



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.

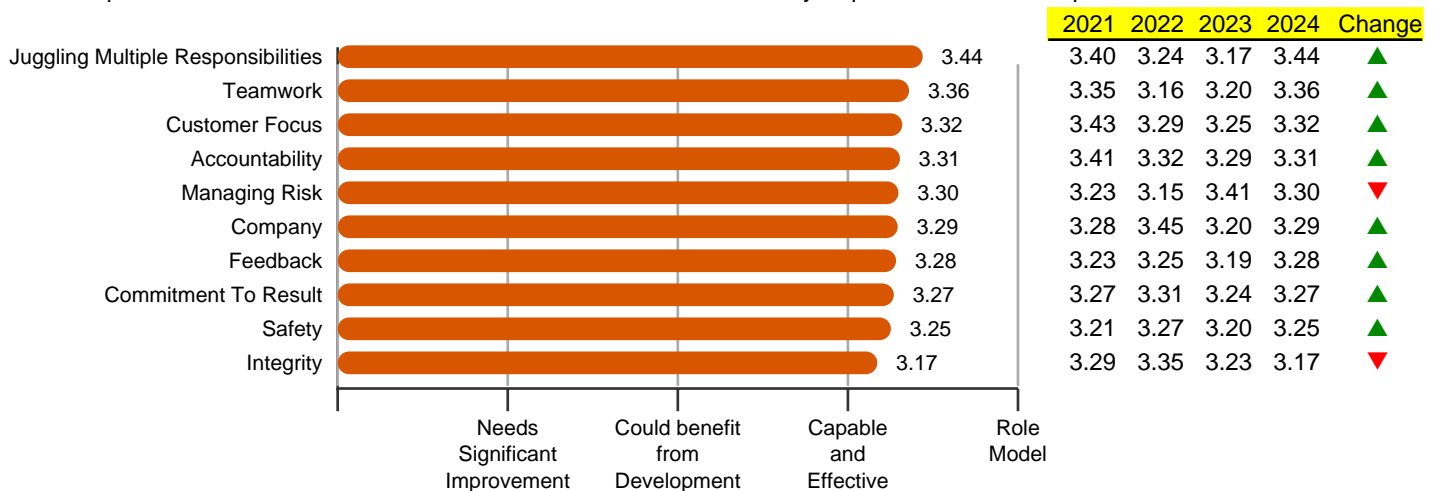
What to Do with Your Feedback

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

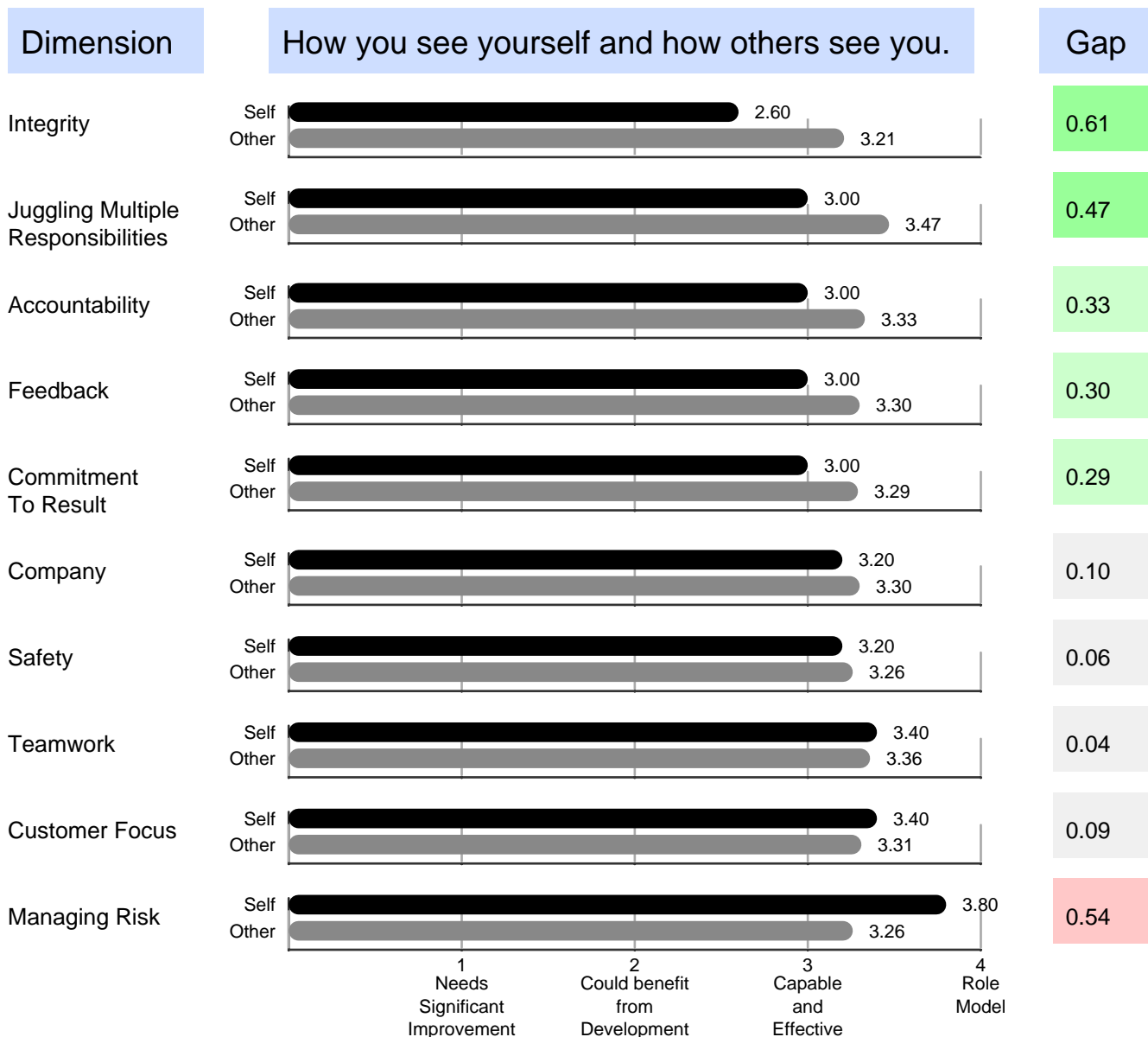
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Commitment To Result

Committed to successfully achieving results. Goes above and beyond 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. Coordinates all department activities into a cohesive team effort.	15	3.20	86.7	13%	53%	33%	
2. Able to focus on a task even when working alone.	15	3.33	100.0		67%	33%	
3. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.33	93.3	7%	53%	40%	
4. Takes immediate action toward goals.	15	3.27	93.3	7%	60%	33%	
5. Committed to the team.	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. Coordinates all department activities into a cohesive team effort.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Able to focus on a task even when working alone.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Takes immediate action toward goals.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Committed to the team.	3.00	3.20	3.13	3.21	+0.08 ▲

Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

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. Documents performance goals through an individual development plan.	15	3.47	100.0		53%	47%	
7. Regularly completes tasks on time.	15	3.40	93.3	7%	47%	47%	
8. Acknowledges errors and takes the steps necessary to rectify them.	15	3.20	86.7	13%	53%	33%	
9. Exhibits a sense of ownership of outcomes and results.	15	3.27	86.7	13%	47%	40%	
10. Defines roles, rights, and responsibilities of employees.	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. Documents performance goals through an individual development plan.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Regularly completes tasks on time.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Acknowledges errors and takes the steps necessary to rectify them.	3.40	3.40	3.20	3.20	
9. Exhibits a sense of ownership of outcomes and results.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Defines roles, rights, and responsibilities of employees.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Assesses current capabilities before committing to new requests from customers.	15	3.67	100.0	33%	67%		
12. Coordinates the work of a team by assigning tasks to other team members.	15	3.40	93.3	7%	47%	47%	
13. Keeps track of multiple assignments and deadlines.	15	3.13	86.7	13%	60%	27%	
14. Plans and organizes continuously while performing all other responsibilities and activities.	15	3.47	100.0	53%	47%		
15. Is aware of the deadlines for specific tasks/assignments.	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. Assesses current capabilities before committing to new requests from customers.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Coordinates the work of a team by assigning tasks to other team members.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Keeps track of multiple assignments and deadlines.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Plans and organizes continuously while performing all other responsibilities and activities.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Is aware of the deadlines for specific tasks/assignments.	3.67	3.27	3.20	3.53	+0.33 ▲

Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building.

To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members.

Some teams have a specified leader to help supervise or coach other team members.

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. Works with other team members to identify bottle necks in the production process.	15	3.47	93.3	7%	40%	53%	
17. Contributes to and supports team decision-making process	15	2.93	73.3	27%	53%	20%	
18. Creates a culture that fosters and values collaboration.	15	3.40	93.3	7%	47%	47%	
19. Helps the team balance analysis with decisiveness in making decisions.	15	3.53	100.0		47%	53%	
20. Promotes open communication on the team.	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. Works with other team members to identify bottle necks in the production process.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Contributes to and supports team decision-making process	3.40	3.20	3.33	2.93	-0.40 ▼
18. Creates a culture that fosters and values collaboration.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Helps the team balance analysis with decisiveness in making decisions.	3.13	2.87	3.53	3.53	
20. Promotes open communication on the team.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Demonstrates honesty and truthfulness at all times.	15	3.00	80.0	20%	60%		20%
22. Demonstrates sincerity in actions with others.	15	3.53	100.0		47%	53%	
23. Fosters an environment built upon trust.	15	3.13	86.7	13%	60%		27%
24. Maintains strong relationships with others.	15	3.13	80.0	7%	13%	40%	40%
25. Follows tasks to completion.	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. Demonstrates honesty and truthfulness at all times.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Demonstrates sincerity in actions with others.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Fosters an environment built upon trust.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Maintains strong relationships with others.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Follows tasks to completion.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Actively seeks feedback from others.	15	3.20	93.3	7%	60%	33%	
27. Accepts the views of others.	15	3.40	93.3	7%	47%	47%	
28. Seeks feedback to enhance performance.	15	3.60	93.3	7%	27%	67%	
29. Looks to others for input.	15	3.20	86.7	13%	53%	33%	
30. Is visible and approachable.	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. Actively seeks feedback from others.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Accepts the views of others.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Seeks feedback to enhance performance.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Looks to others for input.	3.21	3.20	3.20	3.20	
30. Is visible and approachable.	2.87	3.27	3.07	3.00	-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
31. Understands how to meet regulatory compliance.	15	3.33	93.3	7%	53%	40%	
32. Uses financial data to mitigate financial risks.	14	3.29	100.0		71%	29%	
33. Works effectively to transfers risk.	15	3.27	100.0		73%	27%	
34. Uses risk management to remain in compliance with regulations.	15	3.47	93.3	7%	40%	53%	
35. Minimizes the increase in costs due to global events or supply chain issues.	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. Understands how to meet regulatory compliance.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Uses financial data to mitigate financial risks.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Works effectively to transfers risk.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Uses risk management to remain in compliance with regulations.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Minimizes the increase in costs due to global events or supply chain issues.	3.20	3.27	3.13	3.13	

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
36. Performs work safely.	15	3.20	93.3	7%	67%		27%
37. Is not afraid to question a potential safety issue observed in the workplace.	15	3.33	93.3	7%	53%		40%
38. Encourages others to work safely.	15	3.07	86.7	13%	67%		20%
39. Seeks to reduce the likelihood of accidents.	15	3.33	100.0		67%		33%
40. Develops a sustainable safety culture.	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. Performs work safely.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Is not afraid to question a potential safety issue observed in the workplace.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Encourages others to work safely.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Seeks to reduce the likelihood of accidents.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Develops a sustainable safety culture.	3.00	3.20	3.27	3.33	+0.07 ▲

Customer Focus

Prioritizing the customer's needs, expectations interactions above all else. Understanding and addressing customer needs, providing excellent service. Consistently delivering value to customers. A customer-focused approach involves fostering a company culture dedicated to enhancing customer satisfaction and building strong customer 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
41. Is honest in all communication with the customers.	15	3.33	93.3	7%	53%	40%	
42. Puts customer's needs first.	15	3.40	93.3	7%	47%	47%	
43. Helps customers feel they are receiving services tailored specifically to their needs.	15	3.13	86.7	13%	60%	27%	
44. Provides excellent service to customers.	15	3.27	100.0		73%	27%	
45. Responds to feedback from customers.	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. Is honest in all communication with the customers.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Puts customer's needs first.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Helps customers feel they are receiving services tailored specifically to their needs.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Provides excellent service to customers.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Responds to feedback from customers.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. Attends [Company] gatherings and social events.	15	3.40	93.3	7%	47%	47%	
47. Understands the "basics" as to how [Company] functions/operates.	15	3.20	93.3	7%	67%	27%	
48. Follows existing procedures and processes.	15	3.20	93.3	7%	60%	33%	
49. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.47	100.0		53%	47%	
50. Impresses upon others the important aspects of [Company].	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. Attends [Company] gatherings and social events.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Understands the "basics" as to how [Company] functions/operates.	3.33	3.40	3.20	3.20	
48. Follows existing procedures and processes.	3.60	3.33	3.20	3.20	
49. Expresses loyalty and dedication to [Company] in interactions with others.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Impresses upon others the important aspects of [Company].	3.20	3.67	3.27	3.20	-0.07 ▼