

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.

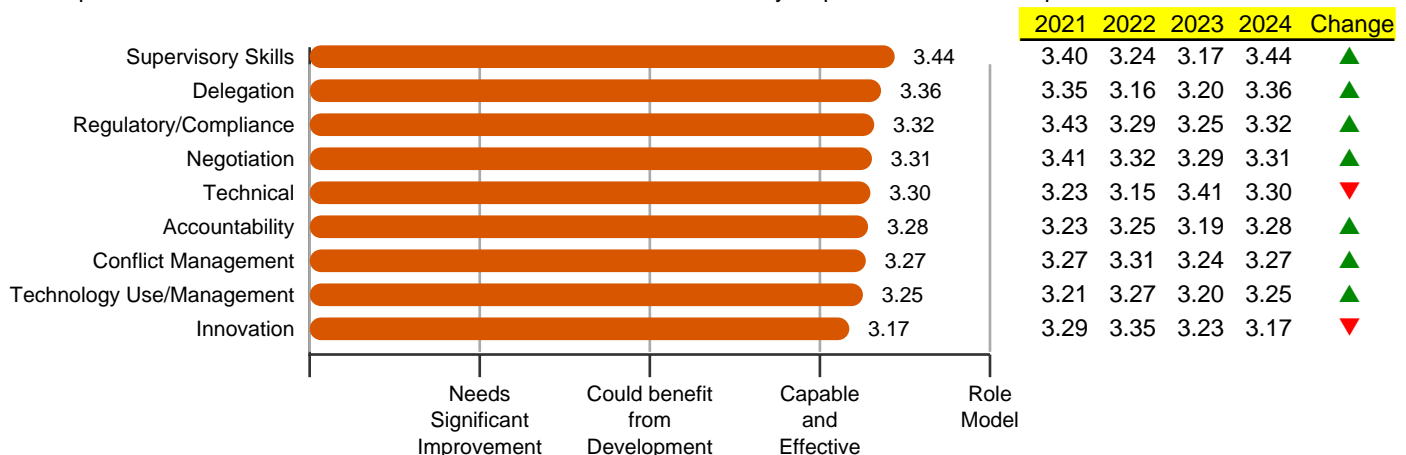
## What to Do with Your Feedback

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 9 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.



## Conflict Management

Conflict management is the process of effectively resolving disputes by addressing underlying issues, preventing escalation, and ensuring clear communication. It involves finding common ground, fostering compromise, and actively listening to all parties. Successful conflict managers facilitate collaboration, recognize diverse perspectives, and remain open to change. They are responsive, persuasive, analytical, strategic, and inquisitive, ensuring a balanced and constructive approach to conflict resolution.

### 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. Combines ideas and viewpoints of different team members.	15	3.20	86.7	13%	53%	33%	
2. Identifies and takes steps to prevent potential confrontations.	15	3.33	100.0		67%	33%	
3. Determines what issues can be agreed upon.	15	3.33	93.3	7%	53%	40%	
4. Guides others toward establishing strong relationships.	15	3.27	93.3	7%	60%	33%	
5. Seeks to avert the recurrence of conflict issues.	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. Combines ideas and viewpoints of different team members.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Identifies and takes steps to prevent potential confrontations.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Determines what issues can be agreed upon.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Guides others toward establishing strong relationships.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Seeks to avert the recurrence of conflict issues.	3.00	3.20	3.13	3.21	+0.08 ▲

# Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

## 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. Clearly articulates points and actively listens to the others to ensure that both sides understand each other's needs and concerns.	15	3.47	100.0		53%	47%	
7. Understands the motivations of the other party.	15	3.40	93.3	7%	47%	47%	
8. Controls emotional responses to maintain a productive atmosphere.	15	3.20	86.7	13%	53%	33%	
9. Manages emotions to reduce the impact of negativity.	15	3.27	86.7	13%	47%	40%	
10. Ensures a thorough understanding of key issues and priorities.	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. Clearly articulates points and actively listens to the others to ensure that both sides understand each other's needs and concerns.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Understands the motivations of the other party.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Controls emotional responses to maintain a productive atmosphere.	3.40	3.40	3.20	3.20	
9. Manages emotions to reduce the impact of negativity.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Ensures a thorough understanding of key issues and priorities.	3.33	3.47	3.27	3.20	-0.07 ▼

## Supervisory Skills

Supervisors can create and sustain an engaging work environment; inspire and foster creativity, trust, and a positive workplace climate; make decisions and allocate resources; enforce discipline and conduct performance reviews. This is done by delegating tasks, resolving personnel issues, coordinating schedules and timelines, establishing good rapport with 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Is clear when assigning tasks to be completed.	15	3.67	100.0	33%	67%		
12. Gives feedback that includes both a recognition of the employee's strengths and areas where the employee could do better.	15	3.40	93.3	7%	47%	47%	
13. Decides the order that tasks need to be completed.	15	3.13	86.7	13%	60%	27%	
14. Introduces targeted training and development initiatives to address and elevate subpar performance.	15	3.47	100.0	53%	47%		
15. Resolves disputes in a way that quickly reaches mutual agreement.	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. Is clear when assigning tasks to be completed.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Gives feedback that includes both a recognition of the employee's strengths and areas where the employee could do better.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Decides the order that tasks need to be completed.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Introduces targeted training and development initiatives to address and elevate subpar performance.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Resolves disputes in a way that quickly reaches mutual agreement.	3.67	3.27	3.20	3.53	+0.33 ▲

# Delegation

Delegates tasks, responsibilities, and authority to others.

## 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. Entrusts subordinates with important tasks.	15	3.47	93.3	7%	40%	53%	
17. Sets clear and reasonable expectations for others and follows through on their progress.	15	2.93	73.3	27%	53%	20%	
18. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	3.40	93.3	7%	47%	47%	
19. Allows subordinates to use their own methods and procedures.	15	3.53	100.0		47%	53%	
20. Assigns tasks to create learning opportunities for the employees.	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. Entrusts subordinates with important tasks.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Sets clear and reasonable expectations for others and follows through on their progress.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Allows subordinates to use their own methods and procedures.	3.13	2.87	3.53	3.53	
20. Assigns tasks to create learning opportunities for the employees.	3.40	3.20	2.87	3.47	+0.60 ▲

# Innovation

Creates and introduces new ideas and processes/procedures.

## 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. Encourages open communication to ensure that all proposals are considered.	15	3.00	80.0	20%	60%		20%
22. Challenges current procedures to develop other alternatives.	15	3.53	100.0		47%	53%	
23. Searches for opportunities and innovative ways to improve the organization.	15	3.13	86.7	13%	60%		27%
24. Implements best practices within the department.	15	3.13	80.0	7%	13%	40%	40%
25. Finds creative ways to get things done with limited resources.	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. Encourages open communication to ensure that all proposals are considered.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Challenges current procedures to develop other alternatives.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Searches for opportunities and innovative ways to improve the organization.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Implements best practices within the department.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Finds creative ways to get things done with limited resources.	3.27	3.33	3.27	3.07	-0.20 ▼



# 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
26. Takes responsibility for results.	15	3.20	93.3	7%	60%		33%
27. Works to achieve established goals.	15	3.40	93.3	7%	47%		47%
28. Encourages employees to take on greater responsibilities.	15	3.60	93.3	7%	27%	67%	
29. Exhibits a sense of ownership of the process.	15	3.20	86.7	13%	53%		33%
30. Holds employees accountable for completing the project successfully.	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. Takes responsibility for results.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Works to achieve established goals.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Encourages employees to take on greater responsibilities.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Exhibits a sense of ownership of the process.	3.21	3.20	3.20	3.20	
30. Holds employees accountable for completing the project successfully.	2.87	3.27	3.07	3.00	-0.07 ▼

## Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

### 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. Seeks information from others as needed.	15	3.33	93.3	7%	53%	40%	
32. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	14	3.29	100.0		71%	29%	
33. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.27	100.0		73%	27%	
34. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.47	93.3	7%	40%	53%	
35. Knows how to produce high quality products/work.	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. Seeks information from others as needed.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.07	3.33	3.33	3.27	-0.07 ▼
34. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Knows how to produce high quality products/work.	3.20	3.27	3.13	3.13	

## Technology Use/Management

Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

### 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. Proficient in the use of technical systems and processes.	15	3.20	93.3	7%	67%		27%
37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.33	93.3	7%	53%		40%
38. Adopts the implementation of new technology into the workplace.	15	3.07	86.7	13%	67%		20%
39. Uses technology in decision making and problem solving.	15	3.33	100.0		67%		33%
40. Supports employee training and development initiatives regarding implementation of technology.	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. Proficient in the use of technical systems and processes.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Adopts the implementation of new technology into the workplace.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Uses technology in decision making and problem solving.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Supports employee training and development initiatives regarding implementation of technology.	3.00	3.20	3.27	3.33	+0.07 ▲

## Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Coordinates with legal counsel investigating any instances of misconduct.	15	3.33	93.3	7%	53%	40%	
42. Offers training on various subjects to help ensure employees are aware of regulations.	15	3.40	93.3	7%	47%	47%	
43. Coordinates with legal counsel in conducting audits of legal compliance.	15	3.13	86.7	13%	60%	27%	
44. Reviews transactions for potential misconduct.	15	3.27	100.0		73%	27%	
45. Ensures the company is in compliance with all laws regarding the production and transportation of product.	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. Coordinates with legal counsel investigating any instances of misconduct.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Offers training on various subjects to help ensure employees are aware of regulations.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Coordinates with legal counsel in conducting audits of legal compliance.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Reviews transactions for potential misconduct.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Ensures the company is in compliance with all laws regarding the production and transportation of product.	3.20	3.33	3.13	3.47	+0.33 ▲