

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.

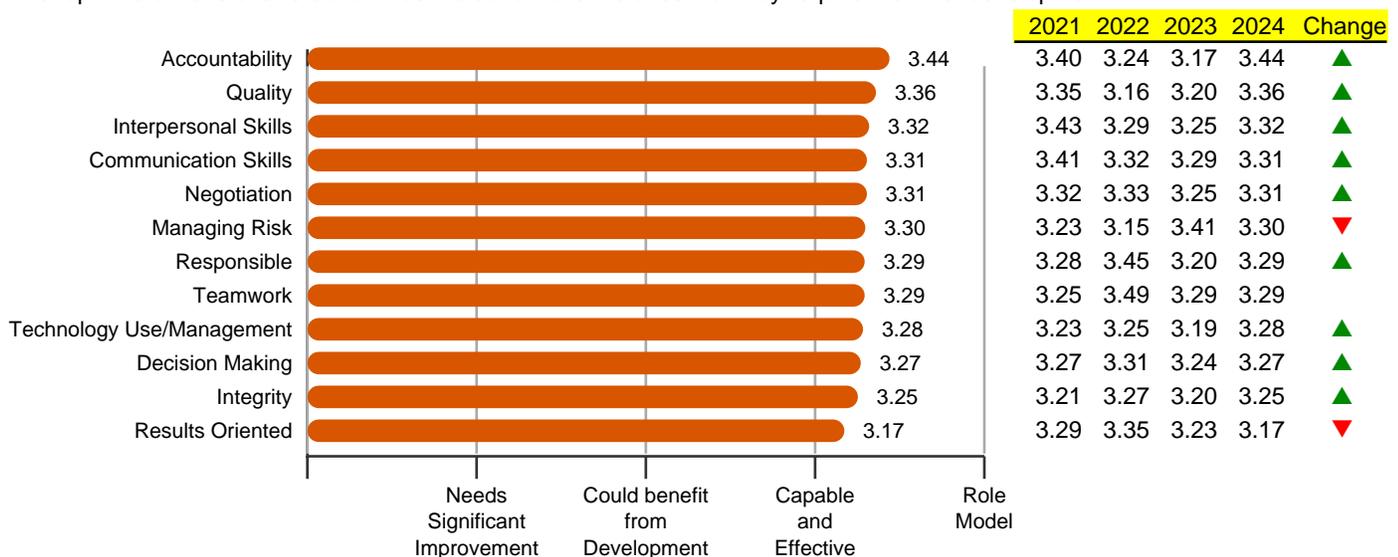
What to Do with Your Feedback

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

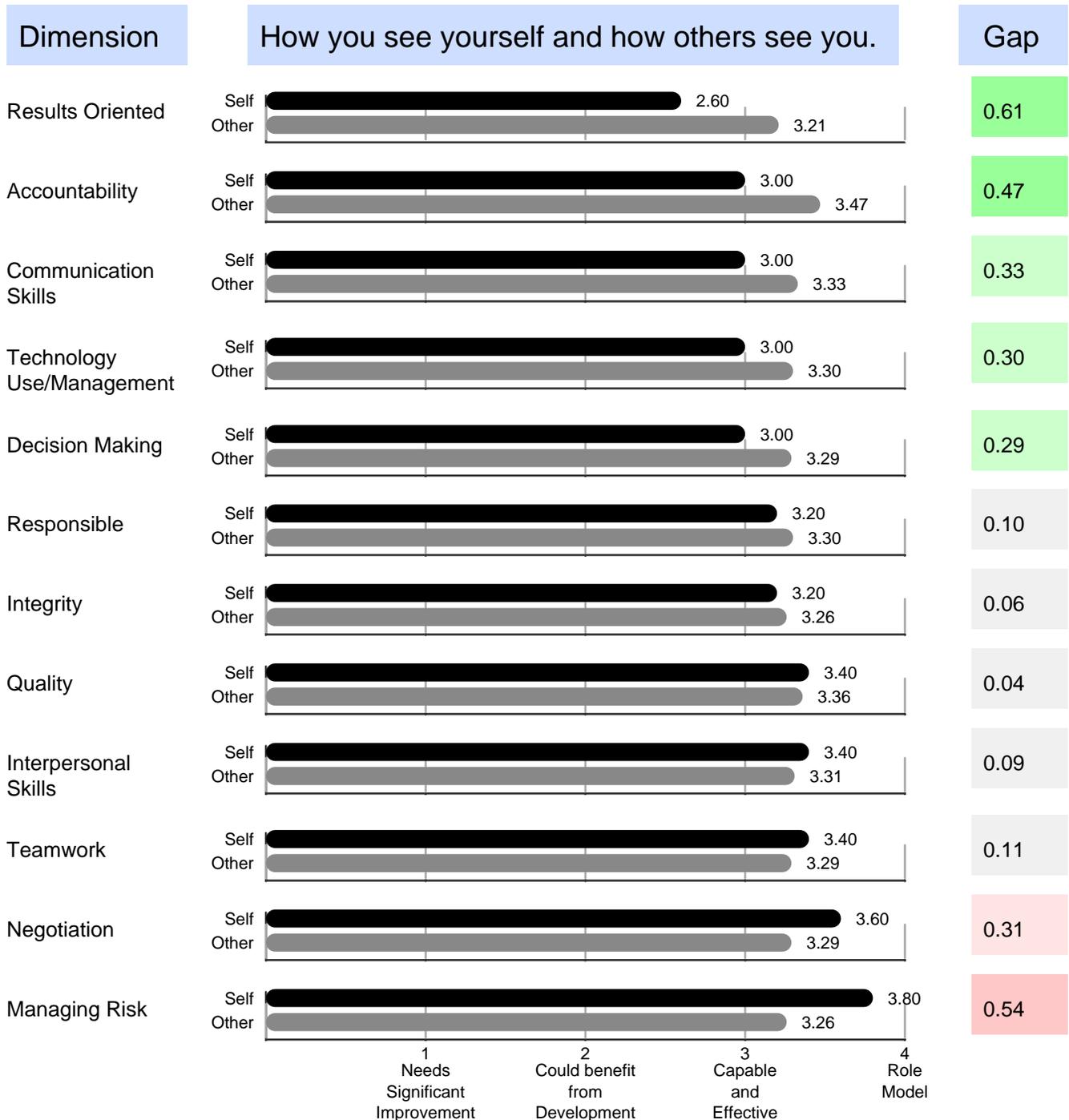
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

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

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints. Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

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. Does not lose sight of the big picture when making decisions	15	3.20	86.7	13%	53%	33%	
2. Is creative about the decisions they make.	15	3.33	100.0		67%	33%	
3. Applies creative reasoning in making decisions.	15	3.33	93.3	7%	53%	40%	
4. Uses reasonable assumptions and logic to decide between alternate courses of action	15	3.27	93.3	7%	60%	33%	
5. Is firm in their decision and not easily influenced by the whims of others.	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. Does not lose sight of the big picture when making decisions	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is creative about the decisions they make.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Applies creative reasoning in making decisions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Uses reasonable assumptions and logic to decide between alternate courses of action	3.47	3.33	3.40	3.27	-0.13 ▼
5. Is firm in their decision and not easily influenced by the whims of others.	3.00	3.20	3.13	3.21	+0.08 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Presents information in a clear and logical format.	15	3.47	100.0		53%		47%
7. Confidently communicates across all organizational levels, including external stakeholders.	15	3.40	93.3	7%	47%		47%
8. Ready to offer feedback, even if it involves tough critiques.	15	3.20	86.7	13%	53%		33%
9. Effectively delivers presentations to teams, large groups, and diverse audiences	15	3.27	86.7	13%	47%		40%
10. Conducts impactful training sessions.	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. Presents information in a clear and logical format.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Confidently communicates across all organizational levels, including external stakeholders.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Ready to offer feedback, even if it involves tough critiques.	3.40	3.40	3.20	3.20	
9. Effectively delivers presentations to teams, large groups, and diverse audiences	3.53	3.40	3.60	3.27	-0.33 ▼
10. Conducts impactful training sessions.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Accepts personal responsibility for not meeting expectations.	15	3.67	100.0	33%	67%		
12. Consistently strives to meet high standards of excellence.	15	3.40	93.3	7%	47%	47%	
13. Takes full responsibility for unmet expectations and makes corrective actions immediately.	15	3.13	86.7	13%	60%		27%
14. Can be counted on to do what they say they are going to do.	15	3.47	100.0	53%		47%	
15. Makes sure the supervisor is always informed of any important events.	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. Accepts personal responsibility for not meeting expectations.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Consistently strives to meet high standards of excellence.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Takes full responsibility for unmet expectations and makes corrective actions immediately.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Can be counted on to do what they say they are going to do.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Makes sure the supervisor is always informed of any important events.	3.67	3.27	3.20	3.53	+0.33 ▲

Quality

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

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. Consistently provides timely, accurate, and reliable information on quality measures.	15	3.47	93.3	7%	40%	53%	
17. Influences others to achieve high quality standards.	15	2.93	73.3	27%	53%		20%
18. Recognizes their role in promoting quality and safety in the workplace.	15	3.40	93.3	7%	47%	47%	
19. Develops a quality manual to assist in troubleshooting issues and documenting the quality management system.	15	3.53	100.0		47%	53%	
20. Promotes an environment that fosters quality and safety.	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. Consistently provides timely, accurate, and reliable information on quality measures.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Influences others to achieve high quality standards.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Recognizes their role in promoting quality and safety in the workplace.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Develops a quality manual to assist in troubleshooting issues and documenting the quality management system.	3.13	2.87	3.53	3.53	
20. Promotes an environment that fosters quality and safety.	3.40	3.20	2.87	3.47	+0.60 ▲

Results Oriented

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes. Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Produces a high volume of work.	15	3.00	80.0	20%	60%		20%
22. Responds to changing events to maintain progress toward achieving results.	15	3.53	100.0		47%	53%	
23. Has a positive attitude that encourages others to continue supporting the production goals.	15	3.13	86.7	13%	60%		27%
24. Does not become distracted by non-issues or interruptions.	15	3.13	80.0	7%	13%	40%	40%
25. Works toward achievement of goals even when confronted with obstacles.	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. Produces a high volume of work.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Responds to changing events to maintain progress toward achieving results.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Has a positive attitude that encourages others to continue supporting the production goals.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Does not become distracted by non-issues or interruptions.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Works toward achievement of goals even when confronted with obstacles.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Adopts the implementation of new technology into the workplace.	15	3.20	93.3	7%	60%	33%	
27. Understands and is committed to implementing new technologies.	15	3.40	93.3	7%	47%	47%	
28. Uses technology in decision making and problem solving.	15	3.60	93.3	7%	27%	67%	
29. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.20	86.7	13%	53%	33%	
30. Supports technical training and development of employees.	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. Adopts the implementation of new technology into the workplace.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Understands and is committed to implementing new technologies.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Uses technology in decision making and problem solving.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.21	3.20	3.20	3.20	
30. Supports technical training and development of employees.	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. Uses risk management to remain in compliance with regulations.	15	3.33	93.3	7%	53%	40%	
32. Seeks to maintain the long-term viability of the Company through effective risk management.	14	3.29	100.0		71%	29%	
33. Improves process safety where possible.	15	3.27	100.0		73%	27%	
34. Seeks to reduce uncertainty (risks) in the supply chain.	15	3.47	93.3	7%	40%	53%	
35. Evaluates the impact of certain events on the attainment of corporate objectives.	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. Uses risk management to remain in compliance with regulations.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Seeks to maintain the long-term viability of the Company through effective risk management.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Improves process safety where possible.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Seeks to reduce uncertainty (risks) in the supply chain.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Evaluates the impact of certain events on the attainment of corporate objectives.	3.20	3.27	3.13	3.13	

Integrity

Behaves in an ethical and fair way consistent with professional standards and rules of conduct. Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities.

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. Maintains strong relationships with others.	15	3.20	93.3	7%	67%		27%
37. Does what was promised.	15	3.33	93.3	7%	53%		40%
38. Demonstrates sincerity in actions with others.	15	3.07	86.7	13%	67%		20%
39. Develops trust and confidence from others.	15	3.33	100.0		67%		33%
40. Follows tasks to completion.	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. Maintains strong relationships with others.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Does what was promised.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Demonstrates sincerity in actions with others.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Develops trust and confidence from others.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Follows tasks to completion.	3.00	3.20	3.27	3.33	+0.07 ▲

Interpersonal Skills

Interpersonal Skills are the wide range of abilities that facilitate interactions with others through communication, empathy, honesty. These skills help you to build, develop and maintain strong/effective relationships with others and to relate to people of diverse backgrounds. To engage and inspire others. Individuals with high interpersonal skills treat others with courtesy, sensitivity, and respect.

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. Attends to both the content and the context of what was being said.	15	3.33	93.3	7%	53%	40%	
42. Expresses appreciation of other's work.	15	3.40	93.3	7%	47%	47%	
43. Demonstrates willingness to work with others.	15	3.13	86.7	13%	60%	27%	
44. Is open and approachable	15	3.27	100.0		73%	27%	
45. Values the opinions of others.	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. Attends to both the content and the context of what was being said.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Expresses appreciation of other's work.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Demonstrates willingness to work with others.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Is open and approachable	3.33	3.27	3.87	3.27	-0.60 ▼
45. Values the opinions of others.	3.20	3.33	3.13	3.47	+0.33 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Holds herself / himself accountable to goals / objectives	15	3.40	93.3	7%	47%	47%	
47. Completes assigned work tasks.	15	3.20	93.3	7%	67%	27%	
48. Behavior is ethical and honest.	15	3.20	93.3	7%	60%	33%	
49. Sets high personal standards of performance.	15	3.47	100.0		53%	47%	
50. Is a person you can trust.	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
46. Holds herself / himself accountable to goals / objectives	3.27	3.40	3.20	3.40	+0.20 ▲
47. Completes assigned work tasks.	3.33	3.40	3.20	3.20	
48. Behavior is ethical and honest.	3.60	3.33	3.20	3.20	
49. Sets high personal standards of performance.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Is a person you can trust.	3.20	3.67	3.27	3.20	-0.07 ▼

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
51. Establishes a strong, cooperative atmosphere; defines expectations; and presents a well-structured agenda aligned with key priorities.	15	3.53	100.0		47%	53%	
52. Able to say "no" when it is essential to maintaining quality and high standards.	15	3.27	93.3	7%	60%	33%	
53. Leverages relationships with others to achieve goals.	15	3.33	100.0		67%	33%	
54. Creates a constructive atmosphere, building a positive relationship for cooperative negotiations.	15	3.40	93.3	7%	47%	47%	
55. Identifies goals and objectives desired as well as the strengths and weaknesses currently possessed.	15	3.00	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	2021	2022	2023	2024	Change
51. Establishes a strong, cooperative atmosphere; defines expectations; and presents a well-structured agenda aligned with key priorities.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Able to say "no" when it is essential to maintaining quality and high standards.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Leverages relationships with others to achieve goals.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Creates a constructive atmosphere, building a positive relationship for cooperative negotiations.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Identifies goals and objectives desired as well as the strengths and weaknesses currently possessed.	3.27	3.40	3.27	3.00	-0.27 ▼

Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building.

To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members.

Some teams have a specified leader to help supervise or coach other team members.

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
56. Helps the team to bounce back from obstacles.	15	3.53	100.0		47%	53%	
57. Finds opportunities to recognize and reward team members.	15	2.93	86.7	13%	80%		7%
58. Promotes a team spirit within and outside department; partners with other groups.	15	3.53	93.3	7%	33%	60%	
59. Encourages other team members to adopt new procedures.	15	3.33	93.3	7%	53%	40%	
60. Communicates well with team members.	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
56. Helps the team to bounce back from obstacles.	3.13	3.47	3.13	3.53	+0.40 ▲
57. Finds opportunities to recognize and reward team members.	3.13	3.53	3.20	2.93	-0.27 ▼
58. Promotes a team spirit within and outside department; partners with other groups.	3.27	3.27	3.33	3.53	+0.20 ▲
59. Encourages other team members to adopt new procedures.	3.33	3.53	3.33	3.33	
60. Communicates well with team members.	3.40	3.67	3.47	3.13	-0.33 ▼