



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.

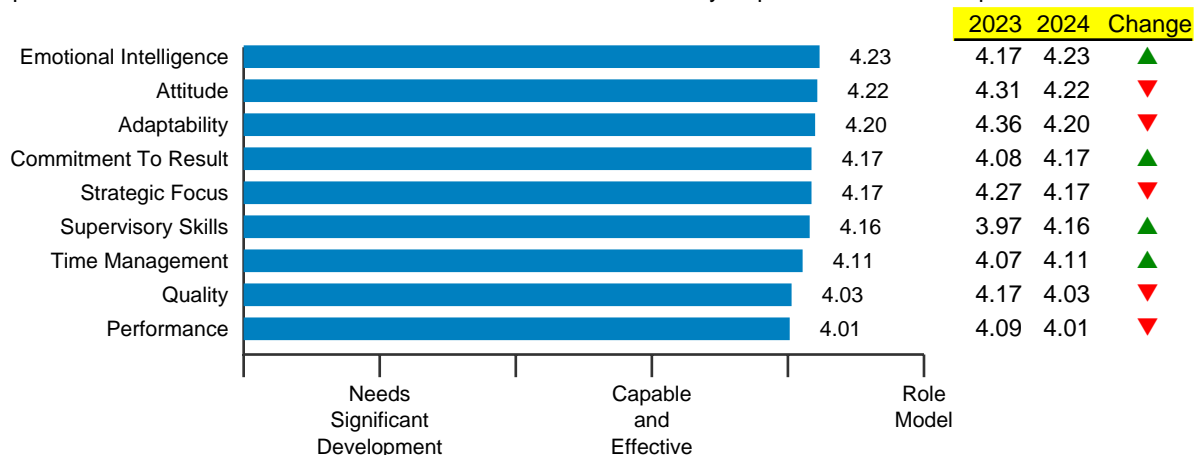
What to Do with Your Feedback

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

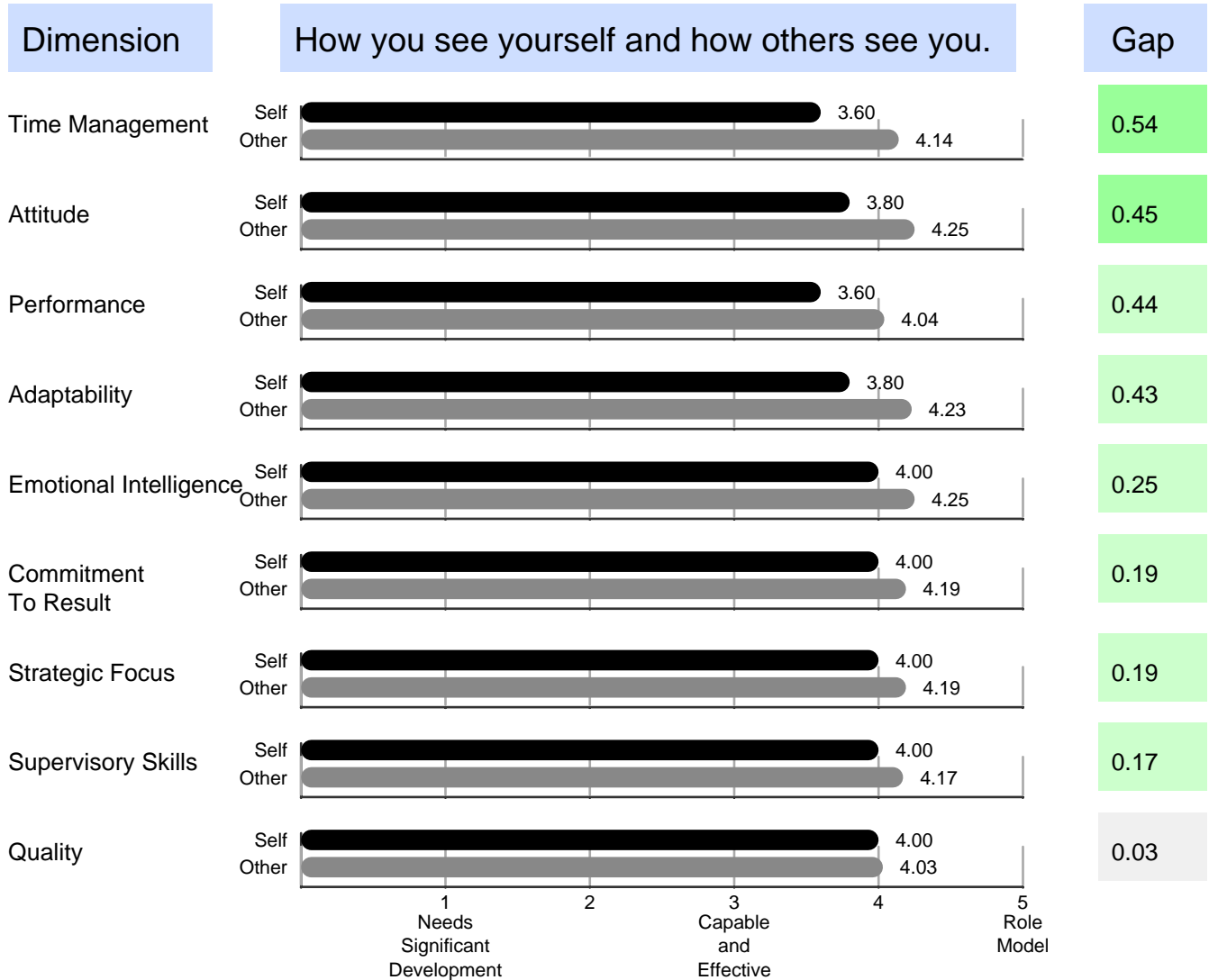
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



Attitude

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
1. Treats all people fairly and with respect.	15	4.13	80.0	20%	47%	33%		
2. Contributes to a positive and fun work environment.	15	4.33	100.0		67%	33%		
3. Contributes to a positive work environment.	15	4.33	93.3	7%	53%	40%		
4. Works to eliminate unnecessary work or barriers that get in others' way.	15	4.07	86.7	13%	67%	20%		
5. Shows by their actions that they trust in the positive intentions of others.	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. Treats all people fairly and with respect.	4.00	4.13	+0.13 ▲
2. Contributes to a positive and fun work environment.	4.40	4.33	-0.07 ▼
3. Contributes to a positive work environment.	4.47	4.33	-0.13 ▼
4. Works to eliminate unnecessary work or barriers that get in others' way.	4.47	4.07	-0.40 ▼
5. Shows by their actions that they trust in the positive intentions of others.	4.20	4.21	+0.01 ▲

Adaptability

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 Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Able to step in and help co-workers when needed.	15	4.33	93.3	7%	53%		40%	
7. Accommodates changes as needed.	15	4.33	86.7	13%	40%		47%	
8. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	4.07	80.0	20%	53%		27%	
9. Adjusts plans as needed based on changing conditions.	15	4.13	80.0	20%	47%		33%	
10. Responsive to the needs of others.	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. Able to step in and help co-workers when needed.	4.13	4.33	+0.20 ▲
7. Accommodates changes as needed.	4.33	4.33	
8. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	4.20	4.07	-0.13 ▼
9. Adjusts plans as needed based on changing conditions.	4.67	4.13	-0.53 ▼
10. Responsive to the needs of others.	4.47	4.13	-0.33 ▼

Emotional Intelligence

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
11. Is able to express themselves clearly.	15	4.67	100.0					
12. Is able to control their own emotions.	15	4.20	86.7					
13. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	14	3.64	57.1					
14. Accurately perceives the emotional reactions of others.	14	4.14	85.7					
15. Able to understand others' points of view.	15	4.47	93.3					

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. Is able to express themselves clearly.	4.20	4.67	+0.47 ▲
12. Is able to control their own emotions.	3.93	4.20	+0.27 ▲
13. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	4.47	3.64	-0.82 ▼
14. Accurately perceives the emotional reactions of others.	4.00	4.14	+0.14 ▲
15. Able to understand others' points of view.	4.27	4.47	+0.20 ▲

Supervisory Skills

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
16. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures.	15	4.00	66.7	7%	27%	27%	40%	
17. Determines which team members are to be promoted to the next higher level.	15	3.87	66.7		33%	47%	20%	
18. Uses metrics and benchmarks established by the department.	15	4.20	86.7	7%	7%	47%	40%	
19. Empowers employees to make their own decisions in the field.	15	4.33	86.7		13%	40%	47%	
20. Fosters a positive work environment in the department.	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. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures.	3.64	4.00	+0.36 ▲
17. Determines which team members are to be promoted to the next higher level.	4.33	3.87	-0.47 ▼
18. Uses metrics and benchmarks established by the department.	3.93	4.20	+0.27 ▲
19. Empowers employees to make their own decisions in the field.	4.33	4.33	
20. Fosters a positive work environment in the department.	3.60	4.40	+0.80 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. ...Overall Performance	15	3.93	73.3	27%		53%		20%
22. Listens and responds to issues and problems	15	4.00	66.7	13%	20%	20%		47%
23. Works well in this position.	15	4.07	80.0	20%		53%		27%
24. Has great overall performance	15	4.00	73.3	13%	13%	33%		40%
25. Shown significant improvement in job performance.	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. ...Overall Performance	4.20	3.93	-0.27 ▼
22. Listens and responds to issues and problems	4.20	4.00	-0.20 ▼
23. Works well in this position.	4.13	4.07	-0.07 ▼
24. Has great overall performance	3.80	4.00	+0.20 ▲
25. Shown significant improvement in job performance.	4.13	4.07	-0.07 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Verifies the operators have the necessary equipment and supplies to ensure high quality.	15	4.00	80.0	7%	13%	53%		27%
27. Influences others to achieve high quality standards.	15	3.67	66.7	20%	13%	47%		20%
28. Adopts and implements best practices when it comes to quality procedures.	15	4.40	86.7	13%	33%	53%		
29. Establishes timeframes for achieving suitable quality levels.	15	4.07	80.0	20%		53%		27%
30. Able to create quality initiatives to be implemented organization-wide.	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. Verifies the operators have the necessary equipment and supplies to ensure high quality.	4.47	4.00	-0.47 ▼
27. Influences others to achieve high quality standards.	4.00	3.67	-0.33 ▼
28. Adopts and implements best practices when it comes to quality procedures.	4.33	4.40	+0.07 ▲
29. Establishes timeframes for achieving suitable quality levels.	4.07	4.07	
30. Able to create quality initiatives to be implemented organization-wide.	4.00	4.00	

Time Management

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. Does not procrastinate.	15	4.27	93.3	7%	60%			33%
32. Reacts promptly to inquiries from customers/clients.	14	4.14	92.9	7%	71%			21%
33. Uses batch processing to accomplish many similar tasks simultaneously.	15	4.27	100.0	73%			27%	
34. Uses agendas when chairing or facilitating meetings.	15	4.40	93.3	7%	47%		47%	
35. Achieves more through effective time management.	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. Does not procrastinate.	4.27	4.27	
32. Reacts promptly to inquiries from customers/clients.	4.20	4.14	-0.06 ▼
33. Uses batch processing to accomplish many similar tasks simultaneously.	3.67	4.27	+0.60 ▲
34. Uses agendas when chairing or facilitating meetings.	4.00	4.40	+0.40 ▲
35. Achieves more through effective time management.	4.20	3.47	-0.73 ▼

Commitment To Result

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 Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Maintains persistence and dedication to achieving results.	15	4.20	93.3	7%		67%		27%
37. Encourages commitment in others to obtain results.	15	4.27	93.3	7%		60%		33%
38. Coordinates all department activities into a cohesive team effort.	15	4.00	80.0		20%	60%		20%
39. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.07	86.7	7%	7%	60%		27%
40. Creates a sense of urgency among the store team members to complete activities, which drive sales.	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. Maintains persistence and dedication to achieving results.	4.00	4.20	+0.20 ▲
37. Encourages commitment in others to obtain results.	4.21	4.27	+0.05 ▲
38. Coordinates all department activities into a cohesive team effort.	4.07	4.00	-0.07 ▼
39. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.87	4.07	+0.20 ▲
40. Creates a sense of urgency among the store team members to complete activities, which drive sales.	4.27	4.33	+0.07 ▲

Strategic 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
41. Identifies and focuses resources on strategic growth opportunities.	15	3.93	80.0	13%	7%	53%	27%	
42. Recognizes the need for strategically developing unique capabilities.	15	4.33	93.3	7%		47%	47%	
43. Able to identify internal strengths and weaknesses and the opportunities and threats that impact the company.	15	4.13	86.7	13%		60%	27%	
44. Identifies areas where return on investment can be improved.	15	4.20	100.0			80%	20%	
45. Develops a strategic vision for the future.	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. Identifies and focuses resources on strategic growth opportunities.	3.87	3.93	+0.07 ▲
42. Recognizes the need for strategically developing unique capabilities.	4.13	4.33	+0.20 ▲
43. Able to identify internal strengths and weaknesses and the opportunities and threats that impact the company.	4.20	4.13	-0.07 ▼
44. Identifies areas where return on investment can be improved.	4.87	4.20	-0.67 ▼
45. Develops a strategic vision for the future.	4.27	4.27	

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?