

Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

January 2025

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.

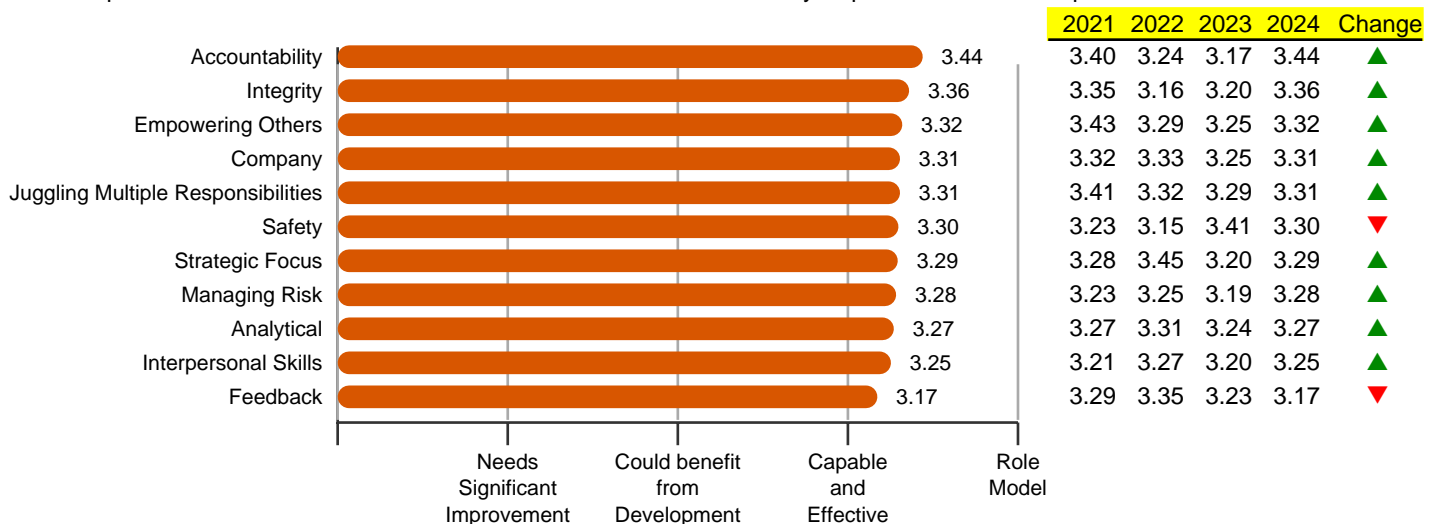
What to Do with Your Feedback

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

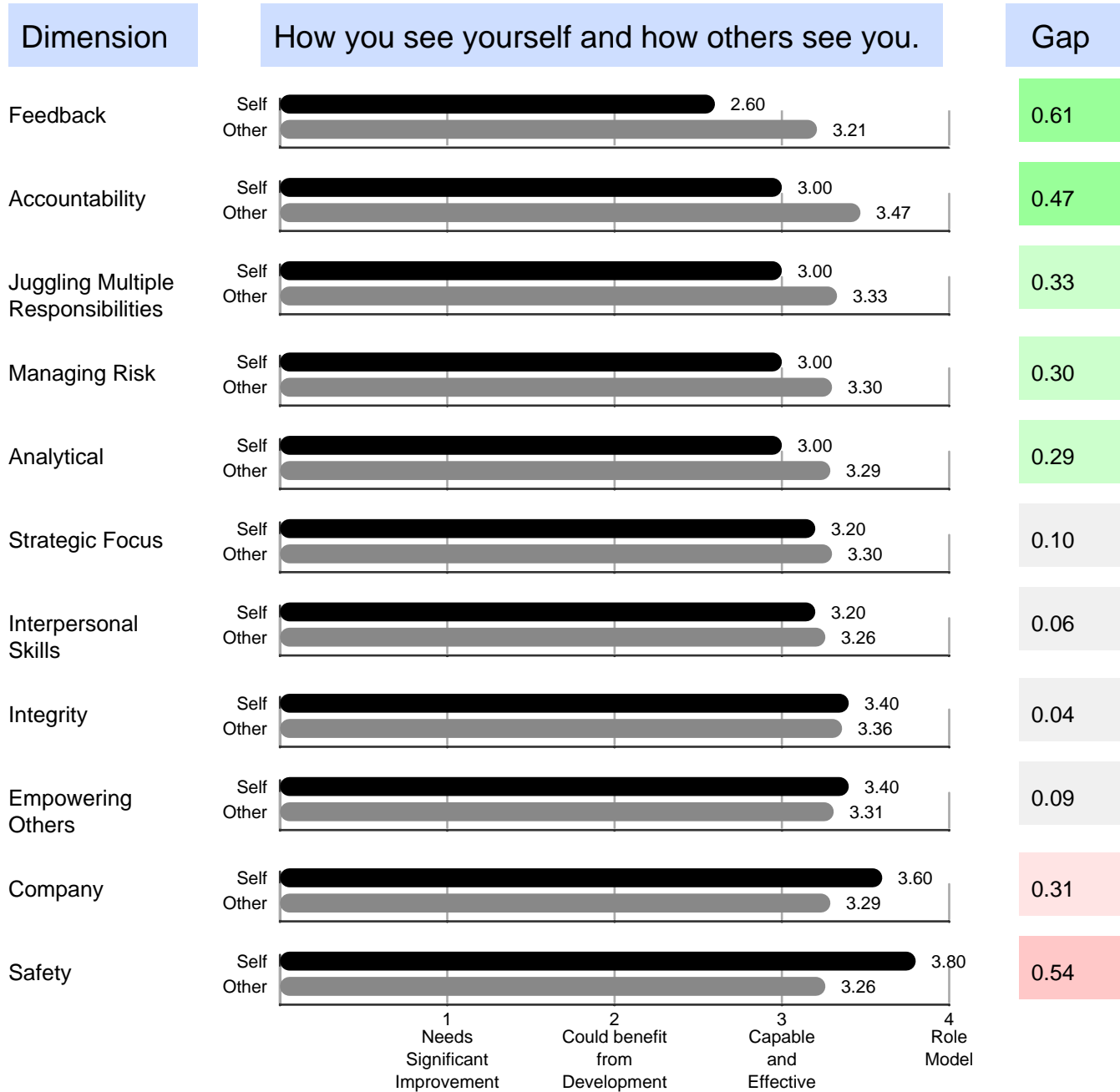
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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 use appropriate techniques to solve problems.	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 identify opportunities for progress and innovation.	15	3.33	93.3	7%	53%		40%
4. You analyze data and information from several sources and arrives at logical conclusions.	15	3.27	93.3	7%	60%		33%
5. You balance risks and costs with the reward and probabilities of success when decisions.	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 use appropriate techniques to solve problems.	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 identify opportunities for progress and innovation.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You analyze data and information from several sources and arrives at logical conclusions.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You balance risks and costs with the reward and probabilities of success when decisions.	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 ensure that assignments are prioritized according to the needs of the department/company.	15	3.47	100.0		53%		47%
7. You rank the importance of tasks to make sure critical tasks are completed first.	15	3.40	93.3	7%	47%		47%
8. You prioritize tasks for efficiency.	15	3.20	86.7	13%	53%		33%
9. You assign tasks based on skills of team members.	15	3.27	86.7	13%	47%		40%
10. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	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 ensure that assignments are prioritized according to the needs of the department/company.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You rank the importance of tasks to make sure critical tasks are completed first.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You prioritize tasks for efficiency.	3.40	3.40	3.20	3.20	
9. You assign tasks based on skills of team members.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	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. I consistently strive to meet high standards of excellence.	15	3.67	100.0	33%	67%		
12. I take full responsibility for results.	15	3.40	93.3	7%	47%	47%	
13. You take ownership of problems to find the best solutions.	15	3.13	86.7	13%	60%	27%	
14. You accept personal responsibility for the timeliness of work.	15	3.47	100.0	53%	47%		
15. I exhibit a sense of ownership of the process.	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. I consistently strive to meet high standards of excellence.	3.40	3.40	3.27	3.67	+0.40 ▲
12. I take full responsibility for results.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You take ownership of problems to find the best solutions.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You accept personal responsibility for the timeliness of work.	3.20	3.13	3.00	3.47	+0.47 ▲
15. I exhibit a sense of ownership of the process.	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 accept responsibility for mistakes.	15	3.47	93.3	7%	40%	53%	
17. You maintain strong relationships with others.	15	2.93	73.3	27%	53%		20%
18. You foster a high standard of ethics and integrity.	15	3.40	93.3	7%	47%		47%
19. You follow tasks to completion.	15	3.53	100.0		47%	53%	
20. You protect the integrity and confidentiality of information	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 accept responsibility for mistakes.	3.33	3.00	3.07	3.47	+0.40 ▲
17. You maintain strong relationships with others.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You foster a high standard of ethics and integrity.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You follow tasks to completion.	3.13	2.87	3.53	3.53	
20. You protect the integrity and confidentiality of information	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 look to others for input.	15	3.53	100.0		47%	53%	
23. You are easy to approach with ideas and opinions.	15	3.13	86.7	13%	60%		27%
24. You actively seek feedback from others.	15	3.13	80.0	7% 13%	40%		40%
25. You ask others for their ideas and opinions.	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 look to others for input.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You are easy to approach with ideas and opinions.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You actively seek feedback from others.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You ask others for their ideas and opinions.	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 add value to the organization through acceptance of certain risk.	15	3.20	93.3	7%	60%		33%
27. I design risk management activities that support the success of the company.	15	3.40	93.3	7%	47%		47%
28. You monitor the effectiveness of risk management strategies.	15	3.60	93.3	7%	27%	67%	
29. You develop policies to address risk situations in the workplace.	15	3.20	86.7	13%	53%		33%
30. You work within constraints of the organization.	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 add value to the organization through acceptance of certain risk.	3.53	3.33	3.33	3.20	-0.13 ▼
27. I design risk management activities that support the success of the company.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You monitor the effectiveness of risk management strategies.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You develop policies to address risk situations in the workplace.	3.21	3.20	3.20	3.20	
30. You work within constraints of the organization.	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 develop safety guidelines for the department.	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 ensure compliance with safety regulations.	15	3.27	100.0		73%		27%
34. You keep accurate safety records.	15	3.47	93.3	7%	40%	53%	
35. You are committed to safety in the workplace.	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 develop safety guidelines for the department.	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 ensure compliance with safety regulations.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You keep accurate safety records.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You are committed to safety in the workplace.	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 knowledge and charisma rather than position, power, or coercion to influence others	15	3.20	93.3	7%	67%		27%
37. You are able to work with individuals at all levels of the company.	15	3.33	93.3	7%	53%		40%
38. You understand the core issues of conversations.	15	3.07	86.7	13%	67%		20%
39. I am a highly respected individual in the company.	15	3.33	100.0		67%		33%
40. You assist those in the department who need help in meeting performance metrics.	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 knowledge and charisma rather than position, power, or coercion to influence others	3.53	3.20	3.33	3.20	-0.13 ▼
37. You are able to work with individuals at all levels of the company.	3.20	3.27	3.07	3.33	+0.26 ▲
38. You understand the core issues of conversations.	3.13	3.40	3.33	3.07	-0.27 ▼
39. I am a highly respected individual in the company.	3.20	3.27	3.00	3.33	+0.33 ▲
40. You assist those in the department who need help in meeting performance metrics.	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. You allow individuals to be responsible for their decisions.	15	3.33	93.3	7%	53%		40%
42. You let employees complete tasks according to their methods.	15	3.40	93.3	7%	47%		47%
43. I recognize the importance of a healthy work/life balance.	15	3.13	86.7	13%	60%		27%
44. I create a culture where employees are given the opportunity to take the initiative and make impactful decisions.	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. You allow individuals to be responsible for their decisions.	3.47	3.20	2.93	3.33	+0.40 ▲
42. You let employees complete tasks according to their methods.	3.27	3.53	3.13	3.40	+0.27 ▲
43. I recognize the importance of a healthy work/life balance.	3.87	3.13	3.20	3.13	-0.07 ▼
44. I create a culture where employees are given the opportunity to take the initiative and make impactful decisions.	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 determine the best approach to achieving desired goals.	15	3.40	93.3	7%	47%	47%	
47. make strategic decisions that take into account a dynamic situation.	15	3.20	93.3	7%	67%		27%
48. I understand how to achieve strategic financial objectives.	15	3.20	93.3	7%	60%		33%
49. I identify strengths that competitors would have trouble imitating.	15	3.47	100.0		53%		47%
50. You scan the environment for opportunities to exploit.	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 determine the best approach to achieving desired goals.	3.27	3.40	3.20	3.40	+0.20 ▲
47. make strategic decisions that take into account a dynamic situation.	3.33	3.40	3.20	3.20	
48. I understand how to achieve strategic financial objectives.	3.60	3.33	3.20	3.20	
49. I identify strengths that competitors would have trouble imitating.	3.00	3.47	3.13	3.47	+0.33 ▲
50. You scan the environment for opportunities to exploit.	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 express loyalty and dedication to [Company] in interactions with others.	15	3.53	100.0		47%		53%
52. You follow existing procedures and processes.	15	3.27	93.3	7%	60%		33%
53. You understand how decisions impact other business units beyond your immediate department of work group.	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 attend [Company] gatherings and social events.	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 express loyalty and dedication to [Company] in interactions with others.	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 understand how decisions impact other business units beyond your immediate department of work group.	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 attend [Company] gatherings and social events.	3.27	3.40	3.27	3.00	-0.27 ▼