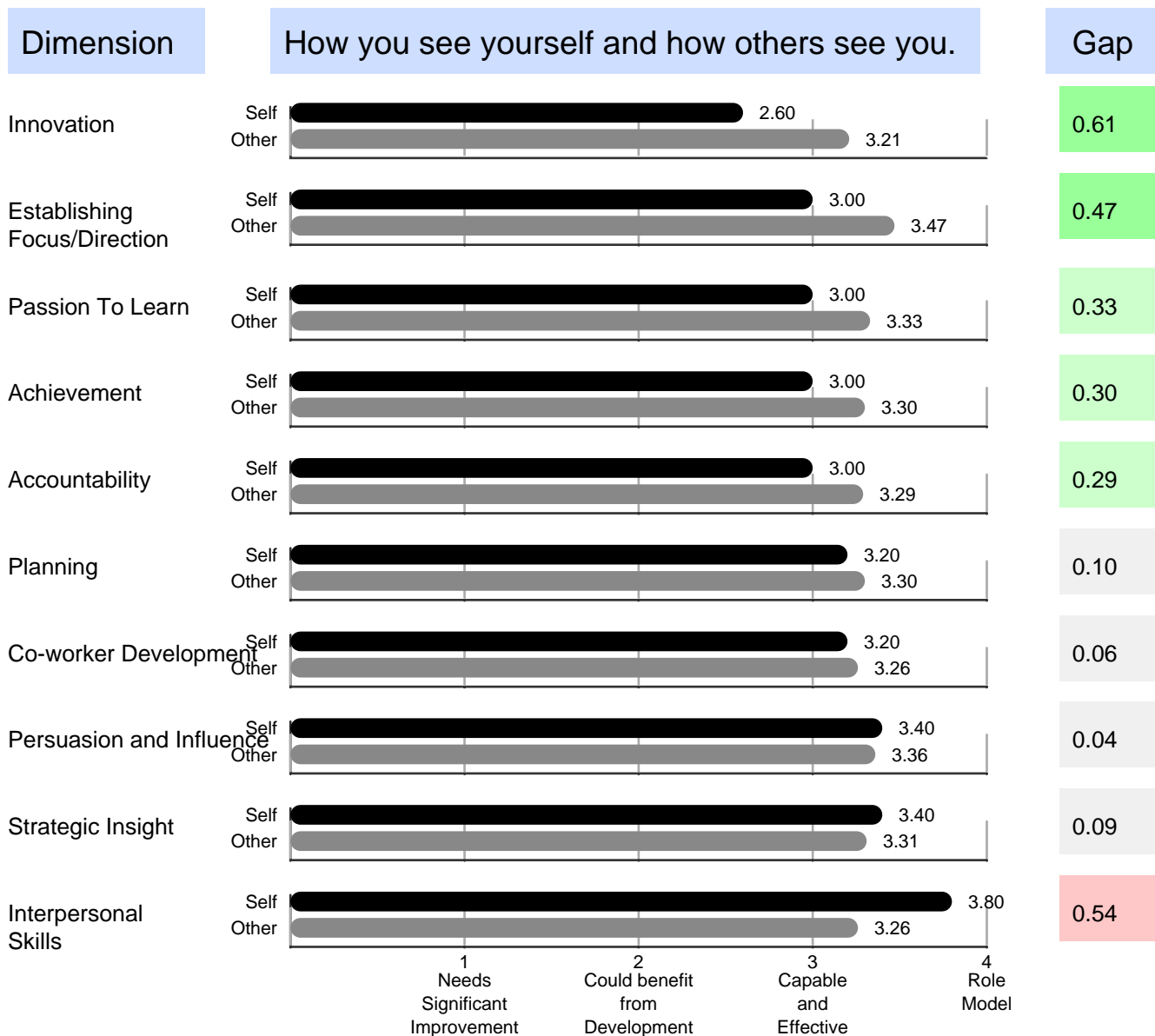
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that may require the most development.



Gap Analysis

These charts graphically represent the "Gap" indicating the difference between your average self-assessment on each competency and the average rating given by other respondents. This visualization aids in identifying blind spots—areas where others rated you more favorably than you did yourself, indicated by varying shades of green. In contrast, it also highlights areas for improvement—where you rated yourself higher than others, shown in shades of red. The intensity of the color correlates with the size of the Gap. If a competency's Gap is not colored, it signifies consensus between your self-assessment and others' feedback.



Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. I honor the commitments and promises made to customers/clients.	15	3.20	86.7	13%	53%	33%	
2. I uphold ethical standards even when no one is watching.	15	3.33	100.0		67%	33%	
3. I take personal responsibility for the quality of my work.	15	3.33	93.3	7%	53%	40%	
4. You consult with the supervisor before engaging in new procedures that have some risk.	15	3.27	93.3	7%	60%	33%	
5. I take full responsibility for results.	14	3.21	85.7	14%	50%	36%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
1. I honor the commitments and promises made to customers/clients.	3.20	3.20	3.00	3.20	+0.20 ▲
2. I uphold ethical standards even when no one is watching.	3.27	3.40	3.40	3.33	-0.07 ▼
3. I take personal responsibility for the quality of my work.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You consult with the supervisor before engaging in new procedures that have some risk.	3.47	3.33	3.40	3.27	-0.13 ▼
5. I take full responsibility for results.	3.00	3.20	3.13	3.21	+0.08 ▲

Passion To Learn

High level of curiosity and committed to their professional development.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. You are open to feedback from others.	15	3.47	100.0		53%		47%
7. You enhance your value to the company through additional training and development.	15	3.40	93.3	7%	47%		47%
8. You stay up-to-date on emerging technologies.	15	3.20	86.7	13%	53%		33%
9. You embrace new technology and procedures.	15	3.27	86.7	13%	47%		40%
10. You take advantage of training opportunities when they arise.	15	3.20	93.3	7%	67%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
6. You are open to feedback from others.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You enhance your value to the company through additional training and development.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You stay up-to-date on emerging technologies.	3.40	3.40	3.20	3.20	
9. You embrace new technology and procedures.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You take advantage of training opportunities when they arise.	3.33	3.47	3.27	3.20	-0.07 ▼

Establishing Focus/Direction

Establishes the focus/direction of employees within the department/division/organization.
Aligns mission and goals as needed.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. You function well under stress, deadlines, and/or significant workloads.	15	3.67	100.0	33%	67%		
12. You align the department's goals with the goals of the organization.	15	3.40	93.3	7%	47%	47%	
13. You maintain self-control when personally criticized.	15	3.13	86.7	13%	60%	27%	
14. You are excellent at managing time.	15	3.47	100.0	53%	47%		
15. You stay focused even when under pressure and stress.	15	3.53	100.0	47%	53%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
11. You function well under stress, deadlines, and/or significant workloads.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You align the department's goals with the goals of the organization.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You maintain self-control when personally criticized.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You are excellent at managing time.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You stay focused even when under pressure and stress.	3.67	3.27	3.20	3.53	+0.33 ▲

Persuasion and Influence

Able to persuade and influence others to obtain certain objectives and goals.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. You seek to obtain consensus or compromise.	15	3.47	93.3	7%	40%	53%	
17. You understand what others need.	15	2.93	73.3	27%	53%		20%
18. You have excellent influencing/negotiating skills.	15	3.40	93.3	7%	47%	47%	
19. You ensure stakeholders are involved in the decision making process.	15	3.53	100.0		47%	53%	
20. You persuade others to consider alternative points of view.	15	3.47	100.0		53%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
16. You seek to obtain consensus or compromise.	3.33	3.00	3.07	3.47	+0.40 ▲
17. You understand what others need.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You have excellent influencing/negotiating skills.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You ensure stakeholders are involved in the decision making process.	3.13	2.87	3.53	3.53	
20. You persuade others to consider alternative points of view.	3.40	3.20	2.87	3.47	+0.60 ▲

Innovation

Creates and introduces new ideas and processes/procedures.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. You foster a creative and innovative work environment.	15	3.00	80.0	20%	60%		20%
22. You solve problems with insight and understanding.	15	3.53	100.0		47%	53%	
23. You implement best practices within the department.	15	3.13	86.7	13%	60%		27%
24. You offer constructive improvements to existing systems.	15	3.13	80.0	7%	13%	40%	40%
25. You search for opportunities and innovative ways to improve the organization.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
21. You foster a creative and innovative work environment.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You solve problems with insight and understanding.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You implement best practices within the department.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You offer constructive improvements to existing systems.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You search for opportunities and innovative ways to improve the organization.	3.27	3.33	3.27	3.07	-0.20 ▼

Achievement

A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. You take calculated risks.	15	3.20	93.3	7%	60%		33%
27. You allocate resources as needed to accomplish organizational goals.	15	3.40	93.3	7%	47%		47%
28. You make use of talents of others to help achieve a high level of performance.	15	3.60	93.3	7%	27%		67%
29. You take calculated risks to achieve higher levels of performance.	15	3.20	86.7	13%	53%		33%
30. You strive to exceed standards of performance.	14	3.00	92.9	7%	79%		14%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
26. You take calculated risks.	3.53	3.33	3.33	3.20	-0.13 ▼
27. You allocate resources as needed to accomplish organizational goals.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You make use of talents of others to help achieve a high level of performance.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You take calculated risks to achieve higher levels of performance.	3.21	3.20	3.20	3.20	
30. You strive to exceed standards of performance.	2.87	3.27	3.07	3.00	-0.07 ▼

Interpersonal Skills

Interpersonal Skills are the wide range of abilities that facilitate interactions with others through communication, empathy, honesty. These skills help you to build, develop and maintain strong/effective relationships with others and to relate to people of diverse backgrounds. To engage and inspire others. Individuals with high interpersonal skills treat others with courtesy, sensitivity, and respect.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. You are able to work with individuals at all levels of the company.	15	3.33	93.3	7%	53%	40%	
32. I appreciate the extra efforts made by coworkers.	14	3.29	100.0		71%	29%	
33. I work diligently to assist customers in finding the right products.	15	3.27	100.0		73%	27%	
34. I offer praise to colleagues who have successfully completed major projects.	15	3.47	93.3	7%	40%	53%	
35. I offer constructive criticism to have a positive impact on performance.	15	3.13	86.7	13%	60%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
31. You are able to work with individuals at all levels of the company.	3.13	3.07	3.47	3.33	-0.13 ▼
32. I appreciate the extra efforts made by coworkers.	3.40	3.07	3.60	3.29	-0.31 ▼
33. I work diligently to assist customers in finding the right products.	3.07	3.33	3.33	3.27	-0.07 ▼
34. I offer praise to colleagues who have successfully completed major projects.	3.33	3.00	3.53	3.47	-0.07 ▼
35. I offer constructive criticism to have a positive impact on performance.	3.20	3.27	3.13	3.13	

Co-worker Development

Invests in the professional development of 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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. You set and clearly communicate expectations, performance goals, and measurements to others	15	3.20	93.3	7%	67%		27%
37. You provide ongoing feedback to co-workers on your development progress	15	3.33	93.3	7%	53%		40%
38. You give others development opportunities through project assignments and increased job responsibilities	15	3.07	86.7	13%	67%		20%
39. You take immediate action on poor performance	15	3.33	100.0		67%		33%
40. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	3.33	100.0		67%		33%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
36. You set and clearly communicate expectations, performance goals, and measurements to others	3.53	3.20	3.33	3.20	-0.13 ▼
37. You provide ongoing feedback to co-workers on your development progress	3.20	3.27	3.07	3.33	+0.26 ▲
38. You give others development opportunities through project assignments and increased job responsibilities	3.13	3.40	3.33	3.07	-0.27 ▼
39. You take immediate action on poor performance	3.20	3.27	3.00	3.33	+0.33 ▲
40. You adapt coaching and mentoring approach to meet the style or needs of individuals	3.00	3.20	3.27	3.33	+0.07 ▲

Strategic Insight

Strategic Insight is defined as being observant, analytical and knowledgeable about factors impacting the company. Interacting with employees and customers to get a deeper understanding of problems they are facing. This insight is used to create innovative responses to meet their 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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. I inspire employees to adopt the strategic plan.	15	3.33	93.3	7%	53%	40%	
42. You create strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	15	3.40	93.3	7%	47%	47%	
43. You maintain knowledge of current trends in the industry.	15	3.13	86.7	13%	60%	27%	
44. I attend industry conferences to gain further insight into how other companies deal with similar issues.	15	3.27	100.0		73%	27%	
45. You work with others to develop insights into the resources and actions required to produce desired results.	15	3.47	100.0		53%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
41. I inspire employees to adopt the strategic plan.	3.47	3.20	2.93	3.33	+0.40 ▲
42. You create strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	3.27	3.53	3.13	3.40	+0.27 ▲
43. You maintain knowledge of current trends in the industry.	3.87	3.13	3.20	3.13	-0.07 ▼
44. I attend industry conferences to gain further insight into how other companies deal with similar issues.	3.33	3.27	3.87	3.27	-0.60 ▼
45. You work with others to develop insights into the resources and actions required to produce desired results.	3.20	3.33	3.13	3.47	+0.33 ▲

Planning

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. You determine what supplies/equipment will be needed for the department.	15	3.40	93.3	7%	47%	47%	
47. I determine staffing needs for the project/department.	15	3.20	93.3	7%	67%	27%	
48. I am able to stay organized and focused using excellent planning skills.	15	3.20	93.3	7%	60%	33%	
49. I have plans to handle unexpected events.	15	3.47	100.0		53%	47%	
50. I can adjust and rearrange the schedule to maximize efficiency.	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
46. You determine what supplies/equipment will be needed for the department.	3.27	3.40	3.20	3.40	+0.20 ▲
47. I determine staffing needs for the project/department.	3.33	3.40	3.20	3.20	
48. I am able to stay organized and focused using excellent planning skills.	3.60	3.33	3.20	3.20	
49. I have plans to handle unexpected events.	3.00	3.47	3.13	3.47	+0.33 ▲
50. I can adjust and rearrange the schedule to maximize efficiency.	3.20	3.67	3.27	3.20	-0.07 ▼