

Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 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.

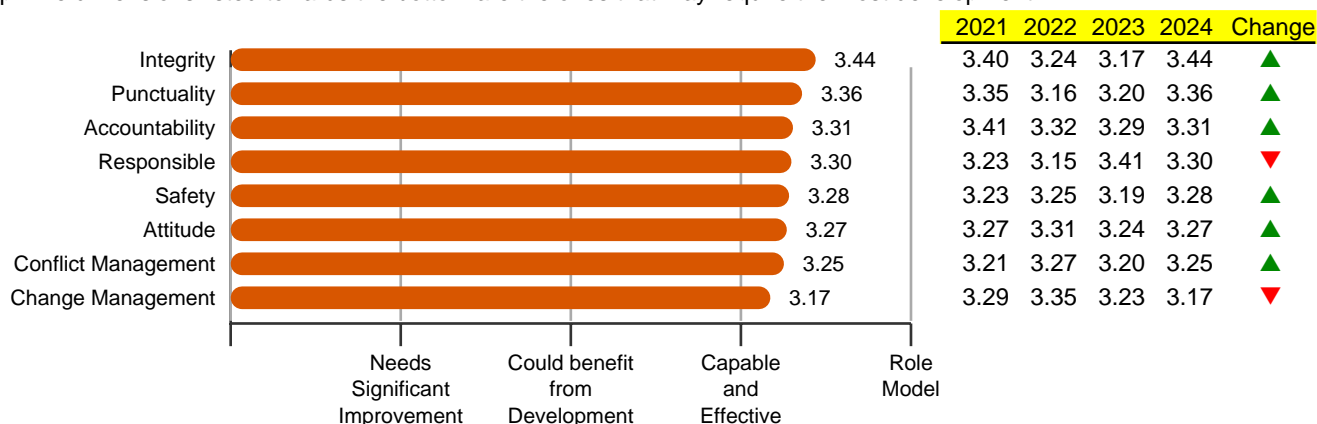
What to Do with Your Feedback

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 8 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

Exhibits and maintains a positive disposition.

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. Is gracious and professional in their interactions with others.	15	3.20	86.7	13%	53%	33%	
2. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.33	100.0		67%	33%	
3. Shows by their actions that they trust in the positive intentions of others.	15	3.33	93.3	7%	53%	40%	
4. Contributes to a positive and fun work environment.	15	3.27	93.3	7%	60%	33%	
5. Visibly supports and encourages diversity in style and background.	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. Is gracious and professional in their interactions with others.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Works to eliminate unnecessary work or barriers that get in others' way.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Shows by their actions that they trust in the positive intentions of others.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Contributes to a positive and fun work environment.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Visibly supports and encourages diversity in style and background.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Aware of the consequences for failure to complete the project.	15	3.47	100.0		53%		47%
7. Maintains honesty and transparency in all communications.	15	3.40	93.3	7%	47%		47%
8. Exhibits good governance in their role as an executive.	15	3.20	86.7	13%	53%		33%
9. Consistently exhibits professionalism in interactions with employees.	15	3.27	86.7	13%	47%		40%
10. Reviews performance to determine areas for improvement.	15	3.20	93.3	7%	67%		27%

Time Comparisons by Item

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Item	2021	2022	2023	2024	Change
6. Aware of the consequences for failure to complete the project.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Maintains honesty and transparency in all communications.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Exhibits good governance in their role as an executive.	3.40	3.40	3.20	3.20	
9. Consistently exhibits professionalism in interactions with employees.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Reviews performance to determine areas for improvement.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Protects the integrity and confidentiality of information	15	3.67	100.0	33%	67%		
12. Accepts responsibility for mistakes.	15	3.40	93.3	7%	47%	47%	
13. Demonstrates sincerity in actions with others.	15	3.13	86.7	13%	60%	27%	
14. Fosters an environment built upon trust.	15	3.47	100.0	53%	47%		
15. Fosters a high standard of ethics and integrity.	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. Protects the integrity and confidentiality of information	3.40	3.40	3.27	3.67	+0.40 ▲
12. Accepts responsibility for mistakes.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Demonstrates sincerity in actions with others.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Fosters an environment built upon trust.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Fosters a high standard of ethics and integrity.	3.67	3.27	3.20	3.53	+0.33 ▲

Punctuality

Adheres to schedules and timelines. Starts meetings, workday, and assigned tasks on time.

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. Starts meetings on time.	15	3.47	93.3	7%	40%	53%	
17. Responds to requests for information in a timely manner.	15	2.93	73.3	27%	53%		20%
18. Arrives to meetings on time.	15	3.40	93.3	7%	47%		47%
19. Avoids making personal phone calls during working hours.	15	3.53	100.0		47%		53%
20. Starts the workday when scheduled.	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. Starts meetings on time.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Responds to requests for information in a timely manner.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Arrives to meetings on time.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Avoids making personal phone calls during working hours.	3.13	2.87	3.53	3.53	
20. Starts the workday when scheduled.	3.40	3.20	2.87	3.47	+0.60 ▲

Change Management

Supports organizational efforts to improve processes and procedures. Adapts to new processes 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
21. Effective in implementing new organizational vision and values.	15	3.00	80.0	20%	60%		20%
22. Adopts changes to set and example for others to follow.	15	3.53	100.0		47%	53%	
23. Supports the Company's efforts to implement changes.	15	3.13	86.7	13%	60%		27%
24. Supports new initiatives for organizational changes to improve effectiveness.	15	3.13	80.0	7%	13%	40%	40%
25. Effective in dealing with ambiguous and challenging situations.	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. Effective in implementing new organizational vision and values.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Adopts changes to set and example for others to follow.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Supports the Company's efforts to implement changes.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Supports new initiatives for organizational changes to improve effectiveness.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Effective in dealing with ambiguous and challenging situations.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Points out behaviors in others that may be unsafe.	15	3.20	93.3	7%	60%	33%	
27. Performs work safely.	15	3.40	93.3	7%	47%	47%	
28. Supports our company's safety programs.	15	3.60	93.3	7%	27%	67%	
29. Is aware of OSHA safety guidelines.	15	3.20	86.7	13%	53%	33%	
30. Seeks to reduce the likelihood of accidents.	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. Points out behaviors in others that may be unsafe.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Performs work safely.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Supports our company's safety programs.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Is aware of OSHA safety guidelines.	3.21	3.20	3.20	3.20	
30. Seeks to reduce the likelihood of accidents.	2.87	3.27	3.07	3.00	-0.07 ▼

Responsible

Takes responsibility for actions and sets a good example for 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
31. Works in a way that makes others want to work with her/him.	15	3.33	93.3	7%	53%	40%	
32. Holds herself / himself accountable to goals / objectives	14	3.29	100.0		71%	29%	
33. Completes assigned work tasks.	15	3.27	100.0		73%	27%	
34. Responsible for setting the vision of the department.	15	3.47	93.3	7%	40%	53%	
35. Sets a good example.	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. Works in a way that makes others want to work with her/him.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Holds herself / himself accountable to goals / objectives	3.40	3.07	3.60	3.29	-0.31 ▼
33. Completes assigned work tasks.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Responsible for setting the vision of the department.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Sets a good example.	3.20	3.27	3.13	3.13	

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
36. Uses structured frameworks for resolving conflicts, such as mediation or facilitated discussions.	15	3.20	93.3	7%	67%		27%
37. Promotes a culture that values diverse perspectives.	15	3.33	93.3	7%	53%		40%
38. Determines who has the autonomy (authority) to make the decisions necessary to end the conflict.	15	3.07	86.7	13%	67%		20%
39. Helps employees to think through alternative ways to resolve conflict situations.	15	3.33	100.0		67%		33%
40. Combines different ideas and viewpoints.	15	3.33	100.0		67%		33%

Time Comparisons by Item

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Item	2021	2022	2023	2024	Change
36. Uses structured frameworks for resolving conflicts, such as mediation or facilitated discussions.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Promotes a culture that values diverse perspectives.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Determines who has the autonomy (authority) to make the decisions necessary to end the conflict.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Helps employees to think through alternative ways to resolve conflict situations.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Combines different ideas and viewpoints.	3.00	3.20	3.27	3.33	+0.07 ▲