



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.

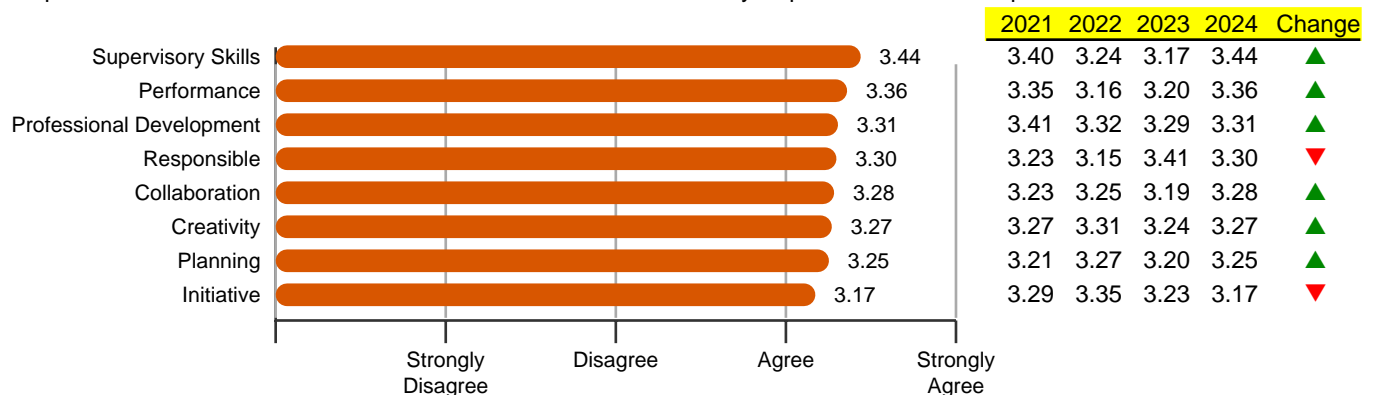
What to Do with Your Feedback

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 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Adds value to the department/organization.	15	3.20	86.7	13%	53%	33%	
2. Conceives, implements and evaluates ideas.	15	3.33	100.0		67%	33%	
3. Is creative and inspirational.	15	3.33	93.3	7%	53%	40%	
4. Is creative.	15	3.27	93.3	7%	60%	33%	
5. Inspires creativity in their 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. Adds value to the department/organization.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Conceives, implements and evaluates ideas.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Is creative and inspirational.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Is creative.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Inspires creativity in their team.	3.00	3.20	3.13	3.21	+0.08 ▲

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
6. Contributing fully to the extent of their skills	15	3.47	100.0		53%	47%	
7. Encourages employees to take courses relevant to their job.	15	3.40	93.3	7%	47%	47%	
8. Keep themselves up-to-date of technical/professional issues	15	3.20	86.7	13%	53%	33%	
9. Seeks opportunities for professional development.	15	3.27	86.7	13%	47%	40%	
10. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	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. Contributing fully to the extent of their skills	3.40	3.13	3.07	3.47	+0.40 ▲
7. Encourages employees to take courses relevant to their job.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Keep themselves up-to-date of technical/professional issues	3.40	3.40	3.20	3.20	
9. Seeks opportunities for professional development.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
11. Communicates equally well with all employees.	15	3.67	100.0	33%	67%		
12. Understands the importance of good performance management.	15	3.40	93.3	7%	47%	47%	
13. Provides direction and coaching to employees.	15	3.13	86.7	13%	60%	27%	
14. Is diligent about properly documenting disciplinary actions.	15	3.47	100.0	53%	47%		
15. Resolves personnel problems quickly and effectively.	15	3.53	100.0	47%	53%		

Time Comparisons by Item

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Item	2021	2022	2023	2024	Change
11. Communicates equally well with all employees.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Understands the importance of good performance management.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Provides direction and coaching to employees.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Is diligent about properly documenting disciplinary actions.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Resolves personnel problems quickly and effectively.	3.67	3.27	3.20	3.53	+0.33 ▲

Performance

Maintains high level of 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
16. Effective in performing his/her job.	15	3.47	93.3	7%	40%	53%	
17. Able to organize work.	15	2.93	73.3	27%	53%		20%
18. Has great overall performance	15	3.40	93.3	7%	47%	47%	
19. ...Overall Performance	15	3.53	100.0		47%	53%	
20. Works well in this position.	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. Effective in performing his/her job.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Able to organize work.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Has great overall performance	3.47	3.53	3.20	3.40	+0.20 ▲
19. ...Overall Performance	3.13	2.87	3.53	3.53	
20. Works well in this position.	3.40	3.20	2.87	3.47	+0.60 ▲

Initiative

Initiative is the ability to take appropriate actions and work proactively, often independently, and motivated by a desire to perform above expectations without being prompted by others to do so. Someone with initiative is a self-starter who independently takes advantage of opportunities and is motivated with a tenacious work ethic to be impactful.

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
21. Looks for opportunities to move projects forward.	15	3.00	80.0	20%	60%		20%
22. Quickly comes to the aid of those who may need help.	15	3.53	100.0		47%	53%	
23. Cleans the workspace without being told.	15	3.13	86.7	13%	60%		27%
24. Volunteers time and effort toward the completion of important goals.	15	3.13	80.0	7%	13%	40%	40%
25. Takes action without being asked.	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. Looks for opportunities to move projects forward.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Quickly comes to the aid of those who may need help.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Cleans the workspace without being told.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Volunteers time and effort toward the completion of important goals.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Takes action without being asked.	3.27	3.33	3.27	3.07	-0.20 ▼

Collaboration

Collaboration involves working together with others to achieve a shared goal or address a mutual challenge. It includes joint decision-making to reach consensus, exchanging information, and valuing feedback. Effective collaboration thrives on minimizing conflicts, cooperating towards a shared effort, and being committed to participating, mutual respect, and building trust.

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
26. Collaborates to manage interpersonal disputes with a positive approach.	15	3.20	93.3	7%	60%	33%	
27. Gains the cooperation of others to accomplish common goals and objectives.	15	3.40	93.3	7%	47%	47%	
28. Collaborates in group decision making.	15	3.60	93.3	7%	27%	67%	
29. Ensures all team members understand the goals.	15	3.20	86.7	13%	53%	33%	
30. Guides team members to reconcile their differences and collaborate effectively.	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. Collaborates to manage interpersonal disputes with a positive approach.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Gains the cooperation of others to accomplish common goals and objectives.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Collaborates in group decision making.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Ensures all team members understand the goals.	3.21	3.20	3.20	3.20	
30. Guides team members to reconcile their differences and collaborate effectively.	2.87	3.27	3.07	3.00	-0.07 ▼

Responsible

Takes responsibility for actions and sets a good example for 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
31. Works in a way that makes others want to work with her/him.	15	3.33	93.3	7%	53%	40%	
32. Sets a good example	14	3.29	100.0		71%	29%	
33. Holds herself / himself accountable to goals / objectives	15	3.27	100.0		73%	27%	
34. Sets a good example.	15	3.47	93.3	7%	40%	53%	
35. ...takes personal responsibility for results.	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. Works in a way that makes others want to work with her/him.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Sets a good example	3.40	3.07	3.60	3.29	-0.31 ▼
33. Holds herself / himself accountable to goals / objectives	3.07	3.33	3.33	3.27	-0.07 ▼
34. Sets a good example.	3.33	3.00	3.53	3.47	-0.07 ▼
35. ...takes personal responsibility for results.	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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
36. Establishes and monitors timeframes and timelines.	15	3.20	93.3	7%	67%		27%
37. Develops plans to help manage expectations and project demands.	15	3.33	93.3	7%	53%		40%
38. Involves relevant coworkers in the development of the plan.	15	3.07	86.7	13%	67%		20%
39. Adjusts and rearranges the schedule to maximize efficiency.	15	3.33	100.0		67%		33%
40. Able to stay organized and focused using excellent planning skills.	15	3.33	100.0		67%		33%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
36. Establishes and monitors timeframes and timelines.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Develops plans to help manage expectations and project demands.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Involves relevant coworkers in the development of the plan.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Adjusts and rearranges the schedule to maximize efficiency.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Able to stay organized and focused using excellent planning skills.	3.00	3.20	3.27	3.33	+0.07 ▲