



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.

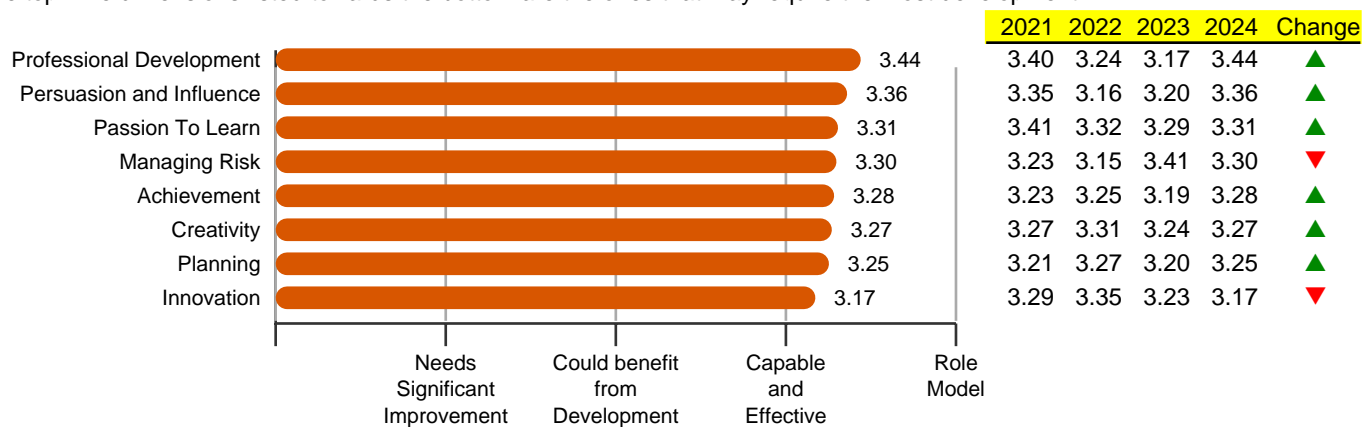
## What to Do with Your Feedback

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

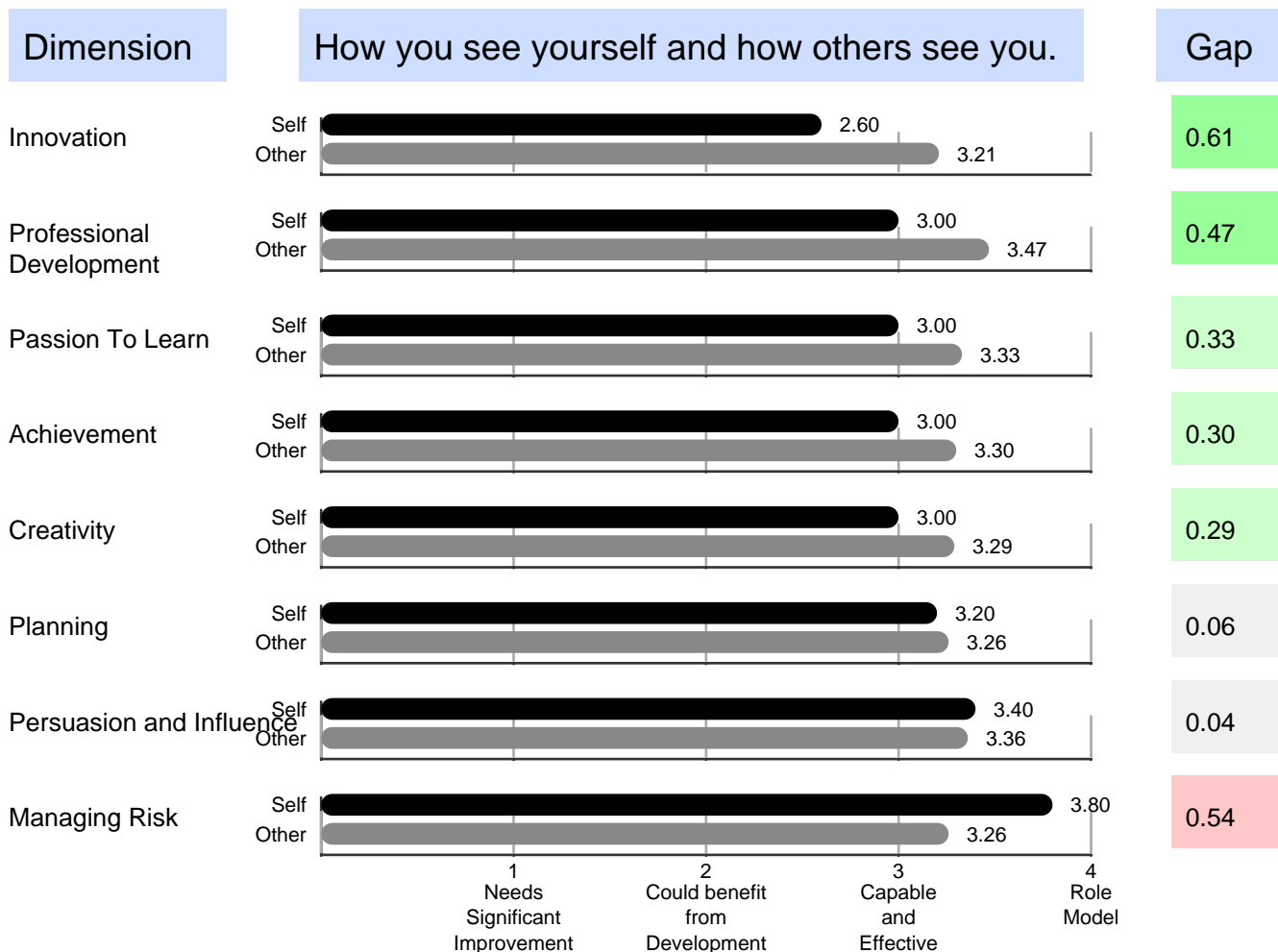
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



# Creativity

Creates new and innovative solutions to problems and ideas/strategies to be implemented.

## 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. You conceive, implement and evaluate ideas.	15	3.20	86.7	13%	53%	33%	
2. You develop solutions to challenging problems.	15	3.33	100.0		67%	33%	
3. You are creative and inspirational.	15	3.33	93.3	7%	53%	40%	
4. You create a lot of new ideas.	15	3.27	93.3	7%	60%	33%	
5. You inspire creativity in your 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. You conceive, implement and evaluate ideas.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You develop solutions to challenging problems.	3.27	3.40	3.40	3.33	-0.07 ▼
3. You are creative and inspirational.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You create a lot of new ideas.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You inspire creativity in your team.	3.00	3.20	3.13	3.21	+0.08 ▲

# 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. You are open to feedback from others.	15	3.47	100.0		53%		47%
7. You will participate in training classes even if offered outside of normal working hours.	15	3.40	93.3	7%	47%		47%
8. You create an environment that supports personal development and exploration.	15	3.20	86.7	13%	53%		33%
9. You are open minded and curious about learning new skills.	15	3.27	86.7	13%	47%		40%
10. You exhibit willingness to upgrade skills through additional training and education.	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. You are open to feedback from others.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You will participate in training classes even if offered outside of normal working hours.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You create an environment that supports personal development and exploration.	3.40	3.40	3.20	3.20	
9. You are open minded and curious about learning new skills.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You exhibit willingness to upgrade skills through additional training and education.	3.33	3.47	3.27	3.20	-0.07 ▼

# Professional Development

Improvement through specialized training and participating in advanced professional courses.

## 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. You allow employees to fully participate in employee training and professional development.	15	3.67	100.0	33%	67%		
12. You keep yourself up-to-date of technical/professional issues	15	3.40	93.3	7%	47%	47%	
13. You are contributing fully to the extent of your skills	15	3.13	86.7	13%	60%	27%	
14. You encourage employees to take courses relevant to their job.	15	3.47	100.0	53%	47%		
15. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	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. You allow employees to fully participate in employee training and professional development.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You keep yourself up-to-date of technical/professional issues	3.53	3.20	3.00	3.40	+0.40 ▲
13. You are contributing fully to the extent of your skills	3.20	3.21	3.40	3.13	-0.27 ▼
14. You encourage employees to take courses relevant to their job.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.67	3.27	3.20	3.53	+0.33 ▲

## Persuasion and Influence

Able to persuade and influence others to obtain certain objectives and goals.

### 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. You seek to obtain consensus or compromise.	15	3.47	93.3	7%	40%	53%	
17. You attempt to persuade others rather than simply control them.	15	2.93	73.3	27%	53%		20%
18. You have excellent influencing/negotiating skills.	15	3.40	93.3	7%	47%		47%
19. You persuade others to consider alternative points of view.	15	3.53	100.0		47%		53%
20. You ensure stakeholders are involved in the decision making process.	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. You seek to obtain consensus or compromise.	3.33	3.00	3.07	3.47	+0.40 ▲
17. You attempt to persuade others rather than simply control them.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You have excellent influencing/negotiating skills.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You persuade others to consider alternative points of view.	3.13	2.87	3.53	3.53	
20. You ensure stakeholders are involved in the decision making process.	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. You build upon the ideas and solutions of others.	15	3.00	80.0	20%	60%	20%	
22. You create a safe environment for idea-sharing.	15	3.53	100.0	47%	53%		
23. You create improved methods or solutions for meeting goals and objectives.	15	3.13	86.7	13%	60%	27%	
24. You encourage open communication to ensure that all proposals are considered.	15	3.13	80.0	7%	13%	40%	40%
25. You offer constructive improvements to existing systems.	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. You build upon the ideas and solutions of others.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You create a safe environment for idea-sharing.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You create improved methods or solutions for meeting goals and objectives.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You encourage open communication to ensure that all proposals are considered.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You offer constructive improvements to existing systems.	3.27	3.33	3.27	3.07	-0.20 ▼



## Achievement

A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

### 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. You set challenging goals for the department.	15	3.20	93.3	7%	60%		33%
27. You set challenging goals.	15	3.40	93.3	7%	47%		47%
28. I can complete required training and certification.	15	3.60	93.3	7%	27%	67%	
29. You complete work to a high technical standard	15	3.20	86.7	13%	53%		33%
30. You eliminate bureaucratic barriers to streamline processes.	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. You set challenging goals for the department.	3.53	3.33	3.33	3.20	-0.13 ▼
27. You set challenging goals.	3.20	3.33	2.93	3.40	+0.47 ▲
28. I can complete required training and certification.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You complete work to a high technical standard	3.21	3.20	3.20	3.20	
30. You eliminate bureaucratic barriers to streamline processes.	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. You determine the amount of deviation from the plan that will be tolerated.	15	3.33	93.3	7%	53%	40%	
32. I ensure employees are aware of potential impacts by increasing risk visibility.	14	3.29	100.0		71%	29%	
33. You know how to obtain desired results with minimal losses.	15	3.27	100.0		73%	27%	
34. You evaluate risks in terms of their consequences and likelihood of occurrence.	15	3.47	93.3	7%	40%	53%	
35. You effectively respond to critical situations to reduce potential for losses.	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. You determine the amount of deviation from the plan that will be tolerated.	3.13	3.07	3.47	3.33	-0.13 ▼
32. I ensure employees are aware of potential impacts by increasing risk visibility.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You know how to obtain desired results with minimal losses.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You evaluate risks in terms of their consequences and likelihood of occurrence.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You effectively respond to critical situations to reduce potential for losses.	3.20	3.27	3.13	3.13	

# Planning

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

## 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. You are open to input from others into the plan for the project.	15	3.20	93.3	7%	67%		27%
37. You work in an organized manner	15	3.33	93.3	7%	53%		40%
38. You create to-do lists to make sure nothing is missed.	15	3.07	86.7	13%	67%		20%
39. I reduce uncertainty in the department through clear planning and schedules.	15	3.33	100.0		67%		33%
40. I know how to create effective project plans.	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. You are open to input from others into the plan for the project.	3.53	3.20	3.33	3.20	-0.13 ▼
37. You work in an organized manner	3.20	3.27	3.07	3.33	+0.26 ▲
38. You create to-do lists to make sure nothing is missed.	3.13	3.40	3.33	3.07	-0.27 ▼
39. I reduce uncertainty in the department through clear planning and schedules.	3.20	3.27	3.00	3.33	+0.33 ▲
40. I know how to create effective project plans.	3.00	3.20	3.27	3.33	+0.07 ▲