

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.

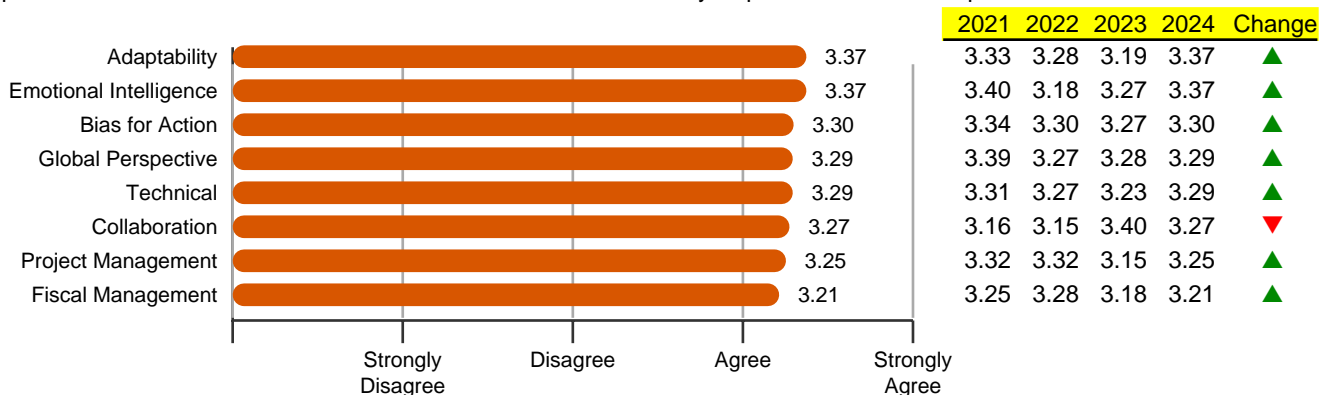
What to Do with Your Feedback

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

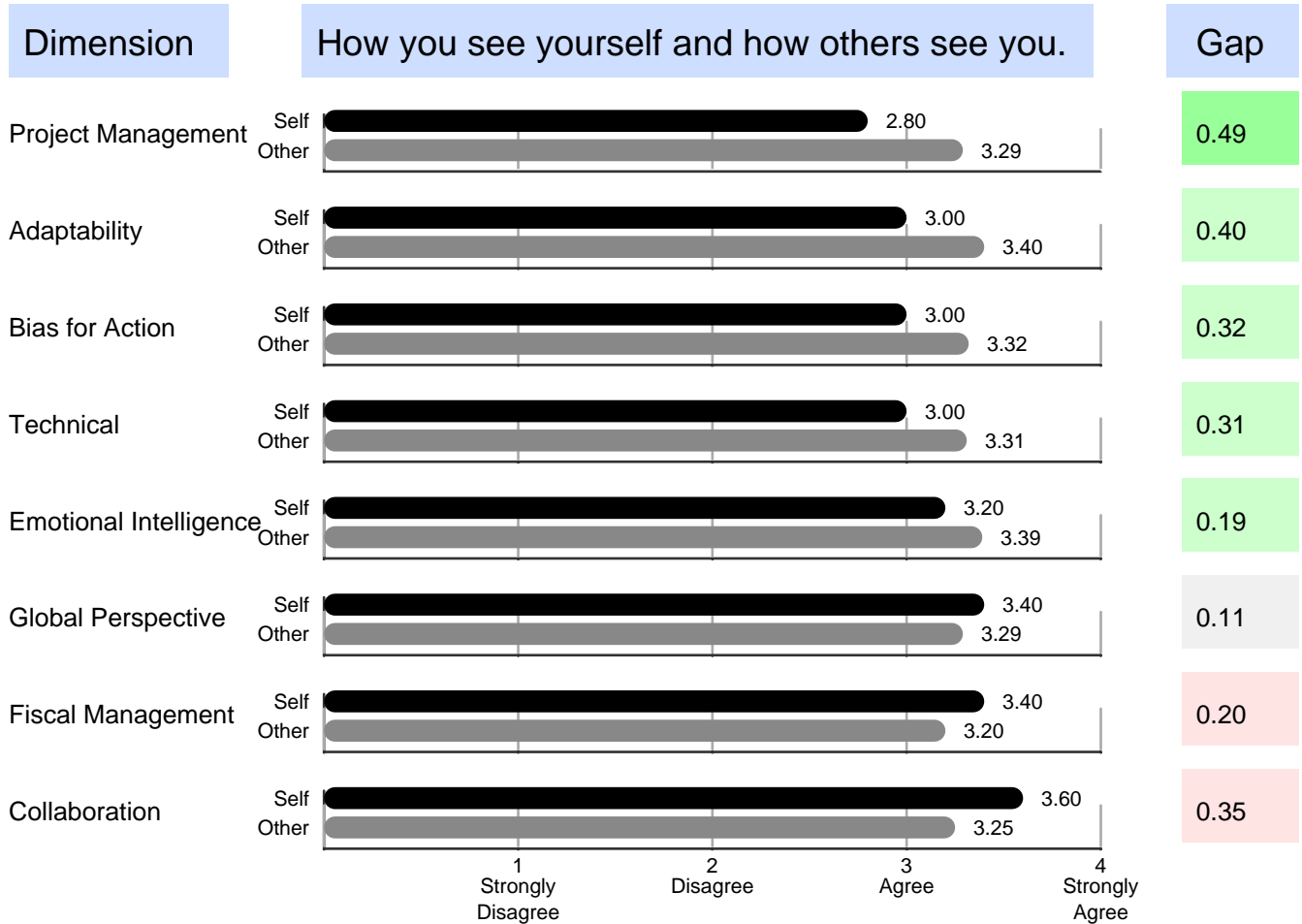
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Motivates others to achieve or exceed goals	15	3.20	86.7	13%	53%	33%	
2. Displays high energy and enthusiasm on consistent basis.	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. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.27	93.3	7%	60%	33%	
5. Completes a large volume of work.	14	3.21	85.7	14%	50%	36%	
6. Identifies ways to simplify work processes and reduce cycle times	15	3.47	100.0		53%	47%	
7. Encourages risk taking and experimentation to improve performance	15	3.40	93.3	7%	47%	47%	
8. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.20	86.7	13%	53%	33%	
9. Completes work on time	15	3.27	86.7	13%	47%	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	2021	2022	2023	2024	Change
1. Motivates others to achieve or exceed goals	3.20	3.20	3.00	3.20	+0.20 ▲
2. Displays high energy and enthusiasm on consistent basis.	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. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Completes a large volume of work.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Identifies ways to simplify work processes and reduce cycle times	3.40	3.13	3.07	3.47	+0.40 ▲
7. Encourages risk taking and experimentation to improve performance	3.40	3.20	3.33	3.40	+0.07 ▲
8. Seeks and utilizes opportunities for continuous learning and self-development.	3.40	3.40	3.20	3.20	

Item	2021	2022	2023	2024	Change
9. Completes work on time	3.53	3.40	3.60	3.27	-0.33 ▼

Adaptability

Adaptability is the ability to work in a dynamic environment, accommodating changes in procedures/priorities/staffing, flexible to change, and is responsive to the needs or others or needs of the situation. To be able to adapt to changes, you need to analyze the situation, be willing to adapt 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Adjusts plans to meet new situations.	15	3.20	93.3	7%	67%	27%	
11. Adjusts plans to meet the needs of new constraints.	15	3.67	100.0	33%	67%		
12. Adapts to changes in team membership.	15	3.40	93.3	7%	47%	47%	
13. Is aware of changes to team personnel.	15	3.13	86.7	13%	60%	27%	
14. Is open to new ideas and innovations.	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
10. Adjusts plans to meet new situations.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Adjusts plans to meet the needs of new constraints.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Adapts to changes in team membership.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Is aware of changes to team personnel.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Is open to new ideas and innovations.	3.20	3.13	3.00	3.47	+0.47 ▲

Emotional Intelligence

Ability to perceive, interpret, and understand the emotions of 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Is able to control their own emotions.	15	3.53	100.0			47%	53%
16. Is able to manage their own emotions.	15	3.47	93.3	7%	40%		53%
17. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.93	73.3	27%		53%	20%
18. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.40	93.3	7%	47%		47%
19. Accurately perceives the emotional reactions of 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
15. Is able to control their own emotions.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Is able to manage their own emotions.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Accurately perceives the emotional reactions of others.	3.13	2.87	3.53	3.53	

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
20. Adds the necessary time buffers to avoid the project getting behind schedule.	15	3.47	100.0			53%	47%
21. Determines the project scope.	15	3.00	80.0	20%	60%		20%
22. Makes sure all team members understand their roles.	15	3.53	100.0		47%	53%	
23. Communicates with the necessary stakeholders if the budget targets are missed.	15	3.13	86.7	13%	60%		27%
24. Creates a schedule for the different phases of the project.	15	3.13	80.0	7%	13%	40%	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	2021	2022	2023	2024	Change
20. Adds the necessary time buffers to avoid the project getting behind schedule.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Determines the project scope.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Makes sure all team members understand their roles.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Communicates with the necessary stakeholders if the budget targets are missed.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Creates a schedule for the different phases of the project.	3.33	3.47	3.33	3.13	-0.20 ▼

Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Willingly shares his/her technical expertise; sought out as resource by others	15	3.07	86.7	13%	67%		20%
26. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.20	93.3	7%	60%		33%
27. Seeks information from others as needed.	15	3.40	93.3	7%	47%		47%
28. Demonstrates mastery of the technical competencies required in his/her work.	15	3.60	93.3	7%	27%	67%	
29. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	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
25. Willingly shares his/her technical expertise; sought out as resource by others	3.27	3.33	3.27	3.07	-0.20 ▼
26. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Seeks information from others as needed.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Demonstrates mastery of the technical competencies required in his/her work.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.21	3.20	3.20	3.20	

Collaboration

Collaboration involves working together with others to achieve a shared goal or address a mutual challenge. It includes joint decision-making to reach consensus, exchanging information, and valuing feedback. Effective collaboration thrives on minimizing conflicts, cooperating towards a shared effort, and being committed to participating, mutual respect, and building trust.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Encourages collaboration of fellow employees to achieve results.	14	3.00	92.9	7%	79%		14%
31. Creates an environment that encourages information sharing.	15	3.33	93.3	7%	53%		40%
32. Participates in the team's deliberations.	14	3.29	100.0		71%		29%
33. Uses group decision making.	15	3.27	100.0		73%		27%
34. Participates in collaborative/team decision-making.	15	3.47	93.3	7%	40%		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
30. Encourages collaboration of fellow employees to achieve results.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Creates an environment that encourages information sharing.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Participates in the team's deliberations.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Uses group decision making.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Participates in collaborative/team decision-making.	3.33	3.00	3.53	3.47	-0.07 ▼

Fiscal Management

Maintains appropriate financial controls and budgets.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Monitors expenses and verifies the need for items purchased.	15	3.13	86.7	13%	60%		27%
36. Monitors spending.	15	3.20	93.3	7%	67%		27%
37. Develops budgets and plans for various programs and initiatives.	15	3.33	93.3	7%	53%		40%
38. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.07	86.7	13%	67%		20%
39. Develops of the department's annual budget.	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
35. Monitors expenses and verifies the need for items purchased.	3.20	3.27	3.13	3.13	
36. Monitors spending.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Develops budgets and plans for various programs and initiatives.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Develops of the department's annual budget.	3.20	3.27	3.00	3.33	+0.33 ▲

Global Perspective

Maintains a global perspective on business functions and strategies.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
40. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	3.33	100.0		67%		33%
41. Cooperates with others on a global scale.	15	3.33	93.3	7%	53%		40%
42. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.40	93.3	7%	47%		47%
43. Is aware of the culture, behaviors, identities and beliefs of others.	15	3.13	86.7	13%	60%		27%
44. Able to listen and understand others and discuss issues in a respectful way.	15	3.27	100.0		73%		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
40. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Cooperates with others on a global scale.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Is aware of the culture, behaviors, identities and beliefs of others.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Able to listen and understand others and discuss issues in a respectful way.	3.33	3.27	3.87	3.27	-0.60 ▼