



Feedback Results  
Your CompanyName Here  
2024

Sample Employee

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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.

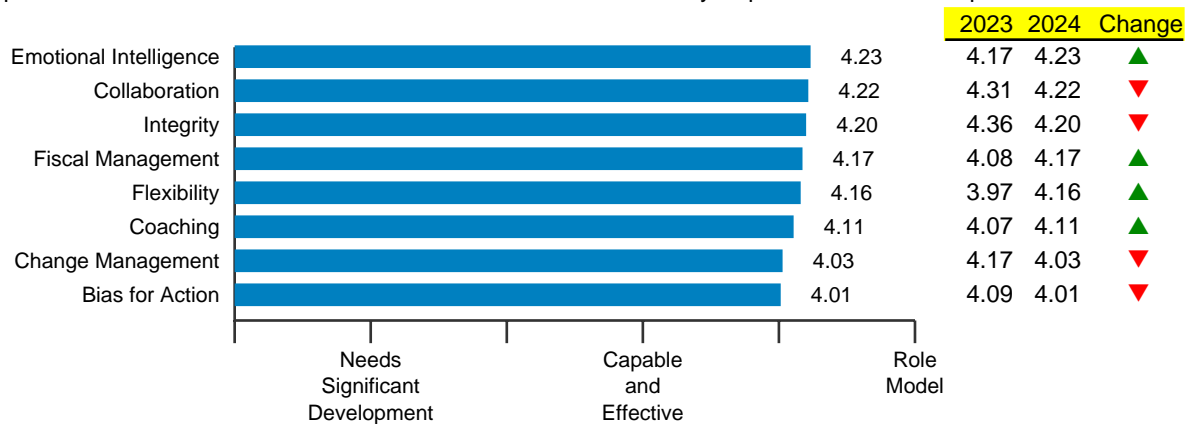
## What to Do with Your Feedback

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

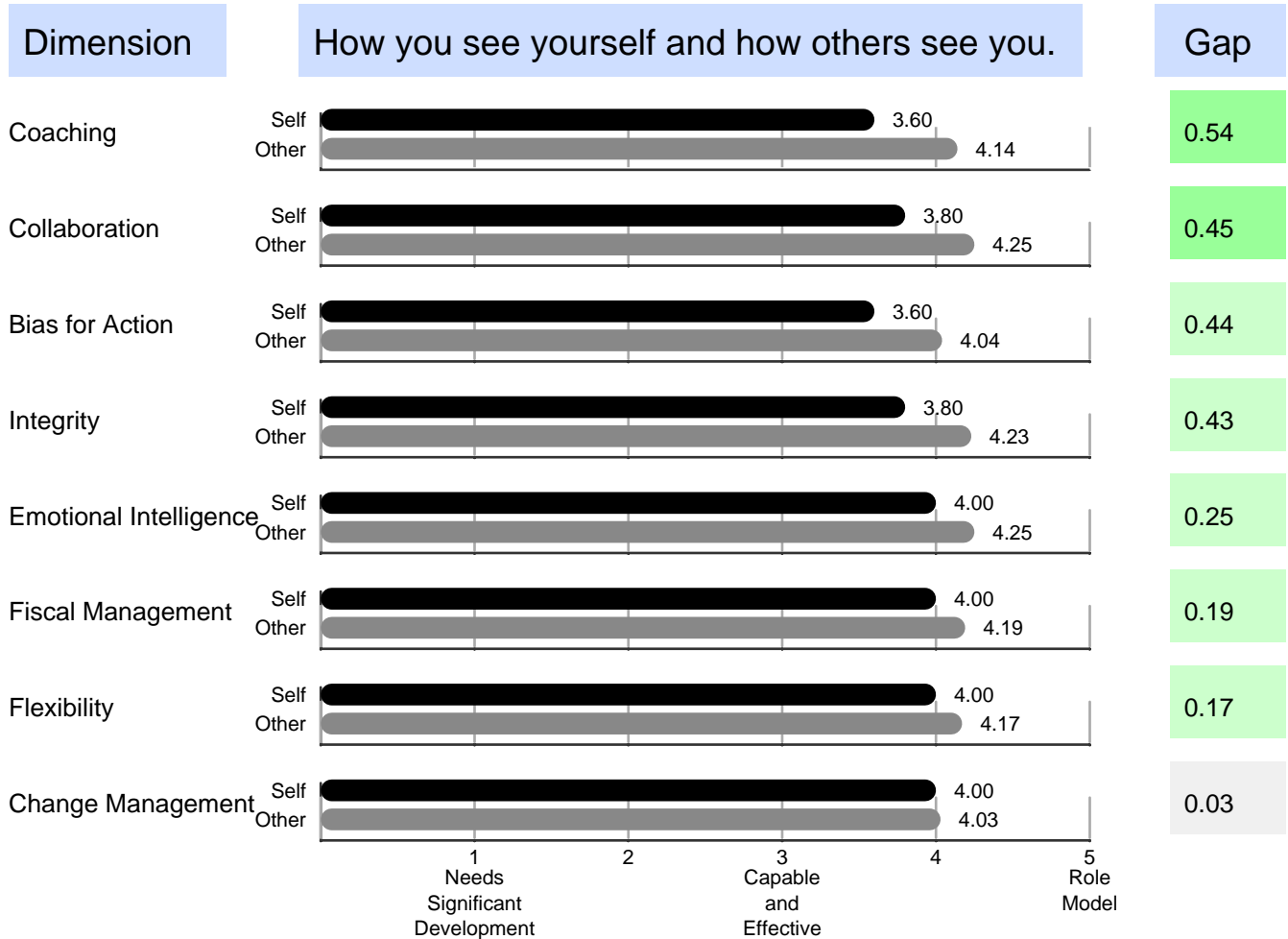
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## Collaboration

### 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
1. Guides team members to reconcile their differences and collaborate effectively.	15	4.13	80.0	20%		47%		33%
2. Has the confidence and trust of other partners.	15	4.33	100.0		67%			33%
3. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	15	4.33	93.3	7%		53%		40%
4. Encourages open dialog and sharing of information among team members.	15	4.07	86.7	13%		67%		20%
5. Collaborates in time, effort, and expertise to help achieve success.	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. Guides team members to reconcile their differences and collaborate effectively.	4.00	4.13	+0.13 ▲
2. Has the confidence and trust of other partners.	4.40	4.33	-0.07 ▼
3. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	4.47	4.33	-0.13 ▼
4. Encourages open dialog and sharing of information among team members.	4.47	4.07	-0.40 ▼
5. Collaborates in time, effort, and expertise to help achieve success.	4.20	4.21	+0.01 ▲

## Integrity

### 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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Establishes relationships of trust, honesty, fairness, and integrity.	15	4.33	93.3	7%	53%		40%	
7. Does what was promised.	15	4.33	86.7	13%	40%		47%	
8. Fosters an environment built upon trust.	15	4.07	80.0	20%	53%		27%	
9. Accepts responsibility for mistakes.	15	4.13	80.0	20%	47%		33%	
10. Develops trust and confidence from others.	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. Establishes relationships of trust, honesty, fairness, and integrity.	4.13	4.33	+0.20 ▲
7. Does what was promised.	4.33	4.33	
8. Fosters an environment built upon trust.	4.20	4.07	-0.13 ▼
9. Accepts responsibility for mistakes.	4.67	4.13	-0.53 ▼
10. Develops trust and confidence from others.	4.47	4.13	-0.33 ▼

## Emotional Intelligence

### 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. Able to understand others' points of view.	15	4.67	100.0					
12. Is able to express themselves clearly.	15	4.20	86.7					
13. Accurately perceives the emotional reactions of others.	14	3.64	57.1					
14. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	14	4.14	85.7					
15. Is attentive to emotional cues and interprets others' feelings correctly.	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. Able to understand others' points of view.	4.20	4.67	+0.47 ▲
12. Is able to express themselves clearly.	3.93	4.20	+0.27 ▲
13. Accurately perceives the emotional reactions of others.	4.47	3.64	-0.82 ▼
14. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	4.00	4.14	+0.14 ▲
15. Is attentive to emotional cues and interprets others' feelings correctly.	4.27	4.47	+0.20 ▲

## Flexibility

### 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
16. Is resilient and proactive to help thrive in unpredictable environments.	15	4.00	66.7	7%	27%	27%	40%	
17. Adapts workflows according to changing needs.	15	3.87	66.7		33%	47%	20%	
18. Allows for flexibility in setting realistic performance goals.	15	4.20	86.7	7%	7%	47%	40%	
19. Supports a flexible culture that values continuous improvement and innovation.	15	4.33	86.7		13%	40%	47%	
20. Recognizes and quickly adapts to shifts in the environment, market, or industry.	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. Is resilient and proactive to help thrive in unpredictable environments.	3.64	4.00	+0.36 ▲
17. Adapts workflows according to changing needs.	4.33	3.87	-0.47 ▼
18. Allows for flexibility in setting realistic performance goals.	3.93	4.20	+0.27 ▲
19. Supports a flexible culture that values continuous improvement and innovation.	4.33	4.33	
20. Recognizes and quickly adapts to shifts in the environment, market, or industry.	3.60	4.40	+0.80 ▲

## Bias for Action

### 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	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.93	73.3	27%		53%		20%
22. Displays high energy and enthusiasm on consistent basis.	15	4.00	66.7	13%	20%	20%		47%
23. Motivates others to achieve or exceed goals	15	4.07	80.0	20%		53%		27%
24. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	4.00	73.3	13%	13%	33%		40%
25. Conveys a sense of urgency about addressing problems and opportunities	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. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	4.20	3.93	-0.27 ▼
22. Displays high energy and enthusiasm on consistent basis.	4.20	4.00	-0.20 ▼
23. Motivates others to achieve or exceed goals	4.13	4.07	-0.07 ▼
24. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.80	4.00	+0.20 ▲
25. Conveys a sense of urgency about addressing problems and opportunities	4.13	4.07	-0.07 ▼



## Change 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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Adopts changes to set and example for others to follow.	15	4.00	80.0	7%	13%	53%		27%
27. Supports new initiatives for organizational changes to improve effectiveness.	15	3.67	66.7	20%	13%	47%		20%
28. Is an inspiration for others to accept the recent changes.	15	4.40	86.7	13%	33%	53%		
29. Effective in dealing with ambiguous and challenging situations.	15	4.07	80.0	20%		53%		27%
30. Develops plans for following through on the changes.	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. Adopts changes to set and example for others to follow.	4.47	4.00	-0.47 ▼
27. Supports new initiatives for organizational changes to improve effectiveness.	4.00	3.67	-0.33 ▼
28. Is an inspiration for others to accept the recent changes.	4.33	4.40	+0.07 ▲
29. Effective in dealing with ambiguous and challenging situations.	4.07	4.07	
30. Develops plans for following through on the changes.	4.00	4.00	

# Coaching

## 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	Response Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Helps employees to understand responsibilities, authority, and expectations.	15	4.27	93.3	7%	60%			33%
32. Helps employees to maintain high personal standards.	14	4.14	92.9	7%	71%			21%
33. Meets regularly with employees to coach them on areas that will enhance their performance	15	4.27	100.0		73%			27%
34. Conducts regular performance appraisals and feedback.	15	4.40	93.3	7%	47%			47%
35. Develops the skills and capabilities of others.	15	3.47	53.3	13%	33%		47%	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
31. Helps employees to understand responsibilities, authority, and expectations.	4.27	4.27	
32. Helps employees to maintain high personal standards.	4.20	4.14	-0.06 ▼
33. Meets regularly with employees to coach them on areas that will enhance their performance	3.67	4.27	+0.60 ▲
34. Conducts regular performance appraisals and feedback.	4.00	4.40	+0.40 ▲
35. Develops the skills and capabilities of others.	4.20	3.47	-0.73 ▼

## Fiscal 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	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Develops budgets and plans for various programs and initiatives.	15	4.20	93.3	7%		67%		27%
37. Monitors expenses and verifies the need for items purchased.	15	4.27	93.3	7%		60%		33%
38. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	4.00	80.0		20%	60%		20%
39. Provides budgeting and accounting support to the Company.	15	4.07	86.7	7%	7%	60%		27%
40. Effective in using Company's resources.	15	4.33	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	2023	2024	Change
36. Develops budgets and plans for various programs and initiatives.	4.00	4.20	+0.20 ▲
37. Monitors expenses and verifies the need for items purchased.	4.21	4.27	+0.05 ▲
38. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	4.07	4.00	-0.07 ▼
39. Provides budgeting and accounting support to the Company.	3.87	4.07	+0.20 ▲
40. Effective in using Company's resources.	4.27	4.33	+0.07 ▲

## 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?