



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.

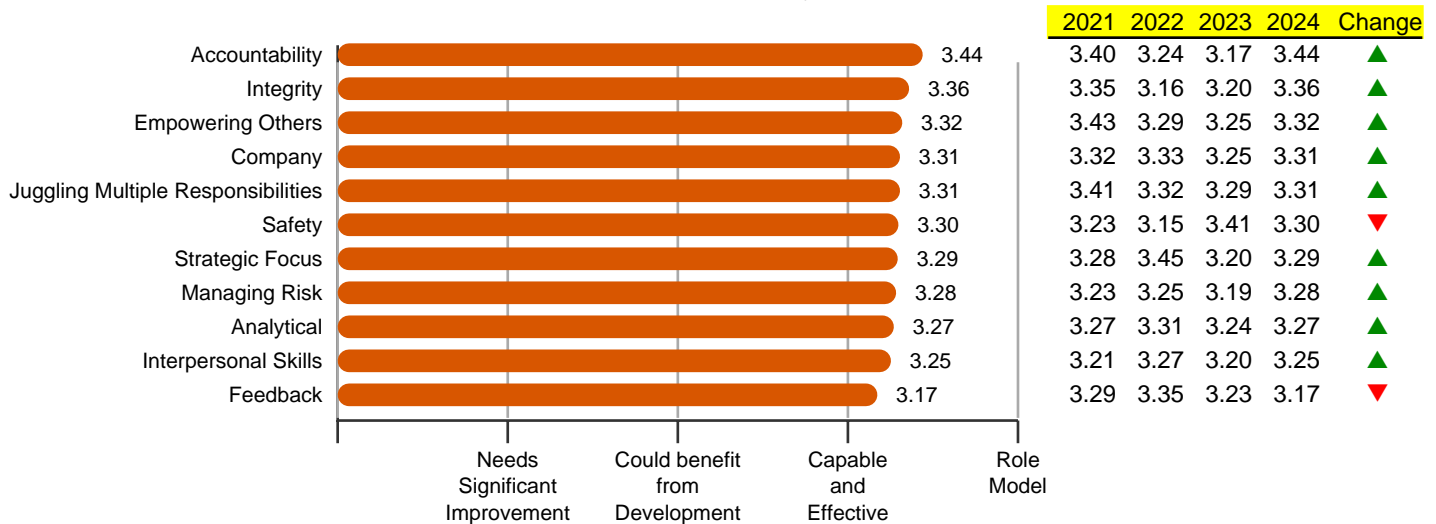
What to Do with Your Feedback

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

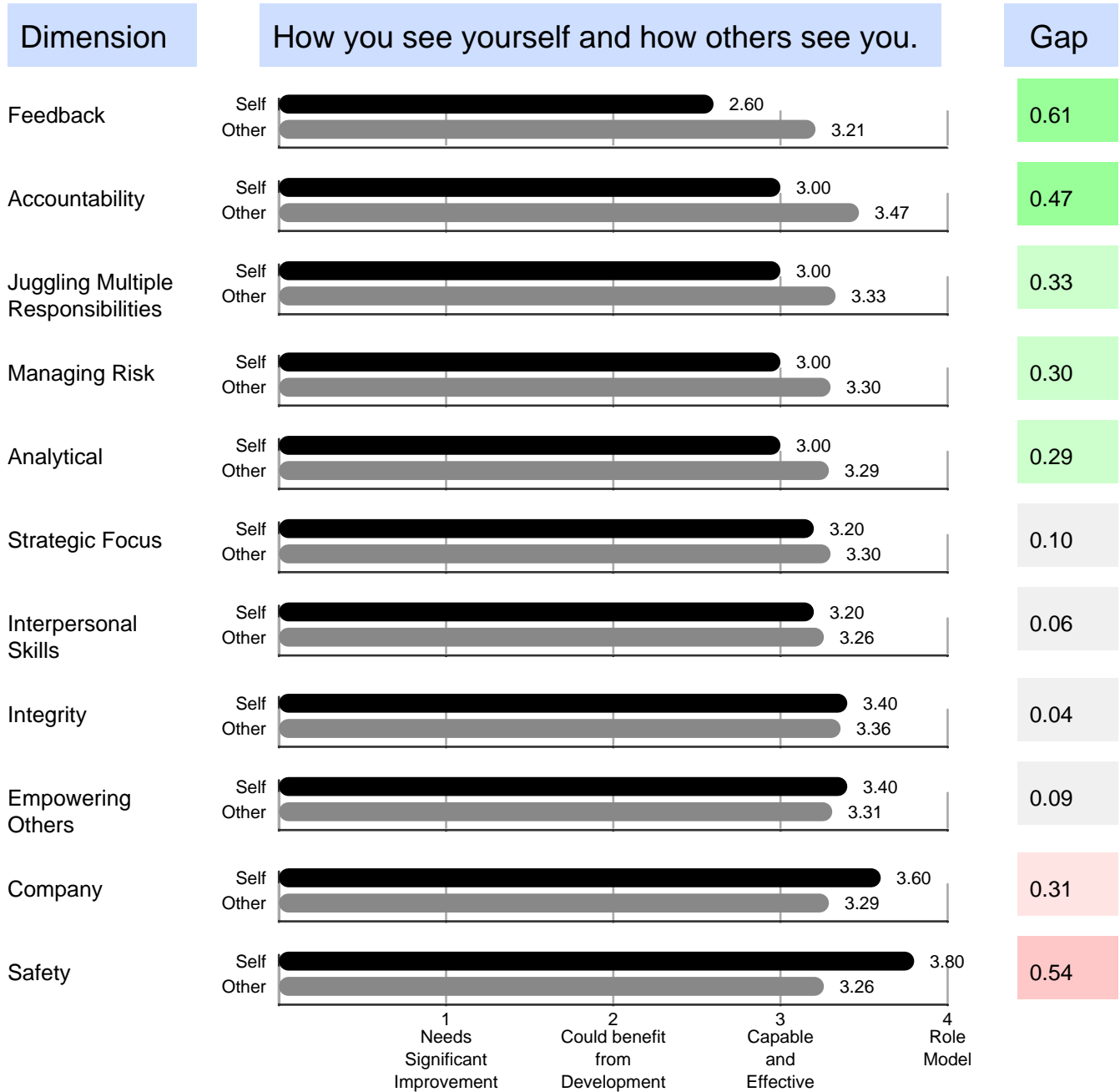
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Analytical

Skilled in or using analysis especially in thinking or reasoning to solve problems quickly and effectively.

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. You identify opportunities for progress and innovation.	15	3.20	86.7	13%	53%	33%	
2. You identify the root cause of a problem.	15	3.33	100.0		67%	33%	
3. You analyze data and information from several sources and arrives at logical conclusions.	15	3.33	93.3	7%	53%	40%	
4. You use appropriate techniques to solve problems.	15	3.27	93.3	7%	60%	33%	
5. You analyze issues and reduce them to their component parts.	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. You identify opportunities for progress and innovation.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You identify the root cause of a problem.	3.27	3.40	3.40	3.33	-0.07 ▼
3. You analyze data and information from several sources and arrives at logical conclusions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You use appropriate techniques to solve problems.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You analyze issues and reduce them to their component parts.	3.00	3.20	3.13	3.21	+0.08 ▲

Juggling Multiple Responsibilities

Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

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 complete multiple tasks simultaneously.	15	3.47	100.0		53%	47%	
7. You organize tasks for the most efficient order of completion.	15	3.40	93.3	7%	47%	47%	
8. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.20	86.7	13%	53%	33%	
9. You switch attention to more urgent tasks when necessary.	15	3.27	86.7	13%	47%	40%	
10. You manage impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	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 complete multiple tasks simultaneously.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You organize tasks for the most efficient order of completion.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.40	3.40	3.20	3.20	
9. You switch attention to more urgent tasks when necessary.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You manage impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. You do not make excuses for missed deadlines.	15	3.67	100.0	33%	67%		
12. I exhibit a sense of ownership of outcomes and results.	15	3.40	93.3	7%	47%	47%	
13. You exhibit good governance in your role as an executive.	15	3.13	86.7	13%	60%	27%	
14. I demonstrate a commitment to taking responsibility for actions.	15	3.47	100.0	53%	47%		
15. You take full responsibility for team's lack of progress.	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 do not make excuses for missed deadlines.	3.40	3.40	3.27	3.67	+0.40 ▲
12. I exhibit a sense of ownership of outcomes and results.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You exhibit good governance in your role as an executive.	3.20	3.21	3.40	3.13	-0.27 ▼
14. I demonstrate a commitment to taking responsibility for actions.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You take full responsibility for team's lack of progress.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. You develop trust and confidence from others.	15	3.47	93.3	7%	40%	53%	
17. You foster an environment built upon trust.	15	2.93	73.3	27%	53%		20%
18. You follow tasks to completion.	15	3.40	93.3	7%	47%	47%	
19. You demonstrate honesty and truthfulness at all times.	15	3.53	100.0		47%	53%	
20. You establish relationships of trust, honesty, fairness, and integrity.	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 develop trust and confidence from others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. You foster an environment built upon trust.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You follow tasks to completion.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You demonstrate honesty and truthfulness at all times.	3.13	2.87	3.53	3.53	
20. You establish relationships of trust, honesty, fairness, and integrity.	3.40	3.20	2.87	3.47	+0.60 ▲

Feedback

Accepts and provides evaluative or corrective information to improve 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. You are visible and approachable.	15	3.00	80.0	20%	60%	20%	
22. You seek feedback to enhance performance.	15	3.53	100.0	47%	53%		
23. You are open to the suggestions of others.	15	3.13	86.7	13%	60%	27%	
24. You are easy to approach with ideas and opinions.	15	3.13	80.0	7%	13%	40%	40%
25. You accept the views of others.	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 are visible and approachable.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You seek feedback to enhance performance.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You are open to the suggestions of others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You are easy to approach with ideas and opinions.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You accept the views of others.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. I evaluate the impact of certain events on the attainment of corporate objectives.	15	3.20	93.3	7%	60%		33%
27. I determine how the risk management information is to be used.	15	3.40	93.3	7%	47%		47%
28. You seek to increase safety in the workplace.	15	3.60	93.3	7%	27%		67%
29. I determine the impact of specific risks on infrastructure.	15	3.20	86.7	13%	53%		33%
30. You determine the amount of deviation from the plan that will be tolerated.	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. I evaluate the impact of certain events on the attainment of corporate objectives.	3.53	3.33	3.33	3.20	-0.13 ▼
27. I determine how the risk management information is to be used.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You seek to increase safety in the workplace.	3.33	3.13	3.40	3.60	+0.20 ▲
29. I determine the impact of specific risks on infrastructure.	3.21	3.20	3.20	3.20	
30. You determine the amount of deviation from the plan that will be tolerated.	2.87	3.27	3.07	3.00	-0.07 ▼

Safety

Works in a safe manner and promotes safe working conditions.

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 keep accurate safety records.	15	3.33	93.3	7%	53%	40%	
32. You identify predictable hazards in the workplace.	14	3.29	100.0		71%	29%	
33. You are not afraid to question a potential safety issue observed in the workplace.	15	3.27	100.0		73%	27%	
34. You point out behaviors in others that may be unsafe.	15	3.47	93.3	7%	40%	53%	
35. You develop a strong safety culture.	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 keep accurate safety records.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You identify predictable hazards in the workplace.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You are not afraid to question a potential safety issue observed in the workplace.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You point out behaviors in others that may be unsafe.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You develop a strong safety culture.	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. You use tact, compassion, and sensitivity in interactions with others.	15	3.20	93.3	7%	67%		27%
37. You are trusted by peers and co-workers; others are willing to confide in him/her	15	3.33	93.3	7%	53%		40%
38. You express appreciation of other's work.	15	3.07	86.7	13%	67%		20%
39. You successfully resolve conflicts and grievances to a win-win solution.	15	3.33	100.0		67%		33%
40. I pay close attention to what is being communicated verbally and nonverbally.	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 use tact, compassion, and sensitivity in interactions with others.	3.53	3.20	3.33	3.20	-0.13 ▼
37. You are trusted by peers and co-workers; others are willing to confide in him/her	3.20	3.27	3.07	3.33	+0.26 ▲
38. You express appreciation of other's work.	3.13	3.40	3.33	3.07	-0.27 ▼
39. You successfully resolve conflicts and grievances to a win-win solution.	3.20	3.27	3.00	3.33	+0.33 ▲
40. I pay close attention to what is being communicated verbally and nonverbally.	3.00	3.20	3.27	3.33	+0.07 ▲

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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 value the expertise that others bring to the team.	15	3.33	93.3	7%	53%	40%	
42. You provide support and resources needed to accomplish goals.	15	3.40	93.3	7%	47%	47%	
43. You allow employees to have flexible work schedules.	15	3.13	86.7	13%	60%	27%	
44. I recognize and reward employees who make important decisions and take action when necessary.	15	3.27	100.0		73%	27%	
45. You trust employees are able to complete assigned tasks.	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 value the expertise that others bring to the team.	3.47	3.20	2.93	3.33	+0.40 ▲
42. You provide support and resources needed to accomplish goals.	3.27	3.53	3.13	3.40	+0.27 ▲
43. You allow employees to have flexible work schedules.	3.87	3.13	3.20	3.13	-0.07 ▼
44. I recognize and reward employees who make important decisions and take action when necessary.	3.33	3.27	3.87	3.27	-0.60 ▼
45. You trust employees are able to complete assigned tasks.	3.20	3.33	3.13	3.47	+0.33 ▲

Strategic Focus

Strategic Focus is the ability to analyze the business environment, think strategically and identify issues. To create a strategy, implement it, and lead the department/organization in adopting the changes necessary.

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. I create a vision for the organization based on how the organization should appear in the future.	15	3.40	93.3	7%	47%	47%	
47. I align cross-functional teams to the strategic plan.	15	3.20	93.3	7%	67%	27%	
48. You understand how to grow the business and increase customers.	15	3.20	93.3	7%	60%	33%	
49. I detect changes in the environment and updates the strategic plan to address new opportunities or threats.	15	3.47	100.0		53%	47%	
50. You exhibit a strategic orientation to identify and capitalize on opportunities to advance the organization.	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. I create a vision for the organization based on how the organization should appear in the future.	3.27	3.40	3.20	3.40	+0.20 ▲
47. I align cross-functional teams to the strategic plan.	3.33	3.40	3.20	3.20	
48. You understand how to grow the business and increase customers.	3.60	3.33	3.20	3.20	
49. I detect changes in the environment and updates the strategic plan to address new opportunities or threats.	3.00	3.47	3.13	3.47	+0.33 ▲
50. You exhibit a strategic orientation to identify and capitalize on opportunities to advance the organization.	3.20	3.67	3.27	3.20	-0.07 ▼

Company

Maintains loyalty to the 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. You understand the "basics" as to how [Company] functions/operates.	15	3.53	100.0		47%	53%	
52. You follow existing procedures and processes.	15	3.27	93.3	7%	60%	33%	
53. You express loyalty and dedication to [Company] in interactions with others.	15	3.33	100.0		67%	33%	
54. You understand the use of [Company] products and services.	15	3.40	93.3	7%	47%	47%	
55. You understand how decisions impact other business units beyond your immediate department of work group.	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. You understand the "basics" as to how [Company] functions/operates.	3.47	3.47	3.13	3.53	+0.40 ▲
52. You follow existing procedures and processes.	3.47	3.00	3.60	3.27	-0.33 ▼
53. You express loyalty and dedication to [Company] in interactions with others.	3.20	3.20	3.13	3.33	+0.20 ▲
54. You understand the use of [Company] products and services.	3.20	3.60	3.13	3.40	+0.27 ▲
55. You understand how decisions impact other business units beyond your immediate department of work group.	3.27	3.40	3.27	3.00	-0.27 ▼