

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.

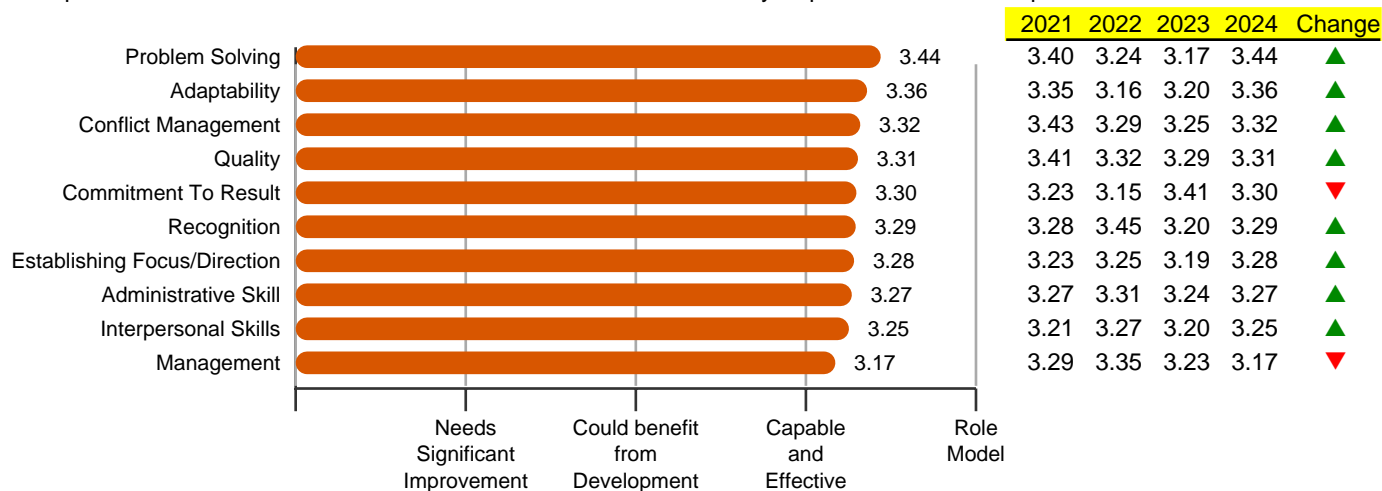
What to Do with Your Feedback

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

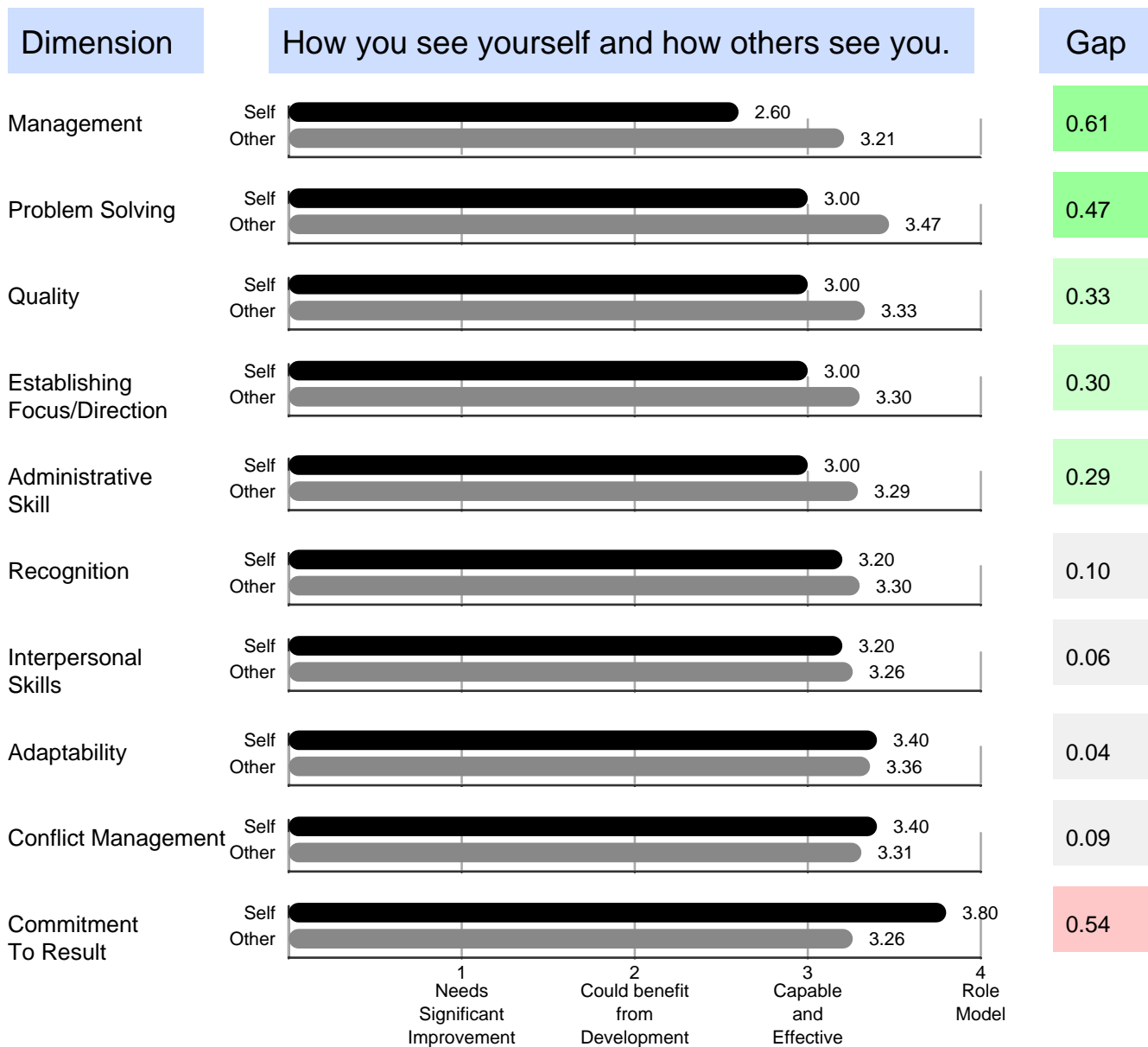
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Administrative Skill

Skilled in completing administrative tasks in an office environment.

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. Enthusiastic about taking on challenging projects.	15	3.20	86.7	13%	53%	33%	
2. Implements and uses performance measures.	15	3.33	100.0		67%	33%	
3. High attention to detail.	15	3.33	93.3	7%	53%	40%	
4. Takes responsibility for decisions.	15	3.27	93.3	7%	60%	33%	
5. Strong organizational skills to keep the workspace and department in order	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. Enthusiastic about taking on challenging projects.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Implements and uses performance measures.	3.27	3.40	3.40	3.33	-0.07 ▼
3. High attention to detail.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Takes responsibility for decisions.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Strong organizational skills to keep the workspace and department in order	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Positively influences others to strive to attain high quality standards.	15	3.47	100.0		53%	47%	
7. Develops a quality manual to assist in troubleshooting issues and documenting the quality management system.	15	3.40	93.3	7%	47%	47%	
8. Assesses strengths and weaknesses of various quality initiatives.	15	3.20	86.7	13%	53%	33%	
9. Sets benchmarks for quality improvements.	15	3.27	86.7	13%	47%	40%	
10. Implements standardized and data driven quality processes/procedures.	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. Positively influences others to strive to attain high quality standards.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Develops a quality manual to assist in troubleshooting issues and documenting the quality management system.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Assesses strengths and weaknesses of various quality initiatives.	3.40	3.40	3.20	3.20	
9. Sets benchmarks for quality improvements.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Implements standardized and data driven quality processes/procedures.	3.33	3.47	3.27	3.20	-0.07 ▼

Problem Solving

Able to efficiently identify, determine cause, propose and implement solutions to solve problems in the workplace.

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. Skilled at quickly diagnosing issues, identifying root causes, and developing and implementing effective solutions in the workplace.	15	3.67	100.0	33%	67%		
12. Solves problems using logic and insight.	15	3.40	93.3	7%	47%	47%	
13. Generates alternative solutions to problems and challenges.	15	3.13	86.7	13%	60%	27%	
14. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	3.47	100.0	53%	47%		
15. Ability to solve problems at root cause rather than at symptom level.	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. Skilled at quickly diagnosing issues, identifying root causes, and developing and implementing effective solutions in the workplace.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Solves problems using logic and insight.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Generates alternative solutions to problems and challenges.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Ability to solve problems at root cause rather than at symptom level.	3.67	3.27	3.20	3.53	+0.33 ▲

Adaptability

Adaptability is the ability to work in a dynamic environment, accommodating changes in procedures/priorities/staffing, flexible to change, and is responsive to the needs or others or needs of the situation. To be able to adapt to changes, you need to analyze the situation, be willing to adapt 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
16. Is flexible and open minded in dealing with others.	15	3.47	93.3	7%	40%	53%	
17. Adjusts plans as needed based on changing conditions.	15	2.93	73.3	27%	53%		20%
18. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.40	93.3	7%	47%	47%	
19. Adjusts plans to meet the needs of new constraints.	15	3.53	100.0		47%	53%	
20. Flexible and open to new ideas and encourages others to recognize the value of change.	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. Is flexible and open minded in dealing with others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Adjusts plans as needed based on changing conditions.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Adjusts plans to meet the needs of new constraints.	3.13	2.87	3.53	3.53	
20. Flexible and open to new ideas and encourages others to recognize the value of change.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Takes responsibility for things that go wrong	15	3.00	80.0	20%	60%	20%	
22. Keep staff informed about what is happening in the company	15	3.53	100.0	47%	53%		
23. Delegate tasks effectively	15	3.13	86.7	13%	60%	27%	
24. Is ready to offer help	15	3.13	80.0	7%	13%	40%	40%
25. Sets an example for others to follow	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. Takes responsibility for things that go wrong	3.47	3.13	3.20	3.00	-0.20 ▼
22. Keep staff informed about what is happening in the company	3.20	3.33	3.07	3.53	+0.47 ▲
23. Delegate tasks effectively	3.20	3.47	3.27	3.13	-0.13 ▼
24. Is ready to offer help	3.33	3.47	3.33	3.13	-0.20 ▼
25. Sets an example for others to follow	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Sets appropriate goals for employees.	15	3.20	93.3	7%	60%		33%
27. Maintains self-control when personally criticized.	15	3.40	93.3	7%	47%		47%
28. Functions well under stress, deadlines, and/or significant workloads.	15	3.60	93.3	7%	27%	67%	
29. Maintains focus when handling several problems or tasks simultaneously.	15	3.20	86.7	13%	53%		33%
30. Makes sure that employees understand how their work relates to organizational goals.	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 appropriate goals for employees.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Maintains self-control when personally criticized.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Functions well under stress, deadlines, and/or significant workloads.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Maintains focus when handling several problems or tasks simultaneously.	3.21	3.20	3.20	3.20	
30. Makes sure that employees understand how their work relates to organizational goals.	2.87	3.27	3.07	3.00	-0.07 ▼

Commitment To Result

Committed to successfully achieving results. Goes above and beyond 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
31. Committed to the team.	15	3.33	93.3	7%	53%	40%	
32. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	14	3.29	100.0		71%	29%	
33. Takes immediate action toward goals.	15	3.27	100.0		73%	27%	
34. Coordinates all department activities into a cohesive team effort.	15	3.47	93.3	7%	40%	53%	
35. Able to focus on a task even when working alone.	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. Committed to the team.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Takes immediate action toward goals.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Coordinates all department activities into a cohesive team effort.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Able to focus on a task even when working alone.	3.20	3.27	3.13	3.13	

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
36. Offers praise to colleagues who have successfully completed major projects.	15	3.20	93.3	7%	67%		27%
37. Honest about owning up to mistakes made.	15	3.33	93.3	7%	53%		40%
38. Anticipates the concerns of other employees.	15	3.07	86.7	13%	67%		20%
39. Demonstrates compassion and understanding of others.	15	3.33	100.0		67%		33%
40. Effectively manages conflicts by dealing with them directly and immediately	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. Offers praise to colleagues who have successfully completed major projects.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Honest about owning up to mistakes made.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Anticipates the concerns of other employees.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Demonstrates compassion and understanding of others.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Effectively manages conflicts by dealing with them directly and immediately	3.00	3.20	3.27	3.33	+0.07 ▲

Conflict Management

Conflict management is the process of effectively resolving disputes by addressing underlying issues, preventing escalation, and ensuring clear communication. It involves finding common ground, fostering compromise, and actively listening to all parties. Successful conflict managers facilitate collaboration, recognize diverse perspectives, and remain open to change. They are responsive, persuasive, analytical, strategic, and inquisitive, ensuring a balanced and constructive approach to conflict resolution.

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. Tries to understand others' point of view before making judgments	15	3.33	93.3	7%	53%	40%	
42. Seeks to achieve mutually acceptable outcomes.	15	3.40	93.3	7%	47%	47%	
43. Facilitates constructive dialog with stakeholders.	15	3.13	86.7	13%	60%	27%	
44. Seeks to develop a shared understanding of the issues involved.	15	3.27	100.0		73%	27%	
45. Works to settle conflicts in a manner that is acceptable for a long-term solution.	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. Tries to understand others' point of view before making judgments	3.47	3.20	2.93	3.33	+0.40 ▲
42. Seeks to achieve mutually acceptable outcomes.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Facilitates constructive dialog with stakeholders.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Seeks to develop a shared understanding of the issues involved.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Works to settle conflicts in a manner that is acceptable for a long-term solution.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. Readily shares credit and gives others opportunity for visibility.	15	3.40	93.3	7%	47%	47%	
47. Compliments other people when they do good work	15	3.20	93.3	7%	67%	27%	
48. Recognizes the abilities and skills of self and others	15	3.20	93.3	7%	60%	33%	
49. Recognizes team members who offer a significant contribution to a project.	15	3.47	100.0		53%	47%	
50. Finds opportunities to recognize others.	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. Readily shares credit and gives others opportunity for visibility.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Compliments other people when they do good work	3.33	3.40	3.20	3.20	
48. Recognizes the abilities and skills of self and others	3.60	3.33	3.20	3.20	
49. Recognizes team members who offer a significant contribution to a project.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Finds opportunities to recognize others.	3.20	3.67	3.27	3.20	-0.07 ▼