



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

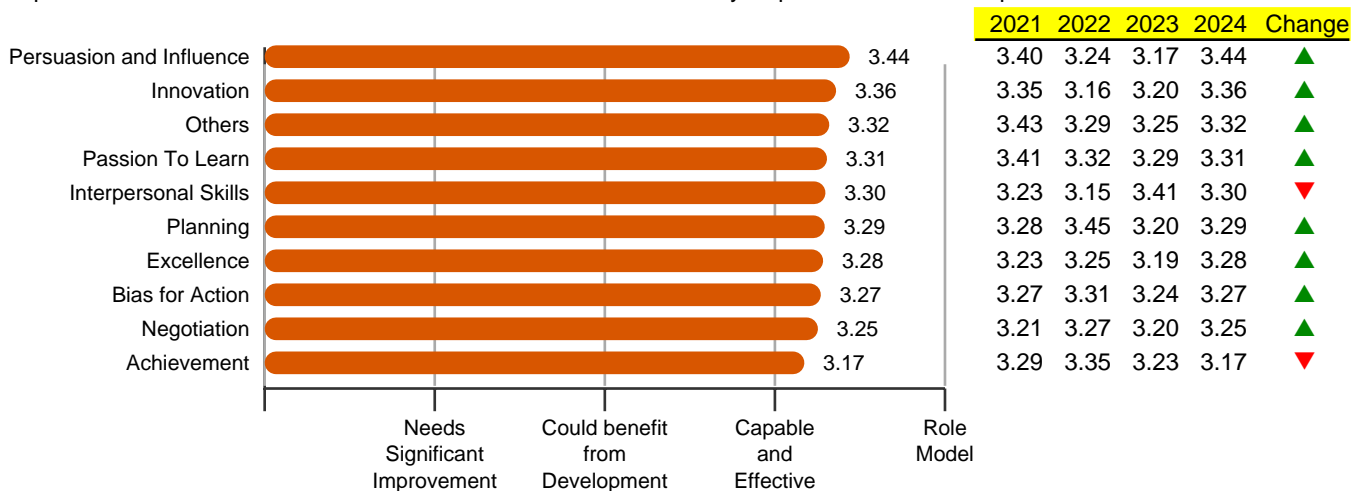
## What to Do with Your Feedback

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

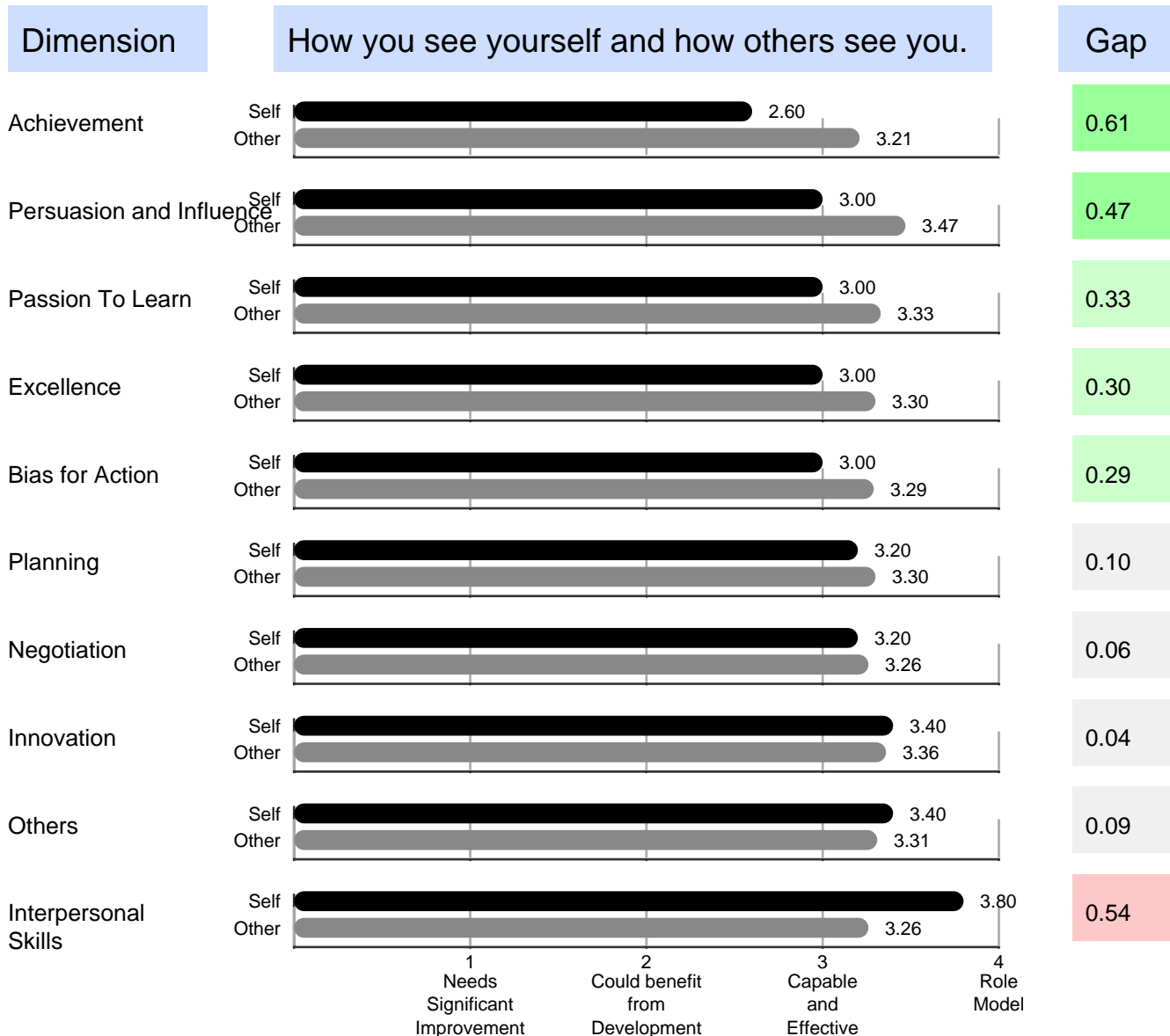
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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. Completes work on time	15	3.20	86.7	13%	53%	33%	
2. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.33	100.0		67%	33%	
3. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.33	93.3	7%	53%	40%	
4. Displays high energy and enthusiasm on consistent basis.	15	3.27	93.3	7%	60%	33%	
5. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	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. Completes work on time	3.20	3.20	3.00	3.20	+0.20 ▲
2. Seeks and utilizes opportunities for continuous learning and self-development.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.40	3.40	3.27	3.33	+0.07 ▲
4. Displays high energy and enthusiasm on consistent basis.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	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. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.47	100.0		53%	47%	
7. Holds self and associates accountable for goal achievement.	15	3.40	93.3	7%	47%	47%	
8. Embraces new technology and procedures.	15	3.20	86.7	13%	53%	33%	
9. Enhances value to the company through additional training and development.	15	3.27	86.7	13%	47%	40%	
10. Takes advantage of training opportunities when they arise.	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. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Holds self and associates accountable for goal achievement.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Embraces new technology and procedures.	3.40	3.40	3.20	3.20	
9. Enhances value to the company through additional training and development.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Takes advantage of training opportunities when they arise.	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. Ensures stakeholders are involved in the decision making process.	15	3.67	100.0	33%	67%		
12. Persuades others to consider alternative points of view.	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. Communicates effectively with others.	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. Ensures stakeholders are involved in the decision making process.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Persuades others to consider alternative points of view.	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. Communicates effectively with others.	3.67	3.27	3.20	3.53	+0.33 ▲

# Innovation

Creates and introduces new ideas and processes/procedures.

## 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. Builds upon the ideas and solutions of others.	15	3.47	93.3	7%	40%	53%	
17. Develops new products and services.	15	2.93	73.3	27%	53%	20%	
18. Suggests new ideas at meetings.	15	3.40	93.3	7%	47%	47%	
19. Encourages open communication to ensure that all proposals are considered.	15	3.53	100.0		47%	53%	
20. Analyzes current procedures and identifies opportunities for improvement.	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. Builds upon the ideas and solutions of others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Develops new products and services.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Suggests new ideas at meetings.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Encourages open communication to ensure that all proposals are considered.	3.13	2.87	3.53	3.53	
20. Analyzes current procedures and identifies opportunities for improvement.	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. Strives to exceed standards of performance.	15	3.00	80.0	20%	60%		20%
22. Increased production by 20 percent.	15	3.53	100.0		47%	53%	
23. Holds others to high standards of achievement.	15	3.13	86.7	13%	60%		27%
24. Takes calculated risks to achieve higher levels of performance.	15	3.13	80.0	7%	13%	40%	40%
25. Completes work promptly and efficiently.	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. Strives to exceed standards of performance.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Increased production by 20 percent.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Holds others to high standards of achievement.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Takes calculated risks to achieve higher levels of performance.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Completes work promptly and efficiently.	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. Is planful and organized.	15	3.20	93.3	7%	60%	33%	
27. Produces high quality work.	15	3.40	93.3	7%	47%	47%	
28. Keeps themselves and others focused on constant improvement.	15	3.60	93.3	7%	27%	67%	
29. Can be counted on to add value wherever they are involved.	15	3.20	86.7	13%	53%	33%	
30. Demonstrates the functional or technical skills necessary to do their job.	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. Is planful and organized.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Produces high quality work.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Keeps themselves and others focused on constant improvement.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Can be counted on to add value wherever they are involved.	3.21	3.20	3.20	3.20	
30. Demonstrates the functional or technical skills necessary to do their job.	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. Gives constructive feedback on performance reviews.	15	3.33	93.3	7%	53%	40%	
32. Is trusted by peers and co-workers; others are willing to confide in him/her	14	3.29	100.0		71%	29%	
33. Builds strong relationships with team members.	15	3.27	100.0		73%	27%	
34. Creates an atmosphere that supports the open expression of ideas	15	3.47	93.3	7%	40%	53%	
35. Communicates initiatives in a clear and actionable manner to employees.	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. Gives constructive feedback on performance reviews.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Is trusted by peers and co-workers; others are willing to confide in him/her	3.40	3.07	3.60	3.29	-0.31 ▼
33. Builds strong relationships with team members.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Creates an atmosphere that supports the open expression of ideas	3.33	3.00	3.53	3.47	-0.07 ▼
35. Communicates initiatives in a clear and actionable manner to employees.	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. Maintains good interpersonal relationships with representatives from the other party.	15	3.20	93.3	7%	67%		27%
37. Fully grasps both party's interests and options.	15	3.33	93.3	7%	53%		40%
38. Collects information from various stakeholders, each with their own viewpoints, data, and interests.	15	3.07	86.7	13%	67%		20%
39. Maintains a calm demeanor, even when discussions get heated.	15	3.33	100.0		67%		33%
40. Manages emotions to reduce the impact of negativity.	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. Maintains good interpersonal relationships with representatives from the other party.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Fully grasps both party's interests and options.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Collects information from various stakeholders, each with their own viewpoints, data, and interests.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Maintains a calm demeanor, even when discussions get heated.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Manages emotions to reduce the impact of negativity.	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. Works effectively with people from other departments.	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. Respects the opinions of other employees.	15	3.13	86.7	13%	60%	27%	
44. Helpful	15	3.27	100.0		73%	27%	
45. Consistently demonstrates ability and willingness to trust others.	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. Works effectively with people from other departments.	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. Respects the opinions of other employees.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Helpful	3.33	3.27	3.87	3.27	-0.60 ▼
45. Consistently demonstrates ability and willingness to trust others.	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. Creates to-do lists to make sure nothing is missed.	15	3.40	93.3	7%	47%	47%	
47. Determines the appropriate actions needed to achieve goals.	15	3.20	93.3	7%	67%	27%	
48. Sets up and monitors timeframes and plans	15	3.20	93.3	7%	60%	33%	
49. Develops good plans used for logistics.	15	3.47	100.0		53%	47%	
50. Creates effective project plans.	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. Creates to-do lists to make sure nothing is missed.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Determines the appropriate actions needed to achieve goals.	3.33	3.40	3.20	3.20	
48. Sets up and monitors timeframes and plans	3.60	3.33	3.20	3.20	
49. Develops good plans used for logistics.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Creates effective project plans.	3.20	3.67	3.27	3.20	-0.07 ▼