



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.

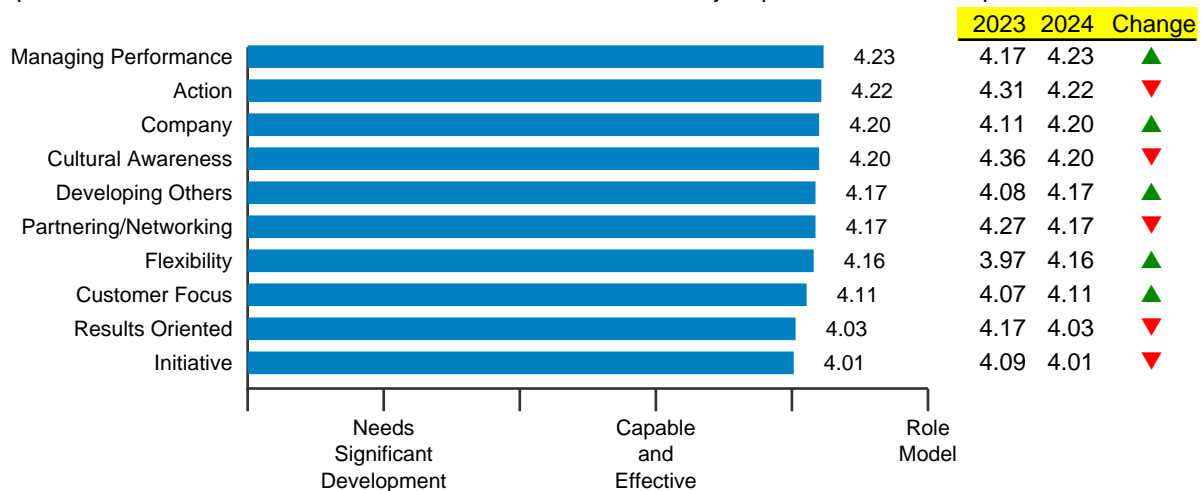
What to Do with Your Feedback

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

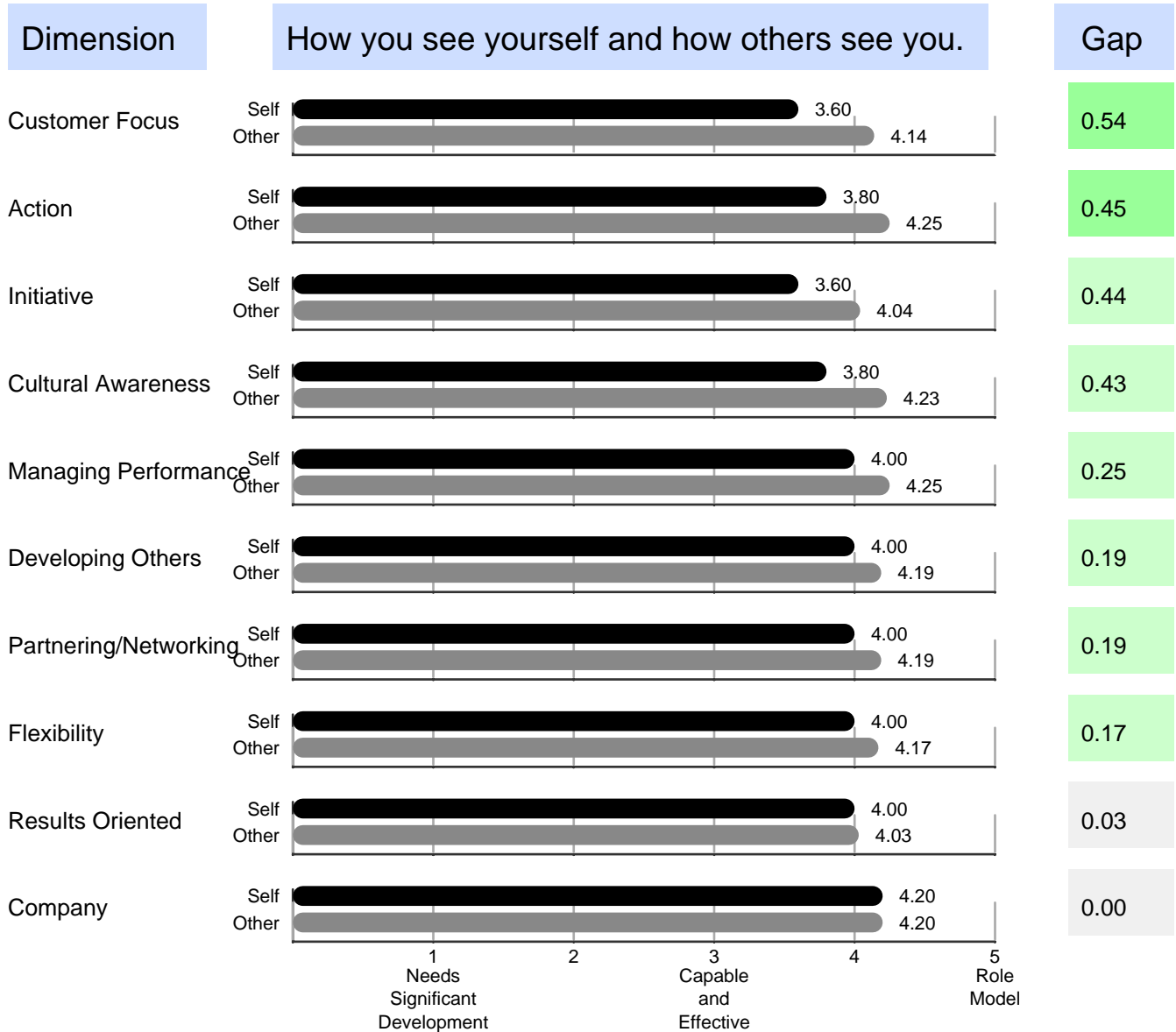
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



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
1. Takes the initiative and does not wait for the situation to change.	15	4.13	80.0	20%	47%	33%		
2. Is not afraid to take action when necessary.	15	4.33	100.0		67%	33%		
3. Addresses safety issues immediately.	15	4.33	93.3	7%	53%	40%		
4. Is not afraid to take corrective action when necessary.	15	4.07	86.7	13%	67%	20%		
5. Is the first to volunteer for assignments.	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. Takes the initiative and does not wait for the situation to change.	4.00	4.13	+0.13 ▲
2. Is not afraid to take action when necessary.	4.40	4.33	-0.07 ▼
3. Addresses safety issues immediately.	4.47	4.33	-0.13 ▼
4. Is not afraid to take corrective action when necessary.	4.47	4.07	-0.40 ▼
5. Is the first to volunteer for assignments.	4.20	4.21	+0.01 ▲

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Engages with individuals that have different cultural backgrounds.	15	4.33	93.3	7%	53%		40%	
7. Is sensitive to the similarities and differences that exist between cultures.	15	4.33	86.7	13%	40%		47%	
8. Participates in cultural training sessions/classes.	15	4.07	80.0	20%	53%		27%	
9. Fosters a diverse workforce free from discrimination and harassment.	15	4.13	80.0	20%	47%		33%	
10. Is willing to include individuals with different cultural backgrounds on the team.	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. Engages with individuals that have different cultural backgrounds.	4.13	4.33	+0.20 ▲
7. Is sensitive to the similarities and differences that exist between cultures.	4.33	4.33	
8. Participates in cultural training sessions/classes.	4.20	4.07	-0.13 ▼
9. Fosters a diverse workforce free from discrimination and harassment.	4.67	4.13	-0.53 ▼
10. Is willing to include individuals with different cultural backgrounds on the team.	4.47	4.13	-0.33 ▼

Managing Performance

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. Encourages employees to take additional training in areas where they had low performance scores.	15	4.67	100.0				33%	67%
12. Determines the Objectives and Key Results (OKRs) needed for the position.	15	4.20	86.7	7%	7%	47%		40%
13. Provides additional responsibilities for employees that exceed performance standards.	14	3.64	57.1	14%	29%	36%		21%
14. Conducts objectives and key results (OKR) assessments on a quarterly basis.	14	4.14	85.7	7%	7%	50%		36%
15. Rewards individuals who show imagination in developing creative solutions to problems.	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. Encourages employees to take additional training in areas where they had low performance scores.	4.20	4.67	+0.47 ▲
12. Determines the Objectives and Key Results (OKRs) needed for the position.	3.93	4.20	+0.27 ▲
13. Provides additional responsibilities for employees that exceed performance standards.	4.47	3.64	-0.82 ▼
14. Conducts objectives and key results (OKR) assessments on a quarterly basis.	4.00	4.14	+0.14 ▲
15. Rewards individuals who show imagination in developing creative solutions to problems.	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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Shows a readiness to adapt and optimize.	15	4.00	66.7	7%	27%	27%	40%	
17. Introduces new products or services.	15	3.87	66.7		33%	47%	20%	
18. Anticipates differences to the procedures that may be needed due to a changing operating environment.	15	4.20	86.7	7%	7%	47%	40%	
19. Quickly adapts to new circumstances, challenges, or opportunities as they arise.	15	4.33	86.7	13%		40%	47%	
20. Creates personalized training schedules, offering various learning formats (like virtual and in-person sessions), and provides tailored training resources.	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. Shows a readiness to adapt and optimize.	3.64	4.00	+0.36 ▲
17. Introduces new products or services.	4.33	3.87	-0.47 ▼
18. Anticipates differences to the procedures that may be needed due to a changing operating environment.	3.93	4.20	+0.27 ▲
19. Quickly adapts to new circumstances, challenges, or opportunities as they arise.	4.33	4.33	0.00 ▲
20. Creates personalized training schedules, offering various learning formats (like virtual and in-person sessions), and provides tailored training resources.	3.60	4.40	+0.80 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Does the right thing without being told.	15	3.93	73.3	27%		53%		20%
22. Completes tasks without having to be told to do so.	15	4.00	66.7	13%	20%	20%		47%
23. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.07	80.0	20%		53%		27%
24. Takes corrective action to address performance deficiencies/issues.	15	4.00	73.3	13%	13%	33%		40%
25. Is proactive and gets things done.	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. Does the right thing without being told.	4.20	3.93	-0.27 ▼
22. Completes tasks without having to be told to do so.	4.20	4.00	-0.20 ▼
23. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	4.13	4.07	-0.07 ▼
24. Takes corrective action to address performance deficiencies/issues.	3.80	4.00	+0.20 ▲
25. Is proactive and gets things done.	4.13	4.07	-0.07 ▼

Results Oriented

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. Works hard despite obstacles that impede progress.	15	4.00	80.0	7%	13%	53%		27%
27. Directs team in prioritizing daily work activities	15	3.67	66.7	20%	13%	47%		20%
28. Determines what resources will be needed to achieve the objectives.	15	4.40	86.7	13%	33%	53%		
29. Quickly analyzes the situation to determine the most pressing needs.	15	4.07	80.0	20%		53%		27%
30. Strives to achieve high volume of output.	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. Works hard despite obstacles that impede progress.	4.47	4.00	-0.47 ▼
27. Directs team in prioritizing daily work activities	4.00	3.67	-0.33 ▼
28. Determines what resources will be needed to achieve the objectives.	4.33	4.40	+0.07 ▲
29. Quickly analyzes the situation to determine the most pressing needs.	4.07	4.07	
30. Strives to achieve high volume of output.	4.00	4.00	

Customer Focus

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
31. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	4.27	93.3	7%	60%			33%
32. Ensures commitments made to customers are completed to the customer's satisfaction.	14	4.14	92.9	7%	71%			21%
33. Acts with integrity in all customer interactions.	15	4.27	100.0		73%			27%
34. Persistent in solving customer issues.	15	4.40	93.3	7%	47%			47%
35. Considers customers point of view when making decisions.	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. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	4.27	4.27	
32. Ensures commitments made to customers are completed to the customer's satisfaction.	4.20	4.14	-0.06 ▼
33. Acts with integrity in all customer interactions.	3.67	4.27	+0.60 ▲
34. Persistent in solving customer issues.	4.00	4.40	+0.40 ▲
35. Considers customers point of view when making decisions.	4.20	3.47	-0.73 ▼

Developing 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 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. Sets performance objectives for subordinates that encourages development opportunities.	15	4.20	93.3	7%		67%		27%
37. Provides constructive feedback to others.	15	4.27	93.3	7%		60%		33%
38. Tries to ensure employees are ready to move to the next level.	15	4.00	80.0		20%	60%		20%
39. Assigns tasks and responsibilities to develop skills of others.	15	4.07	86.7	7%	7%	60%		27%
40. Develops employees by offering and encouraging them to take on new or additional responsibilities.	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. Sets performance objectives for subordinates that encourages development opportunities.	4.00	4.20	+0.20 ▲
37. Provides constructive feedback to others.	4.21	4.27	+0.05 ▲
38. Tries to ensure employees are ready to move to the next level.	4.07	4.00	-0.07 ▼
39. Assigns tasks and responsibilities to develop skills of others.	3.87	4.07	+0.20 ▲
40. Develops employees by offering and encouraging them to take on new or additional responsibilities.	4.27	4.33	+0.07 ▲

Partnering/Networking

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. Strives to cultivate and maintain a partnership based on trust and commitment in relationships.	15	3.93	80.0	13%	7%	53%		27%
42. Facilitates the formation of collaborative relationships with suppliers and vendors.	15	4.33	93.3	7%		47%		47%
43. Ensures all participants in the network are treated fairly and equitably.	15	4.13	86.7		13%	60%		27%
44. Facilitates cross-functional collaboration and information sharing between various stakeholders.	15	4.20	100.0			80%		20%
45. Seeks an understanding of diverse functions within the Company.	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. Strives to cultivate and maintain a partnership based on trust and commitment in relationships.	3.87	3.93	+0.07 ▲
42. Facilitates the formation of collaborative relationships with suppliers and vendors.	4.13	4.33	+0.20 ▲
43. Ensures all participants in the network are treated fairly and equitably.	4.20	4.13	-0.07 ▼
44. Facilitates cross-functional collaboration and information sharing between various stakeholders.	4.87	4.20	-0.67 ▼
45. Seeks an understanding of diverse functions within the Company.	4.27	4.27	

Company

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
46. Understands the use of [Company] products and services.	15	4.40	93.3	7%	47%	47%		
47. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.20	93.3	7%	67%	27%		
48. Impresses upon others the important aspects of [Company].	15	4.07	86.7	13%	53%	33%		
49. Understands the "basics" as to how [Company] functions/operates.	15	4.27	93.3	7%	53%	40%		
50. Attends [Company] gatherings and social events.	15	4.07	80.0	20%	53%	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
46. Understands the use of [Company] products and services.	4.13	4.40	+0.27 ▲
47. Expresses loyalty and dedication to [Company] in interactions with others.	4.07	4.20	+0.13 ▲
48. Impresses upon others the important aspects of [Company].	4.00	4.07	+0.07 ▲
49. Understands the "basics" as to how [Company] functions/operates.	4.13	4.27	+0.13 ▲
50. Attends [Company] gatherings and social events.	4.20	4.07	-0.13 ▼

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?