



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.

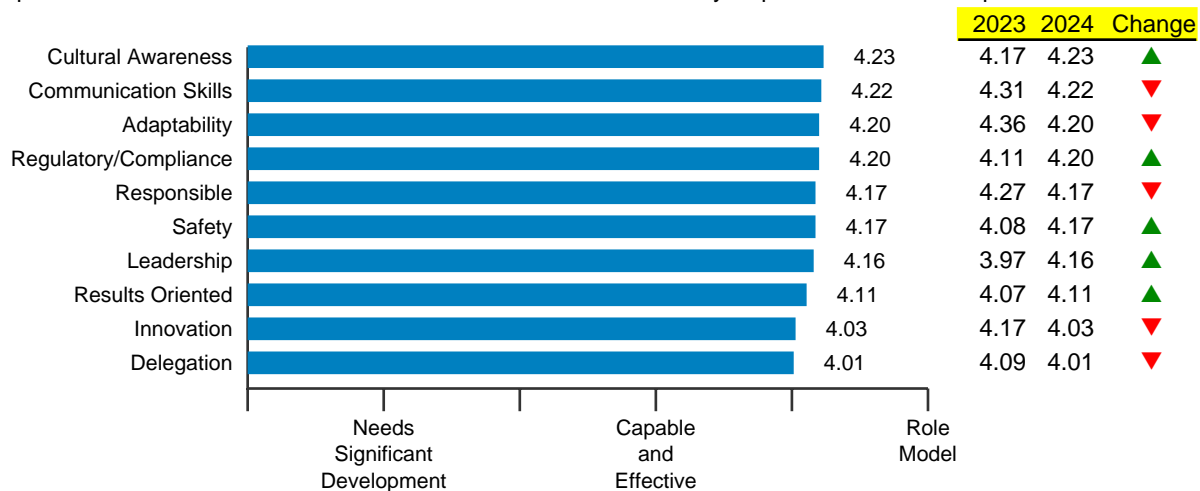
What to Do with Your Feedback

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

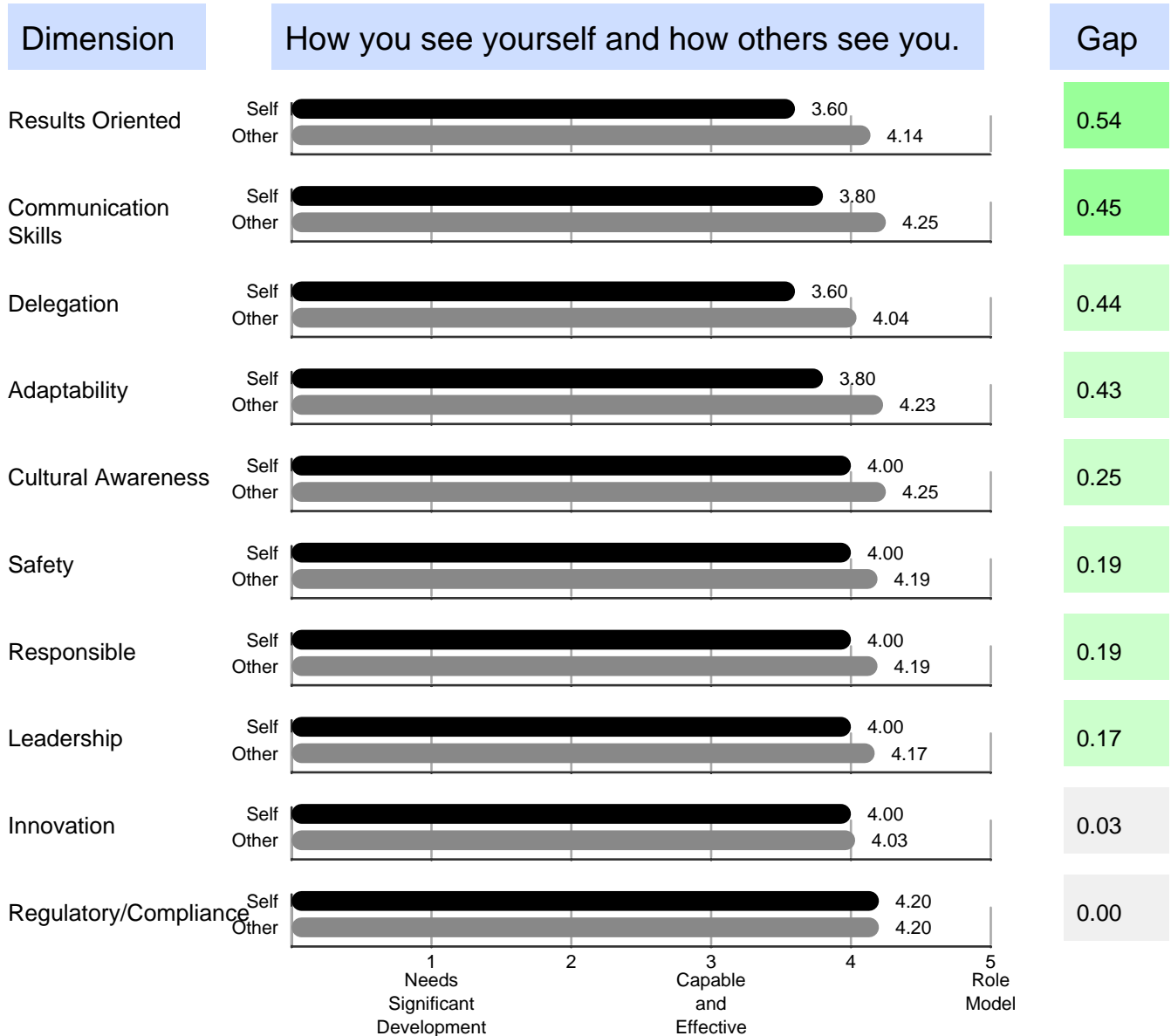
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Communication Skills

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
1. You give clear and convincing presentations.	15	4.13	80.0	20%	47%	33%		
2. I update others on changes or progress in plans and goals.	15	4.33	100.0		67%	33%		
3. You overcome barriers that prevent effective communication.	15	4.33	93.3	7%	53%	40%		
4. I maintain an open-door policy to be available for answers and guidance when needed.	15	4.07	86.7	13%	67%	20%		
5. You are able to deliver presentations.	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. You give clear and convincing presentations.	4.00	4.13	+0.13 ▲
2. I update others on changes or progress in plans and goals.	4.40	4.33	-0.07 ▼
3. You overcome barriers that prevent effective communication.	4.47	4.33	-0.13 ▼
4. I maintain an open-door policy to be available for answers and guidance when needed.	4.47	4.07	-0.40 ▼
5. You are able to deliver presentations.	4.20	4.21	+0.01 ▲

Adaptability

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
6. You adjust priorities to changing business goals.	15	4.33	93.3	7%	53%		40%	
7. You are open to changes in policies and procedures.	15	4.33	86.7	13%	40%		47%	
8. You are open to change and adjusts plans when needed.	15	4.07	80.0	20%	53%		27%	
9. You adjust plans to meet the needs of new constraints.	15	4.13	80.0	20%	47%		33%	
10. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	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. You adjust priorities to changing business goals.	4.13	4.33	+0.20 ▲
7. You are open to changes in policies and procedures.	4.33	4.33	
8. You are open to change and adjusts plans when needed.	4.20	4.07	-0.13 ▼
9. You adjust plans to meet the needs of new constraints.	4.67	4.13	-0.53 ▼
10. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	4.47	4.13	-0.33 ▼

Cultural Awareness

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. You foster a diverse workforce free from discrimination and harassment.	15	4.67	100.0					
12. You understand what customs and etiquette are important for individuals from other cultures.	15	4.20	86.7					
13. You respect others regardless of age, race, gender, nationality, or disability.	14	3.64	57.1					
14. You are aware of the similarities and differences among and between cultural groups.	14	4.14	85.7					
15. You are open to learning about different cultures.	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. You foster a diverse workforce free from discrimination and harassment.	4.20	4.67	+0.47 ▲
12. You understand what customs and etiquette are important for individuals from other cultures.	3.93	4.20	+0.27 ▲
13. You respect others regardless of age, race, gender, nationality, or disability.	4.47	3.64	-0.82 ▼
14. You are aware of the similarities and differences among and between cultural groups.	4.00	4.14	+0.14 ▲
15. You are open to learning about different cultures.	4.27	4.47	+0.20 ▲

Leadership

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
16. You are able to organize the work of others.	15	4.00	66.7	7%	27%	27%	40%	
17. You guide decision-making by coaching, counseling and rewarding.	15	3.87	66.7		33%	47%	20%	
18. You set clear goals and objectives for subordinates.	15	4.20	86.7	7%	7%	47%	40%	
19. You take ownership and accountability for results	15	4.33	86.7		13%	40%	47%	
20. You demonstrate leadership and courage in critical situations.	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. You are able to organize the work of others.	3.64	4.00	+0.36 ▲
17. You guide decision-making by coaching, counseling and rewarding.	4.33	3.87	-0.47 ▼
18. You set clear goals and objectives for subordinates.	3.93	4.20	+0.27 ▲
19. You take ownership and accountability for results	4.33	4.33	
20. You demonstrate leadership and courage in critical situations.	3.60	4.40	+0.80 ▲

Delegation

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. You entrust subordinates with important tasks.	15	3.93	73.3	27%		53%		20%
22. You clearly define duties and tasks to be completed.	15	4.00	66.7	13%	20%	20%		47%
23. You encourage and empower subordinates to use initiative in achieving goals and objectives.	15	4.07	80.0	20%		53%		27%
24. You set clear and reasonable expectations for others and follow through on their progress.	15	4.00	73.3	13%	13%	33%		40%
25. You define goals and objectives for subordinates.	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. You entrust subordinates with important tasks.	4.20	3.93	-0.27 ▼
22. You clearly define duties and tasks to be completed.	4.20	4.00	-0.20 ▼
23. You encourage and empower subordinates to use initiative in achieving goals and objectives.	4.13	4.07	-0.07 ▼
24. You set clear and reasonable expectations for others and follow through on their progress.	3.80	4.00	+0.20 ▲
25. You define goals and objectives for subordinates.	4.13	4.07	-0.07 ▼

Innovation

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. You challenge current procedures to develop other alternatives.	15	4.00	80.0	7%	13%	53%		27%
27. You create improved methods or solutions for meeting goals and objectives.	15	3.67	66.7	20%	13%	47%		20%
28. You encourage open communication to ensure that all proposals are considered.	15	4.40	86.7	13%	33%	53%		
29. You solve problems with insight and understanding.	15	4.07	80.0	20%		53%		27%
30. You suggest new ideas at meetings.	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. You challenge current procedures to develop other alternatives.	4.47	4.00	-0.47 ▼
27. You create improved methods or solutions for meeting goals and objectives.	4.00	3.67	-0.33 ▼
28. You encourage open communication to ensure that all proposals are considered.	4.33	4.40	+0.07 ▲
29. You solve problems with insight and understanding.	4.07	4.07	
30. You suggest new ideas at meetings.	4.00	4.00	

Results Oriented

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
31. You are willing to take on new assignments to help increase production.	15	4.27	93.3	7%	60%			33%
32. You determine the parts of the project that need completed first.	14	4.14	92.9	7%	71%			21%
33. I achieve performance benchmarks.	15	4.27	100.0		73%			27%
34. You set a common goals for the team.	15	4.40	93.3	7%	47%			47%
35. I determine the objectives for the project.	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. You are willing to take on new assignments to help increase production.	4.27	4.27	
32. You determine the parts of the project that need completed first.	4.20	4.14	-0.06 ▼
33. I achieve performance benchmarks.	3.67	4.27	+0.60 ▲
34. You set a common goals for the team.	4.00	4.40	+0.40 ▲
35. I determine the objectives for the project.	4.20	3.47	-0.73 ▼

Safety

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
36. You are aware of osha safety guidelines.	15	4.20	93.3	7%		67%		27%
37. You develop a culture of safety.	15	4.27	93.3	7%		60%		33%
38. You ensure compliance with safety regulations.	15	4.00	80.0		20%	60%		20%
39. You participate in safety training when available.	15	4.07	86.7	7%	7%	60%		27%
40. You keep accurate safety records.	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. You are aware of osha safety guidelines.	4.00	4.20	+0.20 ▲
37. You develop a culture of safety.	4.21	4.27	+0.05 ▲
38. You ensure compliance with safety regulations.	4.07	4.00	-0.07 ▼
39. You participate in safety training when available.	3.87	4.07	+0.20 ▲
40. You keep accurate safety records.	4.27	4.33	+0.07 ▲

Responsible

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
41. You are responsible for setting the vision of the department.	15	3.93	80.0	13%	7%	53%	27%	
42. You set a good example	15	4.33	93.3	7%		47%	47%	
43. You work in a way that makes others want to work with you.	15	4.13	86.7	13%		60%	27%	
44. You are a person others can trust.	15	4.20	100.0			80%	20%	
45. Your behavior is ethical and honest.	15	4.27	86.7	7%	7%	40%	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	2023	2024	Change
41. You are responsible for setting the vision of the department.	3.87	3.93	+0.07 ▲
42. You set a good example	4.13	4.33	+0.20 ▲
43. You work in a way that makes others want to work with you.	4.20	4.13	-0.07 ▼
44. You are a person others can trust.	4.87	4.20	-0.67 ▼
45. Your behavior is ethical and honest.	4.27	4.27	

Regulatory/Compliance

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
46. You explain regulations and procedures to others as required.	15	4.40	93.3	7%	47%	47%		
47. I investigate risk mitigation strategies.	15	4.20	93.3	7%	67%		27%	
48. You implement regulatory changes in a timely manner.	15	4.07	86.7	13%	53%		33%	
49. I establish clear communication channels and lines of communication for compliance related issues.	15	4.27	93.3	7%	53%		40%	
50. You comply with regulatory requirements for the state.	15	4.07	80.0	20%	53%		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
46. You explain regulations and procedures to others as required.	4.13	4.40	+0.27 ▲
47. I investigate risk mitigation strategies.	4.07	4.20	+0.13 ▲
48. You implement regulatory changes in a timely manner.	4.00	4.07	+0.07 ▲
49. I establish clear communication channels and lines of communication for compliance related issues.	4.13	4.27	+0.13 ▲
50. You comply with regulatory requirements for the state.	4.20	4.07	-0.13 ▼

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?