

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.

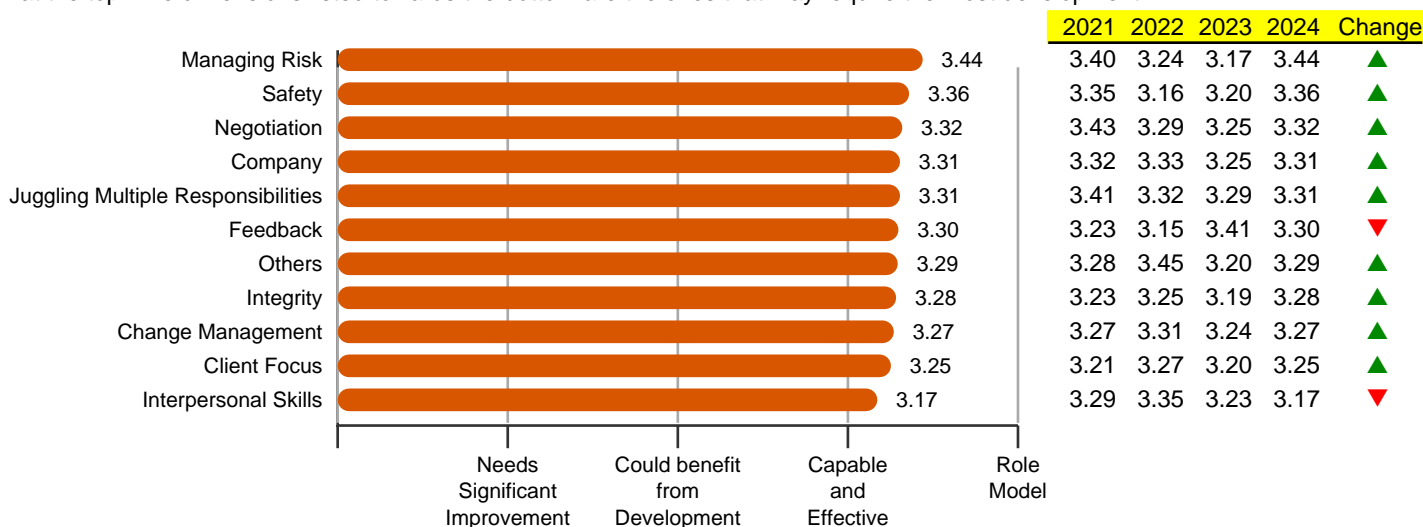
What to Do with Your Feedback

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 11 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.



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
1. I develop strategies for implementing changes.	15	3.20	86.7	13%	53%	33%	
2. You support the Company's efforts to implement changes.	15	3.33	100.0		67%	33%	
3. I am able to get team members to change their attitudes.	15	3.33	93.3	7%	53%	40%	
4. You are effective in implementing new organizational vision and values.	15	3.27	93.3	7%	60%	33%	
5. I am able to get department employees to accept new changes.	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. I develop strategies for implementing changes.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You support the Company's efforts to implement changes.	3.27	3.40	3.40	3.33	-0.07 ▼
3. I am able to get team members to change their attitudes.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You are effective in implementing new organizational vision and values.	3.47	3.33	3.40	3.27	-0.13 ▼
5. I am able to get department employees to accept new changes.	3.00	3.20	3.13	3.21	+0.08 ▲

Juggling Multiple Responsibilities

Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

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. You plan and organize continuously while performing all other responsibilities and activities.	15	3.47	100.0		53%	47%	
7. You switch attention to more urgent tasks when necessary.	15	3.40	93.3	7%	47%	47%	
8. You ensure that assignments are prioritized according to the needs of the department/company.	15	3.20	86.7	13%	53%	33%	
9. You are aware of the deadlines for specific tasks/assignments.	15	3.27	86.7	13%	47%	40%	
10. You organize tasks for the most efficient order of completion.	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. You plan and organize continuously while performing all other responsibilities and activities.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You switch attention to more urgent tasks when necessary.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You ensure that assignments are prioritized according to the needs of the department/company.	3.40	3.40	3.20	3.20	
9. You are aware of the deadlines for specific tasks/assignments.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You organize tasks for the most efficient order of completion.	3.33	3.47	3.27	3.20	-0.07 ▼

Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing risks to reduce the occurrence of, or minimize the impact of, adverse events or identify potential opportunities. Effective risk management can improve responsiveness to adverse events and the information gathered from risk management can help improve strategic decision making.

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. I am responsible for regulatory, strategic, operational and project risk management.	15	3.67	100.0	33%	67%		
12. You accurately perceive potential risks in the workplace and initiates preventative measures.	15	3.40	93.3	7%	47%	47%	
13. I accept risks as needed.	15	3.13	86.7	13%	60%	27%	
14. I determine the potential outcome of adverse risk events.	15	3.47	100.0	53%	47%		
15. I promote risk management competence throughout the organization.	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. I am responsible for regulatory, strategic, operational and project risk management.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You accurately perceive potential risks in the workplace and initiates preventative measures.	3.53	3.20	3.00	3.40	+0.40 ▲
13. I accept risks as needed.	3.20	3.21	3.40	3.13	-0.27 ▼
14. I determine the potential outcome of adverse risk events.	3.20	3.13	3.00	3.47	+0.47 ▲
15. I promote risk management competence throughout the organization.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. You participate in safety training when offered.	15	3.47	93.3	7%	40%	53%	
17. You participate in safety training as applicable.	15	2.93	73.3	27%	53%	20%	
18. You participate in safety training when available.	15	3.40	93.3	7%	47%	47%	
19. You identify and addresses safety needs.	15	3.53	100.0		47%	53%	
20. You are committed to safety in the workplace.	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. You participate in safety training when offered.	3.33	3.00	3.07	3.47	+0.40 ▲
17. You participate in safety training as applicable.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You participate in safety training when available.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You identify and addresses safety needs.	3.13	2.87	3.53	3.53	
20. You are committed to safety in the workplace.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. You value the opinions of others.	15	3.00	80.0	20%	60%		20%
22. You are a role model for others demonstrating the importance of interpersonal skills.	15	3.53	100.0		47%	53%	
23. I take time to recognize the efforts of others.	15	3.13	86.7	13%	60%		27%
24. I am willing to overlook personal differences and focus on completing the task at hand.	15	3.13	80.0	7%	13%	40%	40%
25. I work diligently to assist customers in finding the right products.	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. You value the opinions of others.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You are a role model for others demonstrating the importance of interpersonal skills.	3.20	3.33	3.07	3.53	+0.47 ▲
23. I take time to recognize the efforts of others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. I am willing to overlook personal differences and focus on completing the task at hand.	3.33	3.47	3.33	3.13	-0.20 ▼
25. I work diligently to assist customers in finding the right products.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. You foster an environment built upon trust.	15	3.20	93.3	7%	60%	33%	
27. You protect the integrity and confidentiality of information	15	3.40	93.3	7%	47%	47%	
28. You demonstrate sincerity in actions with others.	15	3.60	93.3	7%	27%	67%	
29. You develop trust and confidence from others.	15	3.20	86.7	13%	53%	33%	
30. You demonstrate honesty and truthfulness at all times.	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. You foster an environment built upon trust.	3.53	3.33	3.33	3.20	-0.13 ▼
27. You protect the integrity and confidentiality of information	3.20	3.33	2.93	3.40	+0.47 ▲
28. You demonstrate sincerity in actions with others.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You develop trust and confidence from others.	3.21	3.20	3.20	3.20	
30. You demonstrate honesty and truthfulness at all times.	2.87	3.27	3.07	3.00	-0.07 ▼

Feedback

Accepts and provides evaluative or corrective information to improve 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. You are visible and approachable.	15	3.33	93.3	7%	53%	40%	
32. You are easy to approach with ideas and opinions.	14	3.29	100.0		71%	29%	
33. You look to others for input.	15	3.27	100.0		73%	27%	
34. You share past experiences with others as learning opportunities.	15	3.47	93.3	7%	40%	53%	
35. You ask others for their ideas and opinions.	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. You are visible and approachable.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You are easy to approach with ideas and opinions.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You look to others for input.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You share past experiences with others as learning opportunities.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You ask others for their ideas and opinions.	3.20	3.27	3.13	3.13	

Client Focus

Prioritizing the client's needs, expectations interactions above all else. Understanding and addressing client needs, providing excellent service. Consistently delivering value to clients. A client-focused approach involves fostering a company culture dedicated to enhancing client satisfaction and building strong client relationships.

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. I actively listen to concerns from clients.	15	3.20	93.3	7%	67%		27%
37. I meet with clients on a regular basis.	15	3.33	93.3	7%	53%		40%
38. I am available to respond to client needs.	15	3.07	86.7	13%	67%		20%
39. You build trust with the client.	15	3.33	100.0		67%		33%
40. You obtain feedback to ensure client needs are being met.	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. I actively listen to concerns from clients.	3.53	3.20	3.33	3.20	-0.13 ▼
37. I meet with clients on a regular basis.	3.20	3.27	3.07	3.33	+0.26 ▲
38. I am available to respond to client needs.	3.13	3.40	3.33	3.07	-0.27 ▼
39. You build trust with the client.	3.20	3.27	3.00	3.33	+0.33 ▲
40. You obtain feedback to ensure client needs are being met.	3.00	3.20	3.27	3.33	+0.07 ▲

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
41. I control emotional responses to maintain a productive atmosphere.	15	3.33	93.3	7%	53%	40%	
42. You keep emotions in check to avoid negative outbursts.	15	3.40	93.3	7%	47%	47%	
43. I am an effective negotiator, fostering positive relationships and achieving good outcomes.	15	3.13	86.7	13%	60%	27%	
44. I understand the current situation of both parties.	15	3.27	100.0		73%	27%	
45. You research the needs of the other party to identify strengths and weaknesses of positions.	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. I control emotional responses to maintain a productive atmosphere.	3.47	3.20	2.93	3.33	+0.40 ▲
42. You keep emotions in check to avoid negative outbursts.	3.27	3.53	3.13	3.40	+0.27 ▲
43. I am an effective negotiator, fostering positive relationships and achieving good outcomes.	3.87	3.13	3.20	3.13	-0.07 ▼
44. I understand the current situation of both parties.	3.33	3.27	3.87	3.27	-0.60 ▼
45. You research the needs of the other party to identify strengths and weaknesses of positions.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. You constructively receive criticism and suggestions from others.	15	3.40	93.3	7%	47%	47%	
47. You are able to see issues from others' perspectives.	15	3.20	93.3	7%	67%	27%	
48. You respect the opinions of other employees.	15	3.20	93.3	7%	60%	33%	
49. You form working relationships with employees from other departments.	15	3.47	100.0		53%	47%	
50. You consistently demonstrate ability and willingness to trust others.	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. You constructively receive criticism and suggestions from others.	3.27	3.40	3.20	3.40	+0.20 ▲
47. You are able to see issues from others' perspectives.	3.33	3.40	3.20	3.20	
48. You respect the opinions of other employees.	3.60	3.33	3.20	3.20	
49. You form working relationships with employees from other departments.	3.00	3.47	3.13	3.47	+0.33 ▲
50. You consistently demonstrate ability and willingness to trust others.	3.20	3.67	3.27	3.20	-0.07 ▼

Company

Maintains loyalty to the company.

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
51. You understand the "basics" as to how [Company] functions/operates.	15	3.53	100.0		47%	53%	
52. You impress upon others the important aspects of [Company].	15	3.27	93.3	7%	60%	33%	
53. You attend [Company] gatherings and social events.	15	3.33	100.0		67%	33%	
54. You understand the use of [Company] products and services.	15	3.40	93.3	7%	47%	47%	
55. You follow existing procedures and processes.	15	3.00	80.0	20%	60%	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
51. You understand the "basics" as to how [Company] functions/operates.	3.47	3.47	3.13	3.53	+0.40 ▲
52. You impress upon others the important aspects of [Company].	3.47	3.00	3.60	3.27	-0.33 ▼
53. You attend [Company] gatherings and social events.	3.20	3.20	3.13	3.33	+0.20 ▲
54. You understand the use of [Company] products and services.	3.20	3.60	3.13	3.40	+0.27 ▲
55. You follow existing procedures and processes.	3.27	3.40	3.27	3.00	-0.27 ▼