



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.

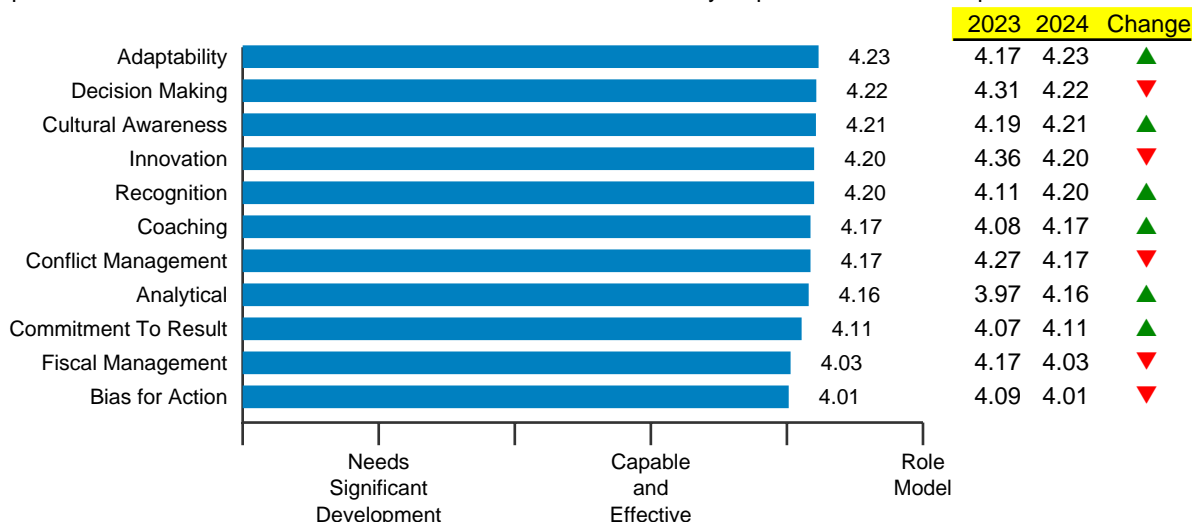
What to Do with Your Feedback

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

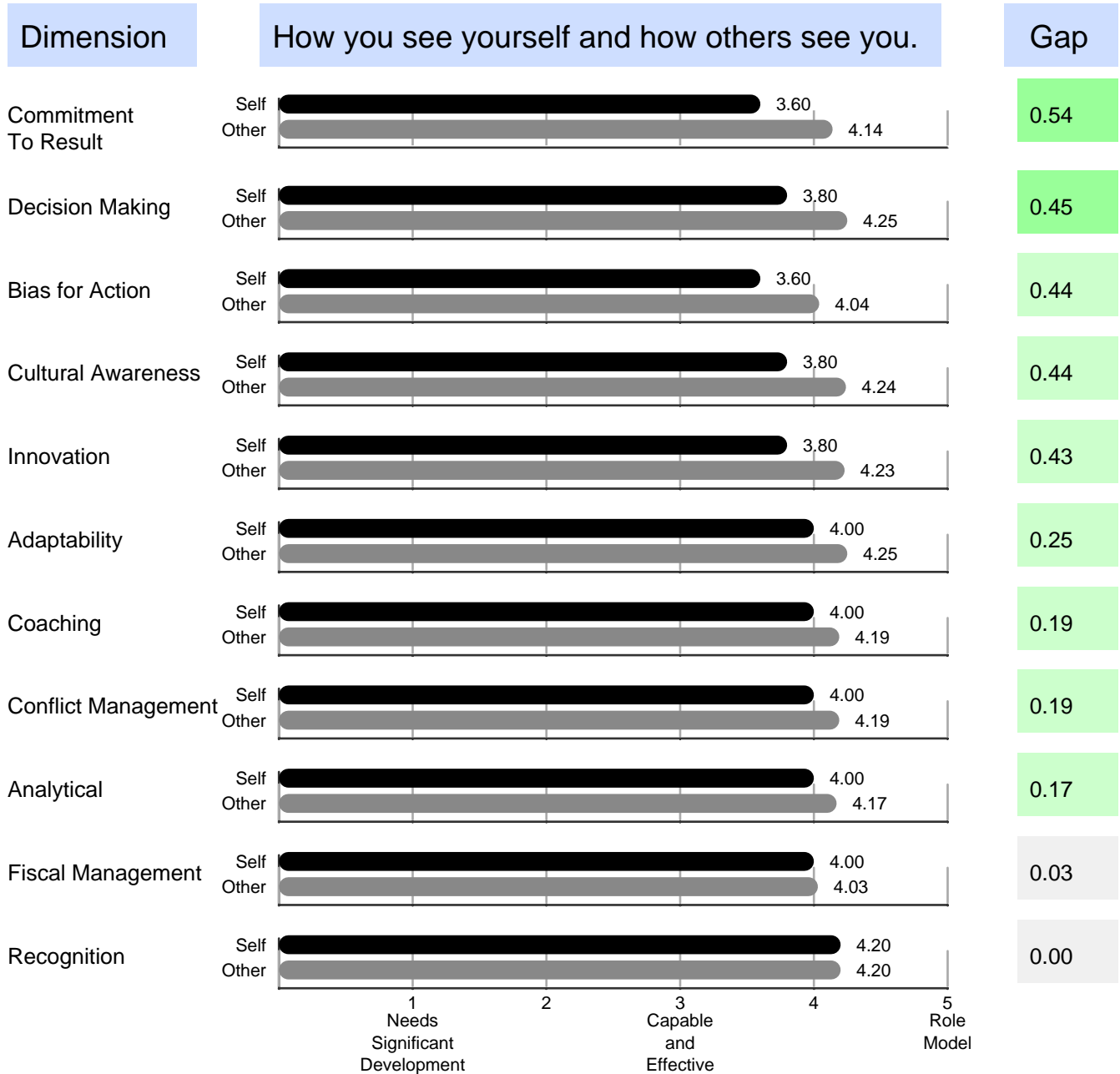
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	15	4.13	80.0	20%	47%	33%		
2. You come across as confident, decisive, and resilient	15	4.33	100.0		67%	33%		
3. You are firm in your decision and not easily influenced by the whims of others.	15	4.33	93.3	7%	53%	40%		
4. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	15	4.07	86.7	13%	67%	20%		
5. I have enough self-control to avoid making impulsive decisions.	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 coach team members individually when "poor" decisions are made and helps them see what could have been done differently	4.00	4.13	+0.13 ▲
2. You come across as confident, decisive, and resilient	4.40	4.33	-0.07 ▼
3. You are firm in your decision and not easily influenced by the whims of others.	4.47	4.33	-0.13 ▼
4. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	4.47	4.07	-0.40 ▼
5. I have enough self-control to avoid making impulsive decisions.	4.20	4.21	+0.01 ▲

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	Needs Significant Development 1				
				2	Capable and Effective 3	4	Role Model 5	
6. You create improved methods or solutions for meeting goals and objectives.	15	4.33	93.3	7%	53%		40%	
7. You encourage open communication to ensure that all proposals are considered.	15	4.33	86.7	13%	40%		47%	
8. You build upon the ideas and solutions of others.	15	4.07	80.0	20%	53%		27%	
9. You develop new products and services.	15	4.13	80.0	20%	47%		33%	
10. You implement best practices within the department.	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 create improved methods or solutions for meeting goals and objectives.	4.13	4.33	+0.20 ▲
7. You encourage open communication to ensure that all proposals are considered.	4.33	4.33	
8. You build upon the ideas and solutions of others.	4.20	4.07	-0.13 ▼
9. You develop new products and services.	4.67	4.13	-0.53 ▼
10. You implement best practices within the department.	4.47	4.13	-0.33 ▼

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
11. You are able to adjust to changes as needed.	15	4.67	100.0					
12. You are able to adjust to the new vision and mission of the company.	15	4.20	86.7					
13. I embrace change and foster an open-minded environment.	14	3.64	57.1					
14. You are open to changes in policies and procedures.	14	4.14	85.7					
15. You are proactive and takes steps to prepare for changes in the workplace.	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 are able to adjust to changes as needed.	4.20	4.67	+0.47 ▲
12. You are able to adjust to the new vision and mission of the company.	3.93	4.20	+0.27 ▲
13. I embrace change and foster an open-minded environment.	4.47	3.64	-0.82 ▼
14. You are open to changes in policies and procedures.	4.00	4.14	+0.14 ▲
15. You are proactive and takes steps to prepare for changes in the workplace.	4.27	4.47	+0.20 ▲

Analytical

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
16. You balance risks and costs with the reward and probabilities of success when decisions.	15	4.00	66.7	7%	27%	27%	40%	
17. You select the appropriate techniques for analysis.	15	3.87	66.7		33%	47%	20%	
18. You analyze issues and reduce them to their component parts.	15	4.20	86.7	7%	7%	47%	40%	
19. You identify opportunities for progress and innovation.	15	4.33	86.7		13%	40%	47%	
20. You implement data validation techniques and methods.	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 balance risks and costs with the reward and probabilities of success when decisions.	3.64	4.00	+0.36 ▲
17. You select the appropriate techniques for analysis.	4.33	3.87	-0.47 ▼
18. You analyze issues and reduce them to their component parts.	3.93	4.20	+0.27 ▲
19. You identify opportunities for progress and innovation.	4.33	4.33	
20. You implement data validation techniques and methods.	3.60	4.40	+0.80 ▲

Bias for Action

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
21. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.93	73.3	27%		53%		20%
22. You seek and utilize opportunities for continuous learning and self-development.	15	4.00	66.7	13%	20%	20%		47%
23. You project a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	4.07	80.0	20%		53%		27%
24. You display high energy and enthusiasm on consistent basis.	15	4.00	73.3	13%	13%	33%		40%
25. You encourage risk taking and experimentation to improve performance	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 coach others to foster an environment which can adapt quickly and willingly to rapid change.	4.20	3.93	-0.27 ▼
22. You seek and utilize opportunities for continuous learning and self-development.	4.20	4.00	-0.20 ▼
23. You project a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	4.13	4.07	-0.07 ▼
24. You display high energy and enthusiasm on consistent basis.	3.80	4.00	+0.20 ▲
25. You encourage risk taking and experimentation to improve performance	4.13	4.07	-0.07 ▼

Fiscal Management

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 develop of the department's annual budget.	15	4.00	80.0	7%	13%	53%		27%
27. You monitor expenses and verify the need for items purchased.	15	3.67	66.7	20%	13%	47%		20%
28. You keep excellent records for financial transparency.	15	4.40	86.7	13%	33%	53%		
29. You monitor spending.	15	4.07	80.0	20%		53%		27%
30. You are effective in using company's resources.	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 develop of the department's annual budget.	4.47	4.00	-0.47 ▼
27. You monitor expenses and verify the need for items purchased.	4.00	3.67	-0.33 ▼
28. You keep excellent records for financial transparency.	4.33	4.40	+0.07 ▲
29. You monitor spending.	4.07	4.07	
30. You are effective in using company's resources.	4.00	4.00	

Commitment To Result

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 able to focus on a task even when working alone.	15	4.27	93.3	7%	60%			33%
32. You maintain persistence and dedication to achieving results.	14	4.14	92.9	7%	71%			21%
33. You are committed to the team.	15	4.27	100.0		73%			27%
34. You are willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.40	93.3	7%	47%			47%
35. You coordinate all department activities into a cohesive team effort.	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 able to focus on a task even when working alone.	4.27	4.27	
32. You maintain persistence and dedication to achieving results.	4.20	4.14	-0.06 ▼
33. You are committed to the team.	3.67	4.27	+0.60 ▲
34. You are willing to do whatever it takes-not afraid to have to put in extra effort.	4.00	4.40	+0.40 ▲
35. You coordinate all department activities into a cohesive team effort.	4.20	3.47	-0.73 ▼

Coaching

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 Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. You provide clear, motivating, and constructive feedback.	15	4.20	93.3	7%	67%			27%
37. You address employee behavior problems effectively.	15	4.27	93.3	7%	60%			33%
38. You meet regularly with employees to coach them on areas that will enhance your performance	15	4.00	80.0	20%	60%			20%
39. You help employees to understand responsibilities, authority, and expectations.	15	4.07	86.7	7%	7%	60%		27%
40. You develop the skills and capabilities of others.	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 provide clear, motivating, and constructive feedback.	4.00	4.20	+0.20 ▲
37. You address employee behavior problems effectively.	4.21	4.27	+0.05 ▲
38. You meet regularly with employees to coach them on areas that will enhance your performance	4.07	4.00	-0.07 ▼
39. You help employees to understand responsibilities, authority, and expectations.	3.87	4.07	+0.20 ▲
40. You develop the skills and capabilities of others.	4.27	4.33	+0.07 ▲

Conflict Management

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
41. You persuade others to accept personal transformation.	15	3.93	80.0	13%	7%	53%		27%
42. I see conflicts as chances to develop innovative and effective solutions.	15	4.33	93.3	7%		47%		47%
43. I identify who holds the authority to make decisions.	15	4.13	86.7		13%	60%		27%
44. You work with others as needed to facilitate resolution of conflicts.	15	4.20	100.0			80%		20%
45. I actively engage both parties to voluntarily collaborate and resolve their differences.	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 persuade others to accept personal transformation.	3.87	3.93	+0.07 ▲
42. I see conflicts as chances to develop innovative and effective solutions.	4.13	4.33	+0.20 ▲
43. I identify who holds the authority to make decisions.	4.20	4.13	-0.07 ▼
44. You work with others as needed to facilitate resolution of conflicts.	4.87	4.20	-0.67 ▼
45. I actively engage both parties to voluntarily collaborate and resolve their differences.	4.27	4.27	

Recognition

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
46. You compliment other people when they do good work	15	4.40	93.3	7%	47%	47%		
47. You find opportunities to recognize others.	15	4.20	93.3	7%	67%		27%	
48. You recognize individuals for a specific outstanding achievement.	15	4.07	86.7	13%	53%		33%	
49. You let employees know when they have done well	15	4.27	93.3	7%	53%		40%	
50. You offer recognition in a timely manner.	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 compliment other people when they do good work	4.13	4.40	+0.27 ▲
47. You find opportunities to recognize others.	4.07	4.20	+0.13 ▲
48. You recognize individuals for a specific outstanding achievement.	4.00	4.07	+0.07 ▲
49. You let employees know when they have done well	4.13	4.27	+0.13 ▲
50. You offer recognition in a timely manner.	4.20	4.07	-0.13 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
51. You understand how implicit biases can affect decisions, communication and productivity.	15	4.33	93.3	7%	47%	47%		
52. You are sensitive to the similarities and differences that exist between cultures.	15	4.13	86.7	13%	60%			27%
53. I function effectively within various cultural contexts.	15	4.33	100.0		67%			33%
54. I seek to reduce obstacles in communication that might arise from cultural differences.	15	4.27	93.3	7%	60%			33%
55. You value the opinions of diverse groups and individual.	15	4.00	80.0	20%	60%			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
51. You understand how implicit biases can affect decisions, communication and productivity.	4.13	4.33	+0.20 ▲
52. You are sensitive to the similarities and differences that exist between cultures.	4.40	4.13	-0.27 ▼
53. I function effectively within various cultural contexts.	4.07	4.33	+0.27 ▲
54. I seek to reduce obstacles in communication that might arise from cultural differences.	4.07	4.27	+0.20 ▲
55. You value the opinions of diverse groups and individual.	4.27	4.00	-0.27 ▼

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?