



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

January 2025

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.

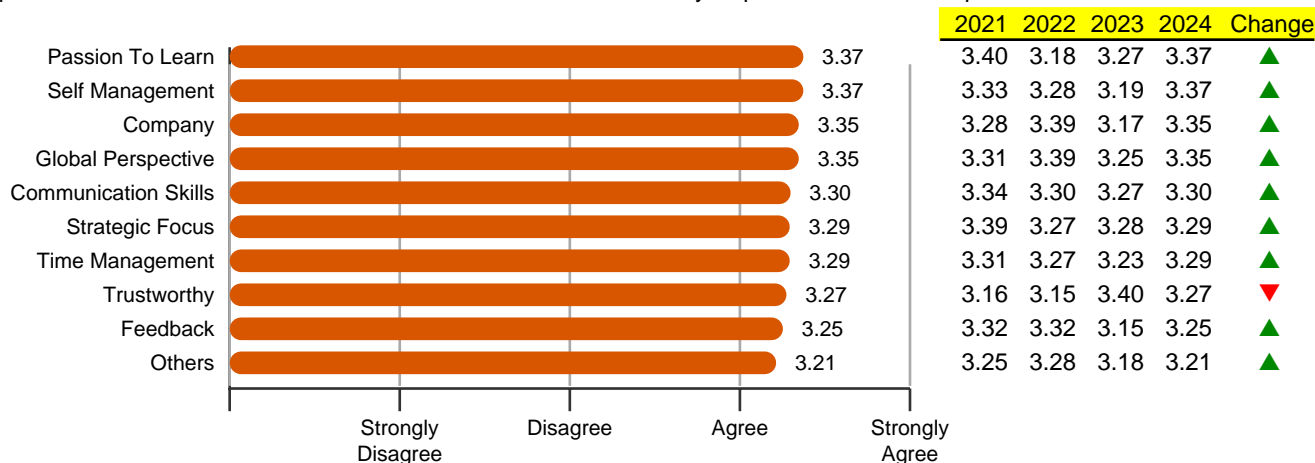
What to Do with Your Feedback

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

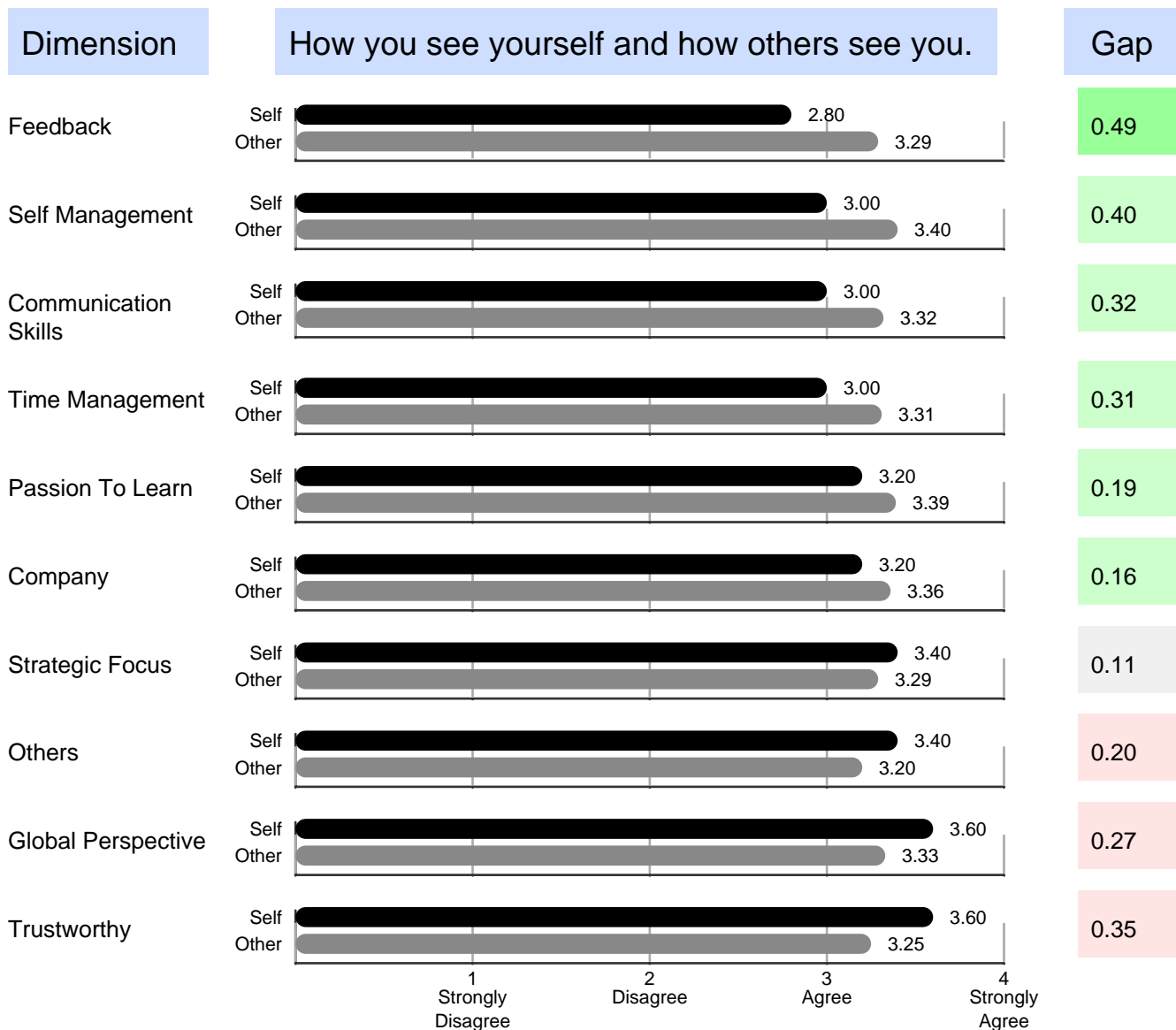
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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

Communication skills mean being able to adapt your communication to the audience. To be available, attentive, open for feedback, responsive. To be clear, succinct, and effective. To be able to communicate with superiors and to coach subordinates. To share information in a professional and timely manner. To have expertise, energy, and persuasiveness.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Engages in clear communication with both senior and junior management.	15	3.20	86.7	13%	53%	33%	
2. Notifies others about developments in plans and goals.	15	3.33	100.0		67%	33%	
3. Delivers clear and concise instructions.	15	3.33	93.3	7%	53%	40%	
4. Summarizes the question to verify comprehension.	15	3.27	93.3	7%	60%	33%	
5. Willing to express their concerns to colleagues.	14	3.21	85.7	14%	50%	36%	
6. Comes across as comfortable and effective as a public speaker	15	3.47	100.0		53%	47%	
7. Clarifies problems logically, simplifying complex matters into digestible parts.	15	3.40	93.3	7%	47%	47%	
8. Recaps action steps from meetings to ensure clarity and execution.	15	3.20	86.7	13%	53%	33%	
9. Uses polite language and shows respect for others' opinions and time.	15	3.27	86.7	13%	47%	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	2021	2022	2023	2024	Change
1. Engages in clear communication with both senior and junior management.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Notifies others about developments in plans and goals.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Delivers clear and concise instructions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Summarizes the question to verify comprehension.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Willing to express their concerns to colleagues.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Comes across as comfortable and effective as a public speaker	3.40	3.13	3.07	3.47	+0.40 ▲
7. Clarifies problems logically, simplifying complex matters into digestible parts.	3.40	3.20	3.33	3.40	+0.07 ▲

Item	2021	2022	2023	2024	Change
8. Recaps action steps from meetings to ensure clarity and execution.	3.40	3.40	3.20	3.20	
9. Uses polite language and shows respect for others' opinions and time.	3.53	3.40	3.60	3.27	-0.33 ▼

Self Management

Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Does not allow own emotions to interfere with the performance of others.	15	3.20	93.3	7%	67%		27%
11. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.67	100.0		33%	67%	
12. Analyzes interpersonal problems instead of reacting to them.	15	3.40	93.3	7%	47%		47%
13. Consciously controls own negative emotions in order to keep team morale up.	15	3.13	86.7	13%	60%		27%
14. Steps away from a situation to process appropriate response.	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
10. Does not allow own emotions to interfere with the performance of others.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Analyzes interpersonal problems instead of reacting to them.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Consciously controls own negative emotions in order to keep team morale up.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Steps away from a situation to process appropriate response.	3.20	3.13	3.00	3.47	+0.47 ▲

Passion To Learn

High level of curiosity and committed to their professional development.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.53	100.0			47%	53%
16. Enhances value to the company through additional training and development.	15	3.47	93.3	7%	40%		53%
17. Demonstrates through personal behavior the commitment to high standards of performance.	15	2.93	73.3	27%		53%	20%
18. Demonstrates a willingness to participate in continuing education courses.	15	3.40	93.3	7%	47%		47%
19. Is open to feedback from others.	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
15. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Enhances value to the company through additional training and development.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Demonstrates through personal behavior the commitment to high standards of performance.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Demonstrates a willingness to participate in continuing education courses.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Is open to feedback from others.	3.13	2.87	3.53	3.53	

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
20. Is visible and approachable.	15	3.47	100.0			53%	47%
21. Looks to others for input.	15	3.00	80.0	20%		60%	20%
22. Is easy to approach with ideas and opinions.	15	3.53	100.0			47%	53%
23. Asks others for their ideas and opinions.	15	3.13	86.7	13%		60%	27%
24. Accepts the views of others.	15	3.13	80.0	7%	13%	40%	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	2021	2022	2023	2024	Change
20. Is visible and approachable.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Looks to others for input.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Is easy to approach with ideas and opinions.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Asks others for their ideas and opinions.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Accepts the views of others.	3.33	3.47	3.33	3.13	-0.20 ▼

Time Management

Effective time management means using time wisely, working on tasks that have the maximum value, tackling issues immediately and achieving a high level of productivity.

Time management means being prompt, working at a fast pace, displaying a bias for action and keeping close track of time.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Maximizes time management by multitasking.	15	3.07	86.7	13%	67%		20%
26. Ensures timely completion of vital work.	15	3.20	93.3	7%	60%		33%
27. Uses limited time efficiently.	15	3.40	93.3	7%	47%		47%
28. Understands the importance of being on time.	15	3.60	93.3	7%	27%	67%	
29. Successfully completes critical tasks within deadlines.	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
25. Maximizes time management by multitasking.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Ensures timely completion of vital work.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Uses limited time efficiently.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Understands the importance of being on time.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Successfully completes critical tasks within deadlines.	3.21	3.20	3.20	3.20	

Trustworthy

Is trusted by others. Builds and maintains trust with others. Is open and honest.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Is a person you can trust.	14	3.00	92.9	7%	79%		14%
31. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.33	93.3	7%	53%		40%
32. Builds and maintains the trust of others.	14	3.29	100.0		71%		29%
33. Consistently keeps commitments.	15	3.27	100.0		73%		27%
34. Takes care to maintain confidential information.	15	3.47	93.3	7%	40%		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
30. Is a person you can trust.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Builds and maintains the trust of others.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Consistently keeps commitments.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Takes care to maintain confidential information.	3.33	3.00	3.53	3.47	-0.07 ▼

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Treats others with respect and dignity.	15	3.13	86.7	13%	60%		27%
36. Is able to see issues from others' perspectives.	15	3.20	93.3	7%	67%		27%
37. Includes others in the decision making processes.	15	3.33	93.3	7%	53%		40%
38. Constructively receives criticism and suggestions from others.	15	3.07	86.7	13%	67%		20%
39. Supports the efforts of other employees in implementing solutions to problems.	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
35. Treats others with respect and dignity.	3.20	3.27	3.13	3.13	
36. Is able to see issues from others' perspectives.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Includes others in the decision making processes.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Constructively receives criticism and suggestions from others.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Supports the efforts of other employees in implementing solutions to problems.	3.20	3.27	3.00	3.33	+0.33 ▲

Strategic Focus

Strategic Focus is the ability to analyze the business environment, think strategically and identify issues. To create a strategy, implement it, and lead the department/organization in adopting the changes necessary.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
40. Creates a SWOT matrix to help analyze data.	15	3.33	100.0		67%		33%
41. Mobilizes change through executive leadership to implement corporate strategies.	15	3.33	93.3	7%	53%		40%
42. Strategically positions resources to meet the needs of branch locations.	15	3.40	93.3	7%	47%		47%
43. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	3.13	86.7	13%	60%		27%
44. Maintains a strategic focus on external factors impacting the success of the company.	15	3.27	100.0		73%		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
40. Creates a SWOT matrix to help analyze data.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Mobilizes change through executive leadership to implement corporate strategies.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Strategically positions resources to meet the needs of branch locations.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Maintains a strategic focus on external factors impacting the success of the company.	3.33	3.27	3.87	3.27	-0.60 ▼

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
45. Understands the "basics" as to how [Company] functions/operates.	15	3.47	100.0		53%	47%	
46. Impresses upon others the important aspects of [Company].	15	3.40	93.3	7%	47%	47%	
47. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.20	93.3	7%	67%	27%	
48. Follows existing procedures and processes.	15	3.20	93.3	7%	60%	33%	
49. Understands the use of [Company] products and services.	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
45. Understands the "basics" as to how [Company] functions/operates.	3.20	3.33	3.13	3.47	+0.33 ▲
46. Impresses upon others the important aspects of [Company].	3.27	3.40	3.20	3.40	+0.20 ▲
47. Understands how decisions impact other business units beyond their immediate department of work group.	3.33	3.40	3.20	3.20	
48. Follows existing procedures and processes.	3.60	3.33	3.20	3.20	
49. Understands the use of [Company] products and services.	3.00	3.47	3.13	3.47	+0.33 ▲

Global Perspective

Maintains a global perspective on business functions and strategies.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
50. Has positive interactions with individuals from different cultures and backgrounds.	15	3.20	86.7	13%	53%	33%	
51. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	3.53	100.0		47%	53%	
52. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	15	3.27	93.3	7%	60%	33%	
53. Demonstrates a curiosity about diverse individuals and cultures.	15	3.33	100.0		67%	33%	
54. Engages in problem solving with individuals outside of the country.	15	3.40	93.3	7%	47%	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
50. Has positive interactions with individuals from different cultures and backgrounds.	3.20	3.67	3.27	3.20	-0.07 ▼
51. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Demonstrates a curiosity about diverse individuals and cultures.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Engages in problem solving with individuals outside of the country.	3.20	3.60	3.13	3.40	+0.27 ▲