

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.

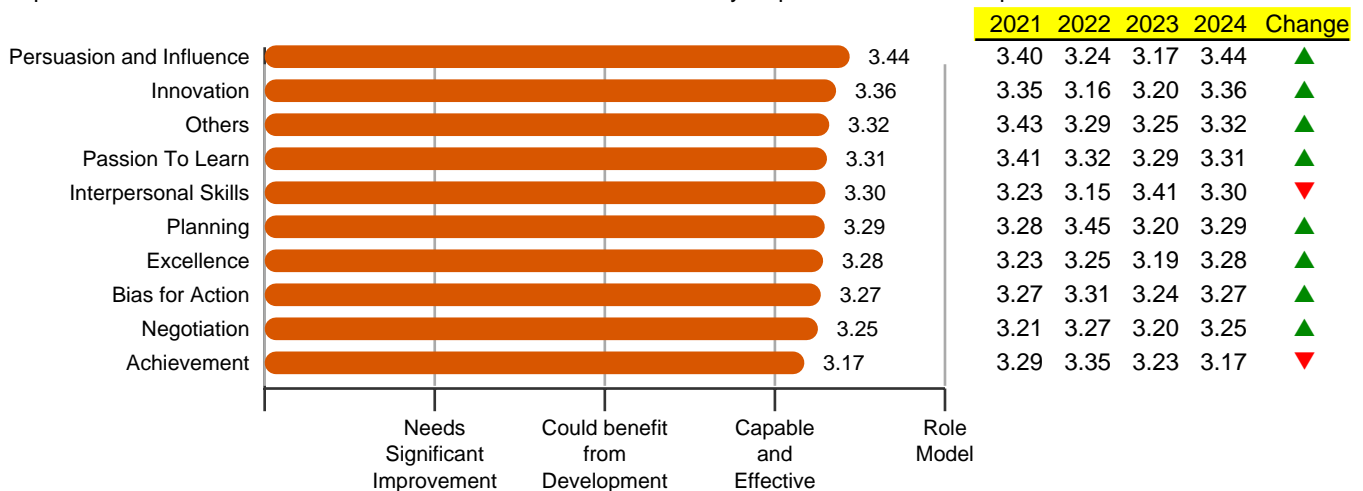
What to Do with Your Feedback

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

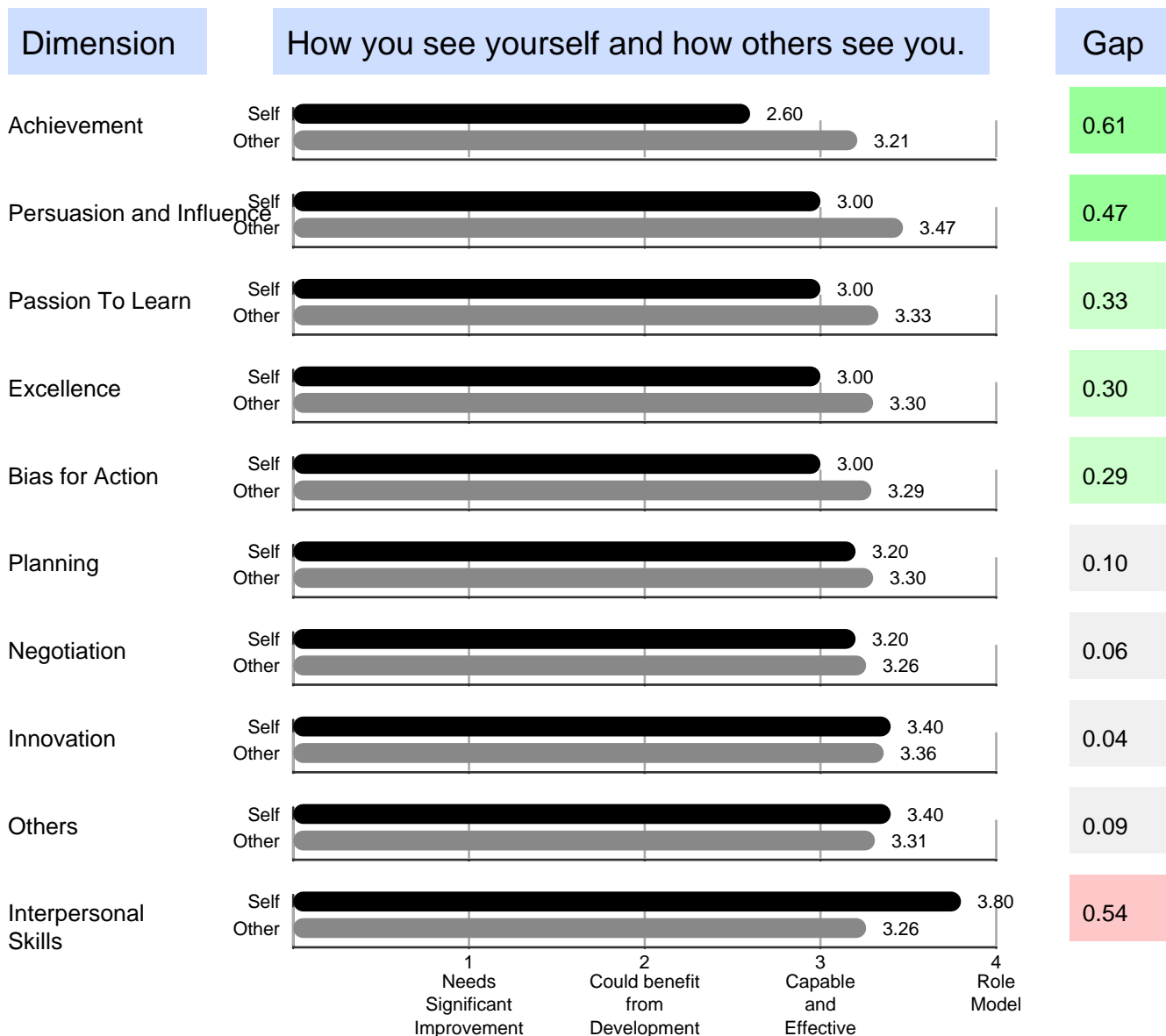
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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

Has a desire/preference to act immediately to accomplish tasks. Would rather act now than later. Unafraid of making decisions in uncertainty.

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. Displays high energy and enthusiasm on consistent basis.	15	3.20	86.7	13%	53%	33%	
2. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.33	100.0		67%	33%	
3. Identifies ways to simplify work processes and reduce cycle times	15	3.33	93.3	7%	53%	40%	
4. Motivates others to achieve or exceed goals	15	3.27	93.3	7%	60%	33%	
5. Seeks and utilizes opportunities for continuous learning and self-development.	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. Displays high energy and enthusiasm on consistent basis.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.27	3.40	3.40	3.33	-0.07 ▼
3. Identifies ways to simplify work processes and reduce cycle times	3.40	3.40	3.27	3.33	+0.07 ▲
4. Motivates others to achieve or exceed goals	3.47	3.33	3.40	3.27	-0.13 ▼
5. Seeks and utilizes opportunities for continuous learning and self-development.	3.00	3.20	3.13	3.21	+0.08 ▲

Passion To Learn

High level of curiosity and committed to their professional development.

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. Creates an environment that supports personal development and exploration.	15	3.47	100.0		53%	47%	
7. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.40	93.3	7%	47%	47%	
8. Stays up-to-date on emerging technologies.	15	3.20	86.7	13%	53%	33%	
9. Is committed to enhancing their own knowledge and skills.	15	3.27	86.7	13%	47%	40%	
10. Embraces new technology and procedures.	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. Creates an environment that supports personal development and exploration.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Stays up-to-date on emerging technologies.	3.40	3.40	3.20	3.20	
9. Is committed to enhancing their own knowledge and skills.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Embraces new technology and procedures.	3.33	3.47	3.27	3.20	-0.07 ▼

Persuasion and Influence

Able to persuade and influence others to obtain certain objectives and goals.

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. Develops a good rapport with others.	15	3.67	100.0	33%	67%		
12. Communicates effectively with others.	15	3.40	93.3	7%	47%	47%	
13. Has excellent influencing/negotiating skills.	15	3.13	86.7	13%	60%	27%	
14. Attempts to persuade others rather than simply control them.	15	3.47	100.0	53%	47%		
15. Ensures stakeholders are involved in the decision making 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. Develops a good rapport with others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Communicates effectively with others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Has excellent influencing/negotiating skills.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Attempts to persuade others rather than simply control them.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Ensures stakeholders are involved in the decision making process.	3.67	3.27	3.20	3.53	+0.33 ▲

Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

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. Facilitates acceptance of new ideas.	15	3.47	93.3	7%	40%	53%	
17. Focuses on creating new value for our products/services.	15	2.93	73.3	27%	53%		20%
18. Assigns responsibilities to individuals for creating innovative ideas/products.	15	3.40	93.3	7%	47%		47%
19. Allocates time and resources specifically for innovation projects, allowing employees to dedicate efforts to exploring new opportunities.	15	3.53	100.0		47%		53%
20. Creates a safe environment for idea-sharing.	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. Facilitates acceptance of new ideas.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Focuses on creating new value for our products/services.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Assigns responsibilities to individuals for creating innovative ideas/products.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Allocates time and resources specifically for innovation projects, allowing employees to dedicate efforts to exploring new opportunities.	3.13	2.87	3.53	3.53	
20. Creates a safe environment for idea-sharing.	3.40	3.20	2.87	3.47	+0.60 ▲

Achievement

A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

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. Sets ambitious standards of performance.	15	3.00	80.0	20%	60%		20%
22. Sets challenging goals.	15	3.53	100.0		47%	53%	
23. Sets performance metrics to measure achievement or attainment of goals.	15	3.13	86.7	13%	60%		27%
24. Motivated to exceed performance goals.	15	3.13	80.0	7% 13%	40%		40%
25. Takes calculated risks to achieve significant rewards.	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. Sets ambitious standards of performance.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Sets challenging goals.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Sets performance metrics to measure achievement or attainment of goals.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Motivated to exceed performance goals.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Takes calculated risks to achieve significant rewards.	3.27	3.33	3.27	3.07	-0.20 ▼

Excellence

Is excellent in performing their job duties and tasks.

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. Demonstrates the analytical skills to do their job.	15	3.20	93.3	7%	60%	33%	
27. Can be counted on to add value wherever they are involved.	15	3.40	93.3	7%	47%	47%	
28. Is planful and organized.	15	3.60	93.3	7%	27%	67%	
29. Demonstrates the functional or technical skills necessary to do their job.	15	3.20	86.7	13%	53%	33%	
30. Takes a lot of pride in their work.	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. Demonstrates the analytical skills to do their job.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Can be counted on to add value wherever they are involved.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Is planful and organized.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Demonstrates the functional or technical skills necessary to do their job.	3.21	3.20	3.20	3.20	
30. Takes a lot of pride in their work.	2.87	3.27	3.07	3.00	-0.07 ▼

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
31. A good listener who is attentive to others.	15	3.33	93.3	7%	53%	40%	
32. Values the input from coworkers.	14	3.29	100.0		71%	29%	
33. Demonstrates willingness to work with others.	15	3.27	100.0		73%	27%	
34. Considers the other individual's point of view.	15	3.47	93.3	7%	40%	53%	
35. Responds quickly to inquiries from potential customers.	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. A good listener who is attentive to others.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Values the input from coworkers.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Demonstrates willingness to work with others.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Considers the other individual's point of view.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Responds quickly to inquiries from potential customers.	3.20	3.27	3.13	3.13	

Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

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. Committed to working with both sides and openly sharing information.	15	3.20	93.3	7%	67%		27%
37. Maintains good interpersonal relationships with representatives from the other party.	15	3.33	93.3	7%	53%		40%
38. Demonstrates confidence in own position and can influence the other party's perception of proposals being offered.	15	3.07	86.7	13%	67%		20%
39. Persuades the other party of the benefits of our proposals.	15	3.33	100.0		67%		33%
40. Identifies tradeable interests that could facilitate reaching a consensus.	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. Committed to working with both sides and openly sharing information.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Maintains good interpersonal relationships with representatives from the other party.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Demonstrates confidence in own position and can influence the other party's perception of proposals being offered.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Persuades the other party of the benefits of our proposals.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Identifies tradeable interests that could facilitate reaching a consensus.	3.00	3.20	3.27	3.33	+0.07 ▲

Others

Works well with other employees.

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. Respects the opinions of other employees.	15	3.33	93.3	7%	53%	40%	
42. Able to see issues from others' perspectives.	15	3.40	93.3	7%	47%	47%	
43. Forms working relationships with employees from other departments.	15	3.13	86.7	13%	60%	27%	
44. Consistently demonstrates ability and willingness to trust others.	15	3.27	100.0		73%	27%	
45. Works across boundaries within the organization.	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. Respects the opinions of other employees.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Able to see issues from others' perspectives.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Forms working relationships with employees from other departments.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Consistently demonstrates ability and willingness to trust others.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Works across boundaries within the organization.	3.20	3.33	3.13	3.47	+0.33 ▲

Planning

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

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. Accurately estimates the duration of tasks.	15	3.40	93.3	7%	47%	47%	
47. Plans for how to allocate time to specific activities.	15	3.20	93.3	7%	67%	27%	
48. Works in an organized manner	15	3.20	93.3	7%	60%	33%	
49. Prioritizes tasks and allocates resources.	15	3.47	100.0		53%	47%	
50. Closely follows the plan established for the department.	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. Accurately estimates the duration of tasks.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Plans for how to allocate time to specific activities.	3.33	3.40	3.20	3.20	
48. Works in an organized manner	3.60	3.33	3.20	3.20	
49. Prioritizes tasks and allocates resources.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Closely follows the plan established for the department.	3.20	3.67	3.27	3.20	-0.07 ▼