



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.

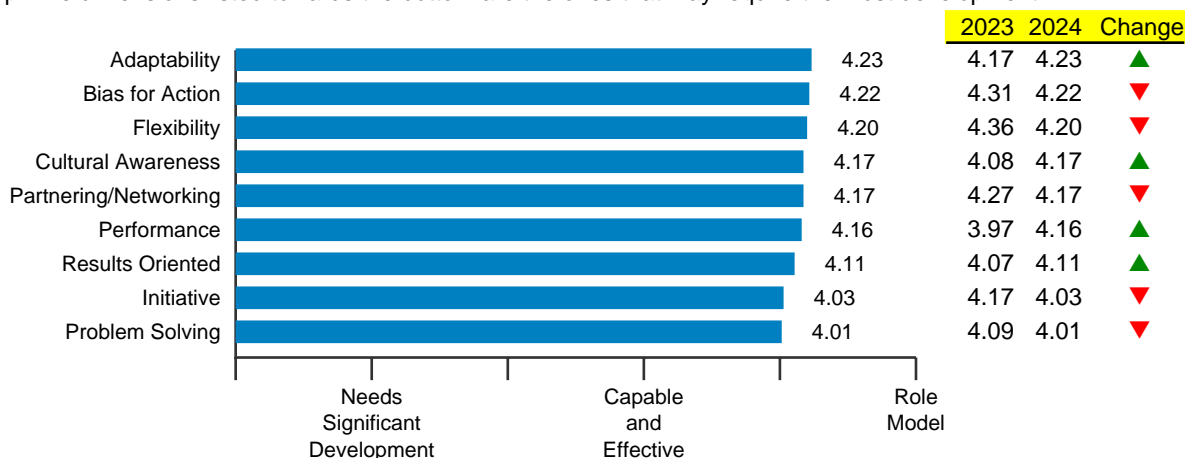
What to Do with Your Feedback

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

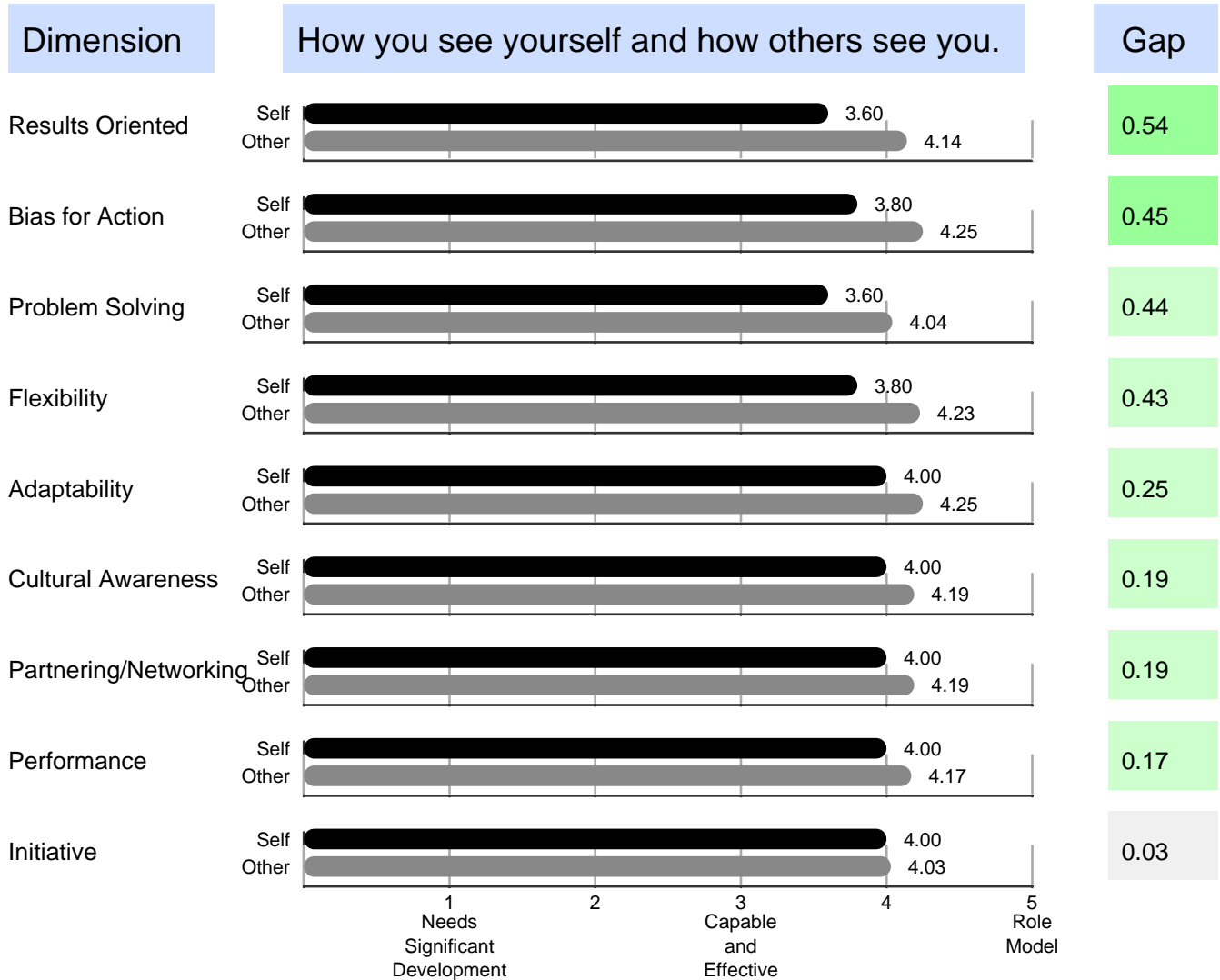
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



Bias for Action

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. Displays high energy and enthusiasm on consistent basis.	15	4.13	80.0	20%	47%	33%		
2. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	4.33	100.0		67%	33%		
3. Identifies ways to simplify work processes and reduce cycle times	15	4.33	93.3	7%	53%	40%		
4. Conveys a sense of urgency about addressing problems and opportunities	15	4.07	86.7	13%	67%	20%		
5. Completes work on time	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. Displays high energy and enthusiasm on consistent basis.	4.00	4.13	+0.13 ▲
2. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	4.40	4.33	-0.07 ▼
3. Identifies ways to simplify work processes and reduce cycle times	4.47	4.33	-0.13 ▼
4. Conveys a sense of urgency about addressing problems and opportunities	4.47	4.07	-0.40 ▼
5. Completes work on time	4.20	4.21	+0.01 ▲

Flexibility

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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Capable of adapting workflows to accommodate new regulations or policies.	15	4.33	93.3	7%	53%		40%	
7. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	15	4.33	86.7	13%	40%		47%	
8. Open to the perspectives/viewpoints of others.	15	4.07	80.0	20%	53%		27%	
9. Encourages others to adopt new procedures.	15	4.13	80.0	20%	47%		33%	
10. Is open to alternative ways to accomplish goals	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. Capable of adapting workflows to accommodate new regulations or policies.	4.13	4.33	+0.20 ▲
7. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	4.33	4.33	
8. Open to the perspectives/viewpoints of others.	4.20	4.07	-0.13 ▼
9. Encourages others to adopt new procedures.	4.67	4.13	-0.53 ▼
10. Is open to alternative ways to accomplish goals	4.47	4.13	-0.33 ▼

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 Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Is open to new ideas and innovations.	15	4.67	100.0					
12. Continually trying to improve skills to remain current.	15	4.20	86.7					
13. Adjusts tactics when things are not working as expected.	14	3.64	57.1					
14. Able to step in and help co-workers when needed.	14	4.14	85.7					
15. Responds quickly to new information.	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 open to new ideas and innovations.	4.20	4.67	+0.47 ▲
12. Continually trying to improve skills to remain current.	3.93	4.20	+0.27 ▲
13. Adjusts tactics when things are not working as expected.	4.47	3.64	-0.82 ▼
14. Able to step in and help co-workers when needed.	4.00	4.14	+0.14 ▲
15. Responds quickly to new information.	4.27	4.47	+0.20 ▲

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
16. Effectively organizes resources and plans	15	4.00	66.7	7%	27%	27%	40%	
17. Able to organize work.	15	3.87	66.7		33%	47%	20%	
18. Listens and responds to issues and problems	15	4.20	86.7	7%	7%	47%	40%	
19. Effective in performing his/her job.	15	4.33	86.7	13%	40%	47%		
20. Shown significant improvement in job performance.	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. Effectively organizes resources and plans	3.64	4.00	+0.36 ▲
17. Able to organize work.	4.33	3.87	-0.47 ▼
18. Listens and responds to issues and problems	3.93	4.20	+0.27 ▲
19. Effective in performing his/her job.	4.33	4.33	0.00 ▲
20. Shown significant improvement in job performance.	3.60	4.40	+0.80 ▲

Problem Solving

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
21. Ability to develop innovative solutions to problems.	15	3.93	73.3	27%		53%		20%
22. Identifies and assesses all potential responses to a problem.	15	4.00	66.7	13%	20%	20%		47%
23. Works cooperatively with others to solve problems.	15	4.07	80.0	20%		53%		27%
24. Generates alternative solutions to problems and challenges.	15	4.00	73.3	13%	13%	33%		40%
25. Finds creative ways to get things done with limited resources.	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. Ability to develop innovative solutions to problems.	4.20	3.93	-0.27 ▼
22. Identifies and assesses all potential responses to a problem.	4.20	4.00	-0.20 ▼
23. Works cooperatively with others to solve problems.	4.13	4.07	-0.07 ▼
24. Generates alternative solutions to problems and challenges.	3.80	4.00	+0.20 ▲
25. Finds creative ways to get things done with limited resources.	4.13	4.07	-0.07 ▼

Initiative

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
26. Prepares for unexpected contingencies.	15	4.00	80.0	7%	13%	53%		27%
27. Volunteers time and effort toward the completion of important goals.	15	3.67	66.7	20%	13%	47%		20%
28. Immediately works to complete goals well before their deadline.	15	4.40	86.7	13%	33%	53%		
29. Does the right thing without being told.	15	4.07	80.0	20%		53%		27%
30. Begins immediate action on projects.	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. Prepares for unexpected contingencies.	4.47	4.00	-0.47 ▼
27. Volunteers time and effort toward the completion of important goals.	4.00	3.67	-0.33 ▼
28. Immediately works to complete goals well before their deadline.	4.33	4.40	+0.07 ▲
29. Does the right thing without being told.	4.07	4.07	
30. Begins immediate action on projects.	4.00	4.00	

Results Oriented

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. Adapts to disruptions in the supply chain to maintain production levels.	15	4.27	93.3	7%	60%			33%
32. Sets the objectives for the team.	14	4.14	92.9	7%	71%			21%
33. Motivated by a strong desire to exceed performance standards.	15	4.27	100.0		73%			27%
34. Completes work on time.	15	4.40	93.3	7%	47%			47%
35. Keeps track of progress toward the results.	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. Adapts to disruptions in the supply chain to maintain production levels.	4.27	4.27	
32. Sets the objectives for the team.	4.20	4.14	-0.06 ▼
33. Motivated by a strong desire to exceed performance standards.	3.67	4.27	+0.60 ▲
34. Completes work on time.	4.00	4.40	+0.40 ▲
35. Keeps track of progress toward the results.	4.20	3.47	-0.73 ▼

Cultural Awareness

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
36. Hires individuals with different cultural backgrounds for the department.	15	4.20	93.3	7%		67%		27%
37. Respects others regardless of age, race, gender, nationality, or disability.	15	4.27	93.3	7%		60%		33%
38. Understands how their own cultural background can impact the way they communicate and interact with others.	15	4.00	80.0		20%	60%		20%
39. Recognizes and values individual and cultural differences.	15	4.07	86.7	7%	7%	60%		27%
40. Is aware of differences in how individuals from other cultures greet one another.	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. Hires individuals with different cultural backgrounds for the department.	4.00	4.20	+0.20 ▲
37. Respects others regardless of age, race, gender, nationality, or disability.	4.21	4.27	+0.05 ▲
38. Understands how their own cultural background can impact the way they communicate and interact with others.	4.07	4.00	-0.07 ▼
39. Recognizes and values individual and cultural differences.	3.87	4.07	+0.20 ▲
40. Is aware of differences in how individuals from other cultures greet one another.	4.27	4.33	+0.07 ▲

Partnering/Networking

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. Builds trust with colleagues at other companies to form partnerships to promote growth.	15	3.93	80.0	13%	7%	53%	27%	
42. Promotes a culture of open collaboration, offering ample opportunities and incentives for knowledge sharing and mutual learning.	15	4.33	93.3	7%	47%	47%		
43. Develops key business contacts at other companies.	15	4.13	86.7	13%	60%	27%		
44. Regularly attends conferences and seminars to meet with others in the industry.	15	4.20	100.0		80%	20%		
45. Engages in continuous dialogue through regular meetings or virtual meetups.	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. Builds trust with colleagues at other companies to form partnerships to promote growth.	3.87	3.93	+0.07 ▲
42. Promotes a culture of open collaboration, offering ample opportunities and incentives for knowledge sharing and mutual learning.	4.13	4.33	+0.20 ▲
43. Develops key business contacts at other companies.	4.20	4.13	-0.07 ▼
44. Regularly attends conferences and seminars to meet with others in the industry.	4.87	4.20	-0.67 ▼
45. Engages in continuous dialogue through regular meetings or virtual meetups.	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?