

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.

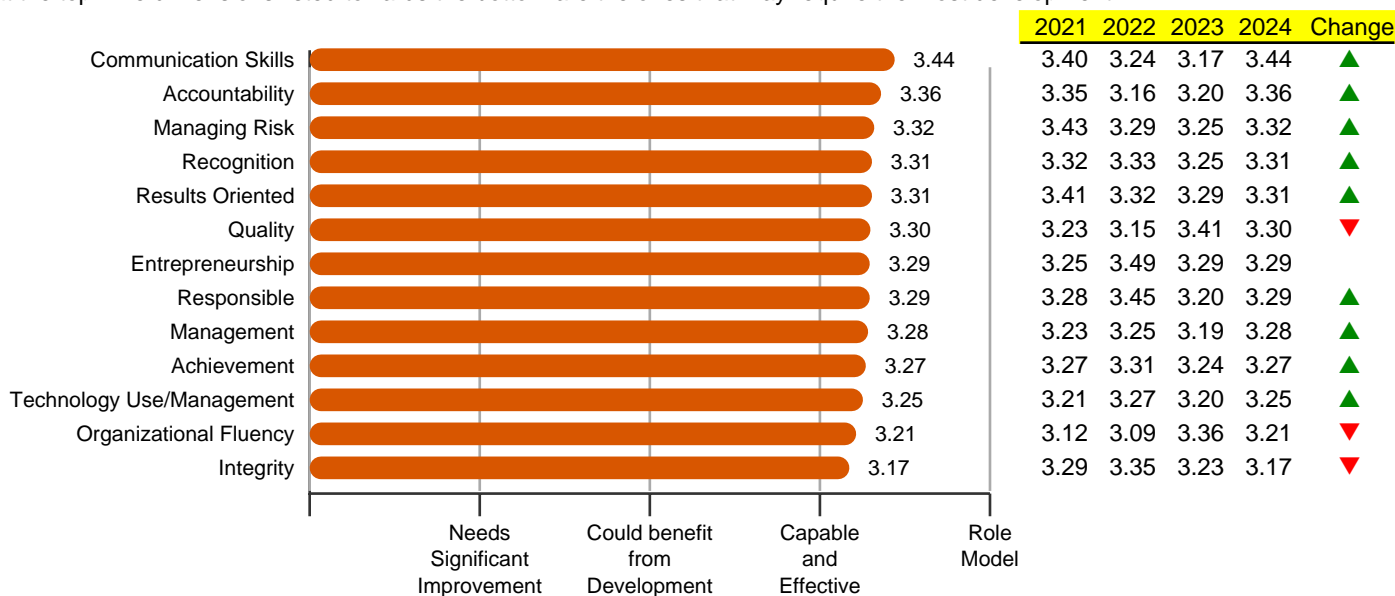
What to Do with Your Feedback

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

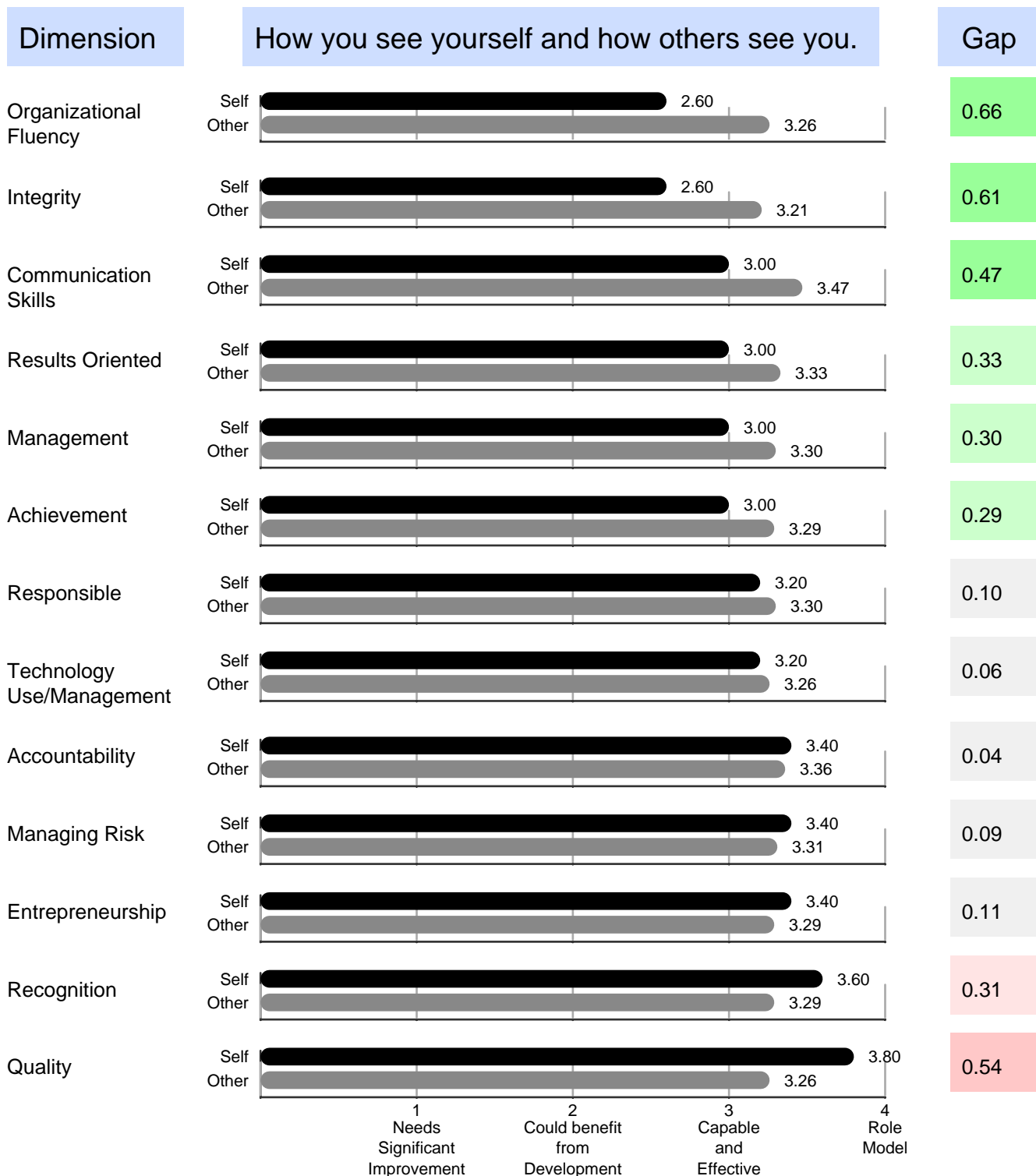
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 13 principal dimensions of leadership.

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

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
1. Is results oriented.	15	3.20	86.7	13%	53%	33%	
2. Reduces staff turnover.	15	3.33	100.0		67%	33%	
3. Takes calculated risks to achieve difficult goals.	15	3.33	93.3	7%	53%	40%	
4. Increased revenue for the company.	15	3.27	93.3	7%	60%	33%	
5. Successfully completed the orientation training program.	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. Is results oriented.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Reduces staff turnover.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Takes calculated risks to achieve difficult goals.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Increased revenue for the company.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Successfully completed the orientation training program.	3.00	3.20	3.13	3.21	+0.08 ▲

Results Oriented

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes. Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Encourages employees to give 100% to achieving high results.	15	3.47	100.0		53%	47%	
7. Identifies what needs to be accomplished.	15	3.40	93.3	7%	47%	47%	
8. Is a high achiever.	15	3.20	86.7	13%	53%	33%	
9. Measures progress toward the goal.	15	3.27	86.7	13%	47%	40%	
10. Holds self and others accountable for achieving results.	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. Encourages employees to give 100% to achieving high results.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Identifies what needs to be accomplished.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Is a high achiever.	3.40	3.40	3.20	3.20	
9. Measures progress toward the goal.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Holds self and others accountable for achieving results.	3.33	3.47	3.27	3.20	-0.07 ▼

Communication Skills

Communication skills mean being able to adapt your communication to the audience. To be available, attentive, open for feedback, responsive. To be clear, succinct, and effective. To be able to communicate with superiors and to coach subordinates. To share information in a professional and timely manner. To have expertise, energy, and persuasiveness.

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. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	3.67	100.0	33%	67%		
12. Is willing to give feedback to others even if that feedback is critical of their approach.	15	3.40	93.3	7%	47%	47%	
13. Provides feedback in a helpful and respectful way, focusing on improvement.	15	3.13	86.7	13%	60%	27%	
14. Responds to questions with accurate and complete answers	15	3.47	100.0	53%	47%		
15. Delivers information in a clear, concise, and logical manner.	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. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is willing to give feedback to others even if that feedback is critical of their approach.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Provides feedback in a helpful and respectful way, focusing on improvement.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Responds to questions with accurate and complete answers	3.20	3.13	3.00	3.47	+0.47 ▲
15. Delivers information in a clear, concise, and logical manner.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Reviews performance to determine areas for improvement.	15	3.47	93.3	7%	40%	53%	
17. Exhibits good governance in their role as an executive.	15	2.93	73.3	27%	53%		20%
18. Commits to leading the initiatives to solving critical issues.	15	3.40	93.3	7%	47%	47%	
19. Defines roles, rights, and responsibilities of employees.	15	3.53	100.0		47%	53%	
20. Takes full responsibility for unmet expectations and makes corrective actions immediately.	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. Reviews performance to determine areas for improvement.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Exhibits good governance in their role as an executive.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Commits to leading the initiatives to solving critical issues.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Defines roles, rights, and responsibilities of employees.	3.13	2.87	3.53	3.53	
20. Takes full responsibility for unmet expectations and makes corrective actions immediately.	3.40	3.20	2.87	3.47	+0.60 ▲

Integrity

Behaves in an ethical and fair way consistent with professional standards and rules of conduct. Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities.

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. Maintains strong relationships with others.	15	3.00	80.0	20%	60%		20%
22. Demonstrates sincerity in actions with others.	15	3.53	100.0		47%	53%	
23. Develops trust and confidence from others.	15	3.13	86.7	13%	60%		27%
24. Accepts responsibility for mistakes.	15	3.13	80.0	7%	13%	40%	40%
25. Demonstrates honesty and truthfulness at all times.	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. Maintains strong relationships with others.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Demonstrates sincerity in actions with others.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Develops trust and confidence from others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Accepts responsibility for mistakes.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Demonstrates honesty and truthfulness at all times.	3.27	3.33	3.27	3.07	-0.20 ▼

Management

Effectively manages other employees. Offers guidance/goals and performance measures.

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. Sets an example for others to follow	15	3.20	93.3	7%	60%	33%	
27. Delegate tasks effectively	15	3.40	93.3	7%	47%	47%	
28. Takes responsibility for things that go wrong	15	3.60	93.3	7%	27%	67%	
29. Is ready to offer help	15	3.20	86.7	13%	53%	33%	
30. Makes you feel enthusiastic about your work	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. Sets an example for others to follow	3.53	3.33	3.33	3.20	-0.13 ▼
27. Delegate tasks effectively	3.20	3.33	2.93	3.40	+0.47 ▲
28. Takes responsibility for things that go wrong	3.33	3.13	3.40	3.60	+0.20 ▲
29. Is ready to offer help	3.21	3.20	3.20	3.20	
30. Makes you feel enthusiastic about your work	2.87	3.27	3.07	3.00	-0.07 ▼

Quality

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

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. Engages and leads staff in implementation of new quality procedures.	15	3.33	93.3	7%	53%	40%	
32. Regularly measures product specifications to ensure uniformity and quality control.	14	3.29	100.0		71%	29%	
33. Successfully implements quality controls within the department.	15	3.27	100.0		73%	27%	
34. Is a role model for quality practices and standards.	15	3.47	93.3	7%	40%	53%	
35. Encourages others to achieve high quality standards.	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. Engages and leads staff in implementation of new quality procedures.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Regularly measures product specifications to ensure uniformity and quality control.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Successfully implements quality controls within the department.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is a role model for quality practices and standards.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Encourages others to achieve high quality standards.	3.20	3.27	3.13	3.13	

Technology Use/Management

Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

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. Supports technical training and development of employees.	15	3.20	93.3	7%	67%		27%
37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.33	93.3	7%	53%		40%
38. Maximizes the use of new technology to deliver products and services.	15	3.07	86.7	13%	67%		20%
39. Supports employee training and development initiatives regarding implementation of technology.	15	3.33	100.0		67%		33%
40. Adopts the implementation of new technology into the workplace.	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. Supports technical training and development of employees.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Maximizes the use of new technology to deliver products and services.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Supports employee training and development initiatives regarding implementation of technology.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Adopts the implementation of new technology into the workplace.	3.00	3.20	3.27	3.33	+0.07 ▲

Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing risks to reduce the occurrence of, or minimize the impact of, adverse events or identify potential opportunities. Effective risk management can improve responsiveness to adverse events and the information gathered from risk management can help improve strategic decision making.

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. Conducts regular audit of the risk management framework.	15	3.33	93.3	7%	53%	40%	
42. Understands the possible financial risks of different events.	15	3.40	93.3	7%	47%	47%	
43. Recognizes that small changes may snowball into major events.	15	3.13	86.7	13%	60%	27%	
44. Conducts internal audit of risk assessments.	15	3.27	100.0		73%	27%	
45. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	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. Conducts regular audit of the risk management framework.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Understands the possible financial risks of different events.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Recognizes that small changes may snowball into major events.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Conducts internal audit of risk assessments.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	3.20	3.33	3.13	3.47	+0.33 ▲

Responsible

Takes responsibility for actions and sets a good example for 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
46. Behavior is ethical and honest.	15	3.40	93.3	7%	47%	47%	
47. ...takes personal responsibility for results.	15	3.20	93.3	7%	67%	27%	
48. Responsible for setting the vision of the department.	15	3.20	93.3	7%	60%	33%	
49. Holds herself / himself accountable to goals / objectives	15	3.47	100.0		53%	47%	
50. Works in a way that makes others want to work with her/him.	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. Behavior is ethical and honest.	3.27	3.40	3.20	3.40	+0.20 ▲
47. ...takes personal responsibility for results.	3.33	3.40	3.20	3.20	
48. Responsible for setting the vision of the department.	3.60	3.33	3.20	3.20	
49. Holds herself / himself accountable to goals / objectives	3.00	3.47	3.13	3.47	+0.33 ▲
50. Works in a way that makes others want to work with her/him.	3.20	3.67	3.27	3.20	-0.07 ▼

Recognition

Recognizes the work and contributions 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
51. Finds opportunities to recognize others.	15	3.53	100.0		47%	53%	
52. Offers recognition in a timely manner.	15	3.27	93.3	7%	60%		33%
53. Makes people around them feel appreciated and valued.	15	3.33	100.0		67%		33%
54. Says "thank you" to show appreciation for work of others.	15	3.40	93.3	7%	47%		47%
55. Compliments other people when they do good work	15	3.00	80.0	20%	60%		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
51. Finds opportunities to recognize others.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Offers recognition in a timely manner.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Makes people around them feel appreciated and valued.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Says "thank you" to show appreciation for work of others.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Compliments other people when they do good work	3.27	3.40	3.27	3.00	-0.27 ▼

Entrepreneurship

Ability to develop, manage, and expand business opportunities.

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
56. Excellent at managing relationships with stakeholders.	15	3.53	100.0		47%	53%	
57. Exhibits determination and passion in completion of goals.	15	2.93	86.7	13%	80%		7%
58. Seeks and utilizes mentors to help guide professional development.	15	3.53	93.3	7%	33%	60%	
59. Has a strategic awareness on how to promote the organization.	15	3.33	93.3	7%	53%		40%
60. Finds unique ways to go around barriers to success.	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
56. Excellent at managing relationships with stakeholders.	3.13	3.47	3.13	3.53	+0.40 ▲
57. Exhibits determination and passion in completion of goals.	3.13	3.53	3.20	2.93	-0.27 ▼
58. Seeks and utilizes mentors to help guide professional development.	3.27	3.27	3.33	3.53	+0.20 ▲
59. Has a strategic awareness on how to promote the organization.	3.33	3.53	3.33	3.33	
60. Finds unique ways to go around barriers to success.	3.40	3.67	3.47	3.13	-0.33 ▼

Organizational Fluency

Able to work within the department/division/organization. Understand how different parts of the business interact.

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
61. Gets things done through the department.	15	3.27	86.7	13%	47%	40%	
62. Anticipates problems that may affect the department.	15	3.27	93.3	7%	60%	33%	
63. Able to explain departmental policies and procedures to others.	15	3.33	93.3	7%	53%	40%	
64. Understands departmental policies and procedures.	15	3.00	86.7	13%	73%	13%	
65. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	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
61. Gets things done through the department.	3.14	3.07	3.20	3.27	+0.07 ▲
62. Anticipates problems that may affect the department.	3.07	2.93	3.33	3.27	-0.07 ▼
63. Able to explain departmental policies and procedures to others.	3.00	3.33	3.47	3.33	-0.13 ▼
64. Understands departmental policies and procedures.	3.27	3.00	3.27	3.00	-0.27 ▼
65. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.13	3.14	3.53	3.20	-0.33 ▼