



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.

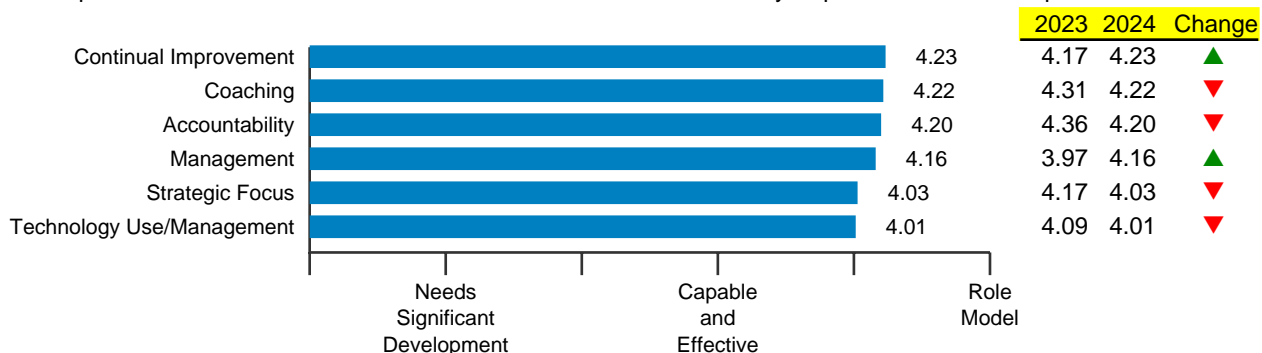
What to Do with Your Feedback

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

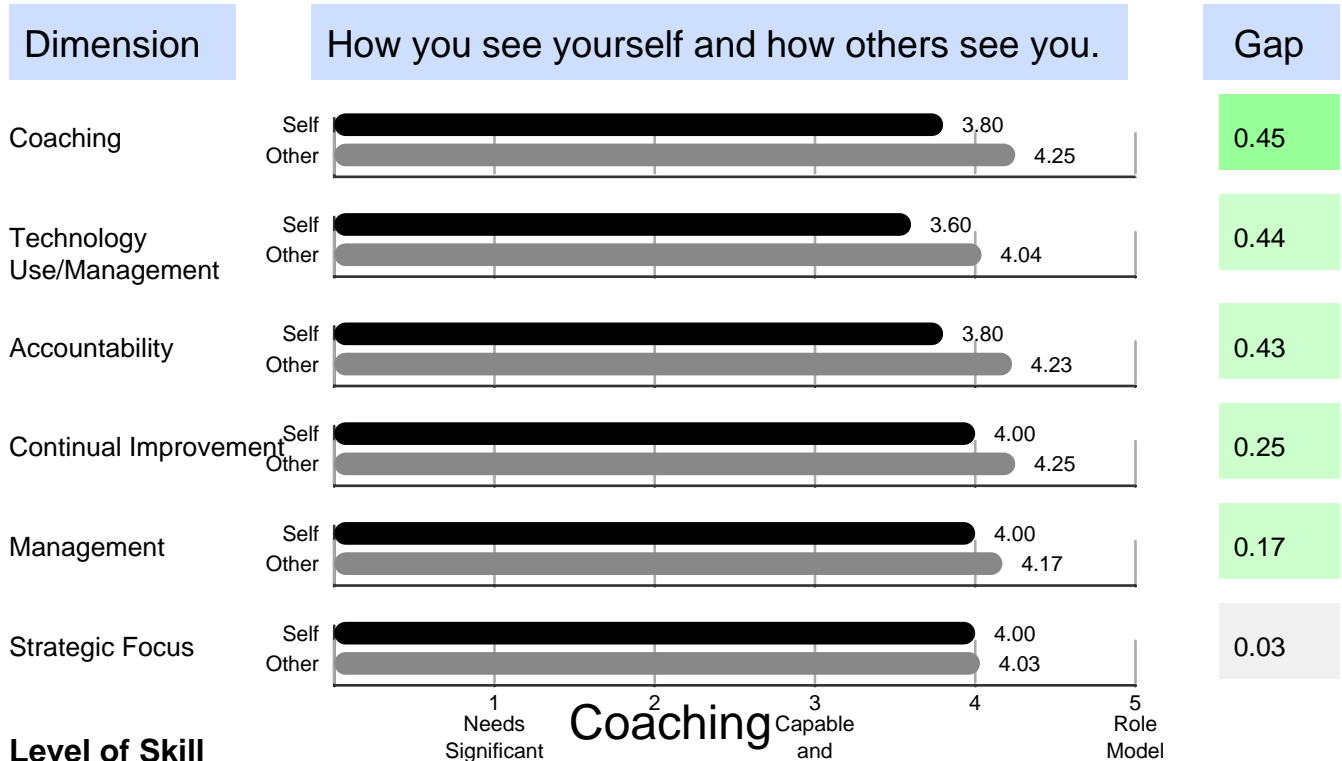
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 6 principal dimensions of leadership.

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.



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	Coaching				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Provides clear, motivating, and constructive feedback.	15	4.13	80.0	20%		47%		33%
2. Helps employees to understand responsibilities, authority, and expectations.	15	4.33	100.0			67%		33%
3. Meets regularly with employees to coach them on areas that will enhance their performance	15	4.33	93.3	7%		53%		40%
4. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.07	86.7	13%		67%		20%
5. Develops the skills and capabilities of others.	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. Provides clear, motivating, and constructive feedback.	4.00	4.13	+0.13 ▲
2. Helps employees to understand responsibilities, authority, and expectations.	4.40	4.33	-0.07 ▼
3. Meets regularly with employees to coach them on areas that will enhance their performance	4.47	4.33	-0.13 ▼
4. Coaches employees in how to strengthen knowledge and skills to improve work performance.	4.47	4.07	-0.40 ▼
5. Develops the skills and capabilities of others.	4.20	4.21	+0.01 ▲

Accountability

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
6. Takes responsibility for errors and actively works to correct them.	15	4.33	93.3	7%	53%	40%		
7. Informs supervisor of progress without having to be asked about it.	15	4.33	86.7	13%	40%	47%		
8. Recognizes when a mistake is made and works to correct the issue.	15	4.07	80.0	20%	53%	27%		
9. Takes responsibility for their actions and admits mistakes openly.	15	4.13	80.0	20%	47%	33%		
10. Takes full responsibility for team's lack of progress.	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. Takes responsibility for errors and actively works to correct them.	4.13	4.33	+0.20 ▲
7. Informs supervisor of progress without having to be asked about it.	4.33	4.33	
8. Recognizes when a mistake is made and works to correct the issue.	4.20	4.07	-0.13 ▼
9. Takes responsibility for their actions and admits mistakes openly.	4.67	4.13	-0.53 ▼
10. Takes full responsibility for team's lack of progress.	4.47	4.13	-0.33 ▼

Continual Improvement

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
11. Open to the suggestions from others.	15	4.67	100.0					
12. Looks for ways to improve work processes and procedures.	15	4.20	86.7					
13. Looks for ways to expand current job responsibilities.	14	3.64	57.1					
14. Looks for ways to expand and learn new job skills.	14	4.14	85.7					
15. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	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. Open to the suggestions from others.	4.20	4.67	+0.47 ▲
12. Looks for ways to improve work processes and procedures.	3.93	4.20	+0.27 ▲
13. Looks for ways to expand current job responsibilities.	4.47	3.64	-0.82 ▼
14. Looks for ways to expand and learn new job skills.	4.00	4.14	+0.14 ▲
15. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	4.27	4.47	+0.20 ▲

Management

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Keep staff informed about what is happening in the company	15	4.00	66.7	7%	27%	27%	40%	
17. Makes you feel enthusiastic about your work	15	3.87	66.7		33%	47%	20%	
18. Is ready to offer help	15	4.20	86.7	7%	7%	47%	40%	
19. Delegate tasks effectively	15	4.33	86.7		13%	40%	47%	
20. Takes responsibility for things that go wrong	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. Keep staff informed about what is happening in the company	3.64	4.00	+0.36 ▲
17. Makes you feel enthusiastic about your work	4.33	3.87	-0.47 ▼
18. Is ready to offer help	3.93	4.20	+0.27 ▲
19. Delegate tasks effectively	4.33	4.33	
20. Takes responsibility for things that go wrong	3.60	4.40	+0.80 ▲

Technology Use/Management

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Maximizes the use of new technology to deliver products and services.	15	3.93	73.3	27%		53%		20%
22. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.00	66.7	13%	20%	20%		47%
23. Proficient in the use of technical systems and processes.	15	4.07	80.0	20%		53%		27%
24. Supports technical training and development of employees.	15	4.00	73.3	13%	13%	33%		40%
25. Supports employee training and development initiatives regarding implementation of technology.	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. Maximizes the use of new technology to deliver products and services.	4.20	3.93	-0.27 ▼
22. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	4.20	4.00	-0.20 ▼
23. Proficient in the use of technical systems and processes.	4.13	4.07	-0.07 ▼
24. Supports technical training and development of employees.	3.80	4.00	+0.20 ▲
25. Supports employee training and development initiatives regarding implementation of technology.	4.13	4.07	-0.07 ▼

Strategic Focus

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. Identifies business strategies to strengthen competitive capabilities.	15	4.00	80.0	7%	13%	53%	27%	
27. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	15	3.67	66.7	20%	13%	47%	20%	
28. Creates strategic objectives to increase revenue and profit margins.	15	4.40	86.7	13%	33%	53%		
29. Evaluates and reviews the implementation of the strategic plan to ensure achievement of the objectives.	15	4.07	80.0	20%	53%	27%		
30. Undertakes a SWOT analysis to determine the best strategy to move forward.	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. Identifies business strategies to strengthen competitive capabilities.	4.47	4.00	-0.47 ▼
27. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	4.00	3.67	-0.33 ▼
28. Creates strategic objectives to increase revenue and profit margins.	4.33	4.40	+0.07 ▲
29. Evaluates and reviews the implementation of the strategic plan to ensure achievement of the objectives.	4.07	4.07	
30. Undertakes a SWOT analysis to determine the best strategy to move forward.	4.00	4.00	

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?