



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.

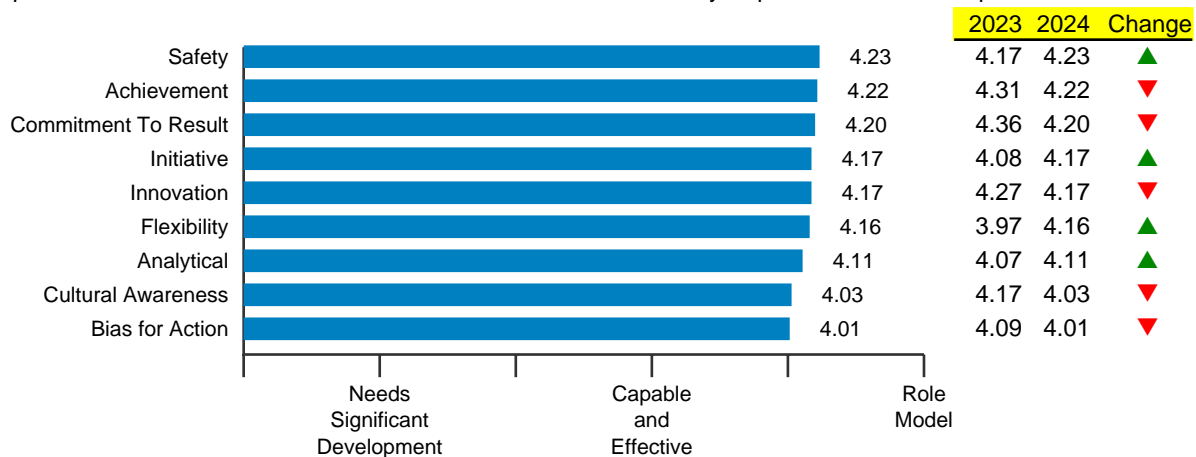
What to Do with Your Feedback

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

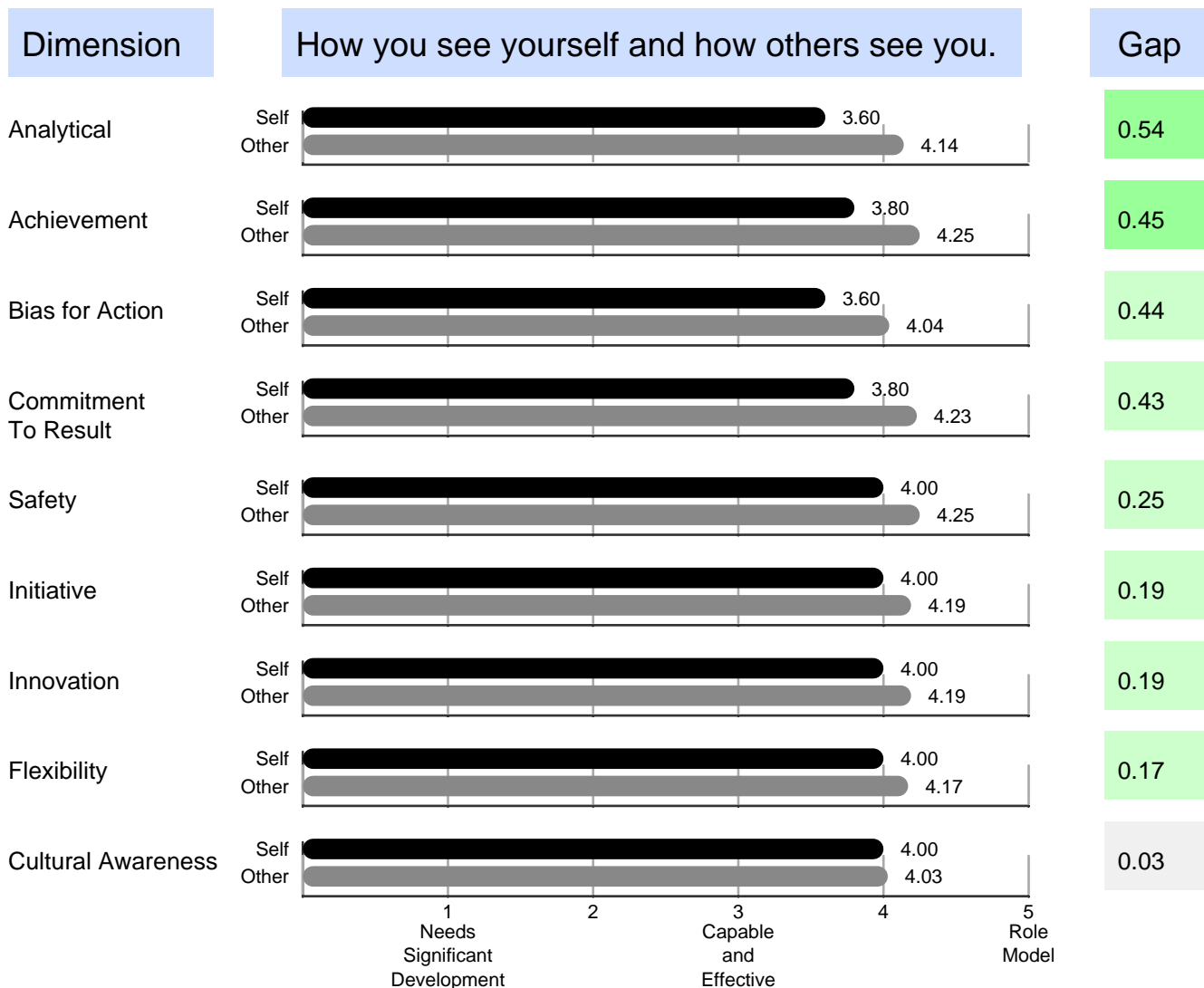
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



Achievement

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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Uses established goals and performance measures to keep track of performance.	15	4.13	80.0	20%	47%	33%		
2. Completed training on the new equipment.	15	4.33	100.0		67%	33%		
3. Holds others to high standards of achievement.	15	4.33	93.3	7%	53%	40%		
4. Increased customer satisfaction scores for the quarter.	15	4.07	86.7	13%	67%	20%		
5. Sets challenging goals for the department.	14	4.21	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	2023	2024	Change
1. Uses established goals and performance measures to keep track of performance.	4.00	4.13	+0.13 ▲
2. Completed training on the new equipment.	4.40	4.33	-0.07 ▼
3. Holds others to high standards of achievement.	4.47	4.33	-0.13 ▼
4. Increased customer satisfaction scores for the quarter.	4.47	4.07	-0.40 ▼
5. Sets challenging goals for the department.	4.20	4.21	+0.01 ▲

Commitment To Result

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Encourages commitment in others to obtain results.	15	4.33	93.3	7%	53%	40%		
7. Takes immediate action toward goals.	15	4.33	86.7	13%	40%	47%		
8. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.07	80.0	20%	53%	27%		
9. Maintains persistence and dedication to achieving results.	15	4.13	80.0	20%	47%	33%		
10. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.13	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	2023	2024	Change
6. Encourages commitment in others to obtain results.	4.13	4.33	+0.20 ▲
7. Takes immediate action toward goals.	4.33	4.33	
8. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	4.20	4.07	-0.13 ▼
9. Maintains persistence and dedication to achieving results.	4.67	4.13	-0.53 ▼
10. Creates a sense of urgency among the store team members to complete activities, which drive sales.	4.47	4.13	-0.33 ▼

Safety

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Supports safety programs and procedures.	15	4.67	100.0				33%	67%
12. Develops safety guidelines for the department.	15	4.20	86.7	7%	7%		47%	40%
13. Supports our company's safety programs.	14	3.64	57.1	14%		29%	36%	21%
14. Points out behaviors in others that may be unsafe.	14	4.14	85.7	7%	7%		50%	36%
15. Keeps accurate safety records.	15	4.47	93.3		7%		40%	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	2023	2024	Change
11. Supports safety programs and procedures.	4.20	4.67	+0.47 ▲
12. Develops safety guidelines for the department.	3.93	4.20	+0.27 ▲
13. Supports our company's safety programs.	4.47	3.64	-0.82 ▼
14. Points out behaviors in others that may be unsafe.	4.00	4.14	+0.14 ▲
15. Keeps accurate safety records.	4.27	4.47	+0.20 ▲

Flexibility

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Levels				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Able to increase output to meet increased demand.	15	4.00	66.7	7%	27%	27%	40%	
17. Ability to cope with a variety of client needs.	15	3.87	66.7		33%	47%	20%	
18. Responds to the various needs of other colleagues and departments.	15	4.20	86.7	7%	7%	47%	40%	
19. Encourages adaptability to utilize more efficient processes.	15	4.33	86.7		13%	40%	47%	
20. Adapts strategies to fit the specific needs of each situation.	15	4.40	100.0			60%	40%	

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	2023	2024	Change
16. Able to increase output to meet increased demand.	3.64	4.00	+0.36 ▲
17. Ability to cope with a variety of client needs.	4.33	3.87	-0.47 ▼
18. Responds to the various needs of other colleagues and departments.	3.93	4.20	+0.27 ▲
19. Encourages adaptability to utilize more efficient processes.	4.33	4.33	
20. Adapts strategies to fit the specific needs of each situation.	3.60	4.40	+0.80 ▲

Bias for Action

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Motivates others to achieve or exceed goals	15	3.93	73.3	27%		53%		20%
22. Identifies ways to simplify work processes and reduce cycle times	15	4.00	66.7	13%	20%	20%		47%
23. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.07	80.0	20%		53%		27%
24. Conveys a sense of urgency about addressing problems and opportunities	15	4.00	73.3	13%	13%	33%		40%
25. Completes a large volume of work.	15	4.07	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	2023	2024	Change
21. Motivates others to achieve or exceed goals	4.20	3.93	-0.27 ▼
22. Identifies ways to simplify work processes and reduce cycle times	4.20	4.00	-0.20 ▼
23. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	4.13	4.07	-0.07 ▼
24. Conveys a sense of urgency about addressing problems and opportunities	3.80	4.00	+0.20 ▲
25. Completes a large volume of work.	4.13	4.07	-0.07 ▼

Cultural Awareness

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Understands how their own cultural background can impact the way they communicate and interact with others.	15	4.00	80.0	7%	13%	53%		27%
27. Willing to work with employees who have different cultural backgrounds.	15	3.67	66.7	20%	13%	47%		20%
28. Respects the views offered by individuals with different cultural backgrounds.	15	4.40	86.7	13%	33%	53%		
29. Values the diverse perspectives from others.	15	4.07	80.0	20%		53%		27%
30. Supports and mentors others that may have different cultural backgrounds.	14	4.00	92.9	7%		86%		7%

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	2023	2024	Change
26. Understands how their own cultural background can impact the way they communicate and interact with others.	4.47	4.00	-0.47 ▼
27. Willing to work with employees who have different cultural backgrounds.	4.00	3.67	-0.33 ▼
28. Respects the views offered by individuals with different cultural backgrounds.	4.33	4.40	+0.07 ▲
29. Values the diverse perspectives from others.	4.07	4.07	
30. Supports and mentors others that may have different cultural backgrounds.	4.00	4.00	

Analytical

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Identifies the root cause of a problem.	15	4.27	93.3	7%		60%		33%
32. Prioritizes various actions to be taken when solving a problem.	14	4.14	92.9	7%		71%		21%
33. Implements data validation techniques and methods.	15	4.27	100.0			73%		27%
34. Analyzes issues and reduces them to their component parts.	15	4.40	93.3	7%		47%		47%
35. Identifies opportunities for progress and innovation.	15	3.47	53.3	13%	33%		47%	7%

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	2023	2024	Change
31. Identifies the root cause of a problem.	4.27	4.27	
32. Prioritizes various actions to be taken when solving a problem.	4.20	4.14	-0.06 ▼
33. Implements data validation techniques and methods.	3.67	4.27	+0.60 ▲
34. Analyzes issues and reduces them to their component parts.	4.00	4.40	+0.40 ▲
35. Identifies opportunities for progress and innovation.	4.20	3.47	-0.73 ▼

Initiative

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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Initiates draft documents for the director.	15	4.20	93.3	7%		67%		27%
37. Immediately informs the supervisor of any critical incidents.	15	4.27	93.3	7%		60%		33%
38. Completes tasks without having to be told to do so.	15	4.00	80.0		20%	60%		20%
39. Goes above and beyond the stated goals.	15	4.07	86.7	7%	7%	60%		27%
40. Takes on extra projects after required work is completed.	15	4.33	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	2023	2024	Change
36. Initiates draft documents for the director.	4.00	4.20	+0.20 ▲
37. Immediately informs the supervisor of any critical incidents.	4.21	4.27	+0.05 ▲
38. Completes tasks without having to be told to do so.	4.07	4.00	-0.07 ▼
39. Goes above and beyond the stated goals.	3.87	4.07	+0.20 ▲
40. Takes on extra projects after required work is completed.	4.27	4.33	+0.07 ▲

Innovation

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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Searches for opportunities and innovative ways to improve the organization.	15	3.93	80.0	13%	7%	53%		27%
42. Creates a safe environment for idea-sharing.	15	4.33	93.3	7%		47%		47%
43. Implements best practices within the department.	15	4.13	86.7	13%		60%		27%
44. Takes risks to advance important ideas.	15	4.20	100.0			80%		20%
45. Develops new products and services.	15	4.27	86.7	7%	7%	40%		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	2023	2024	Change
41. Searches for opportunities and innovative ways to improve the organization.	3.87	3.93	+0.07 ▲
42. Creates a safe environment for idea-sharing.	4.13	4.33	+0.20 ▲
43. Implements best practices within the department.	4.20	4.13	-0.07 ▼
44. Takes risks to advance important ideas.	4.87	4.20	-0.67 ▼
45. Develops new products and services.	4.27	4.27	

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?

What do you like best about working with this individual?

What do you like least about working with this individual?

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

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

Any final comments?