



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.

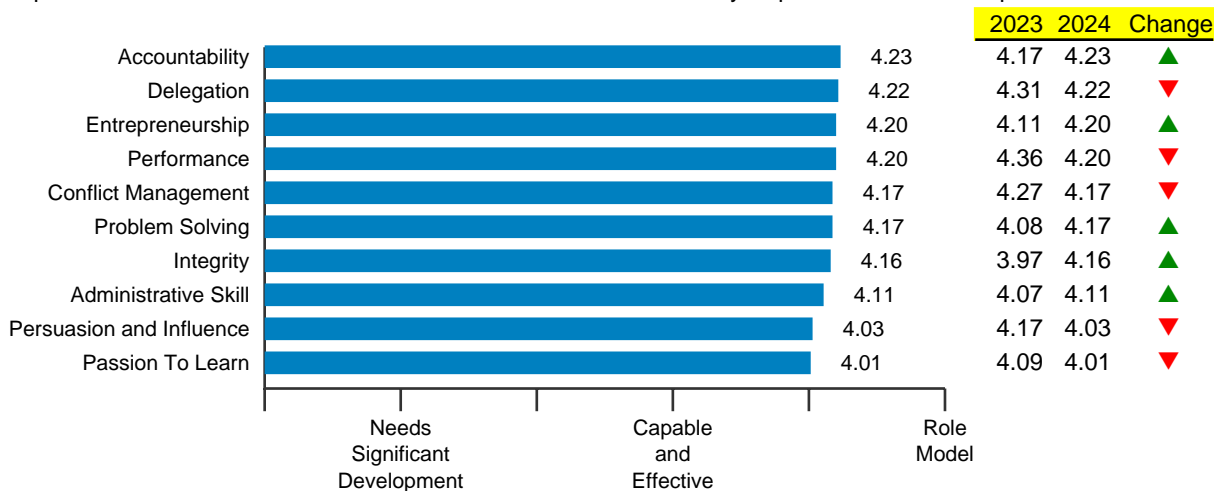
## What to Do with Your Feedback

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

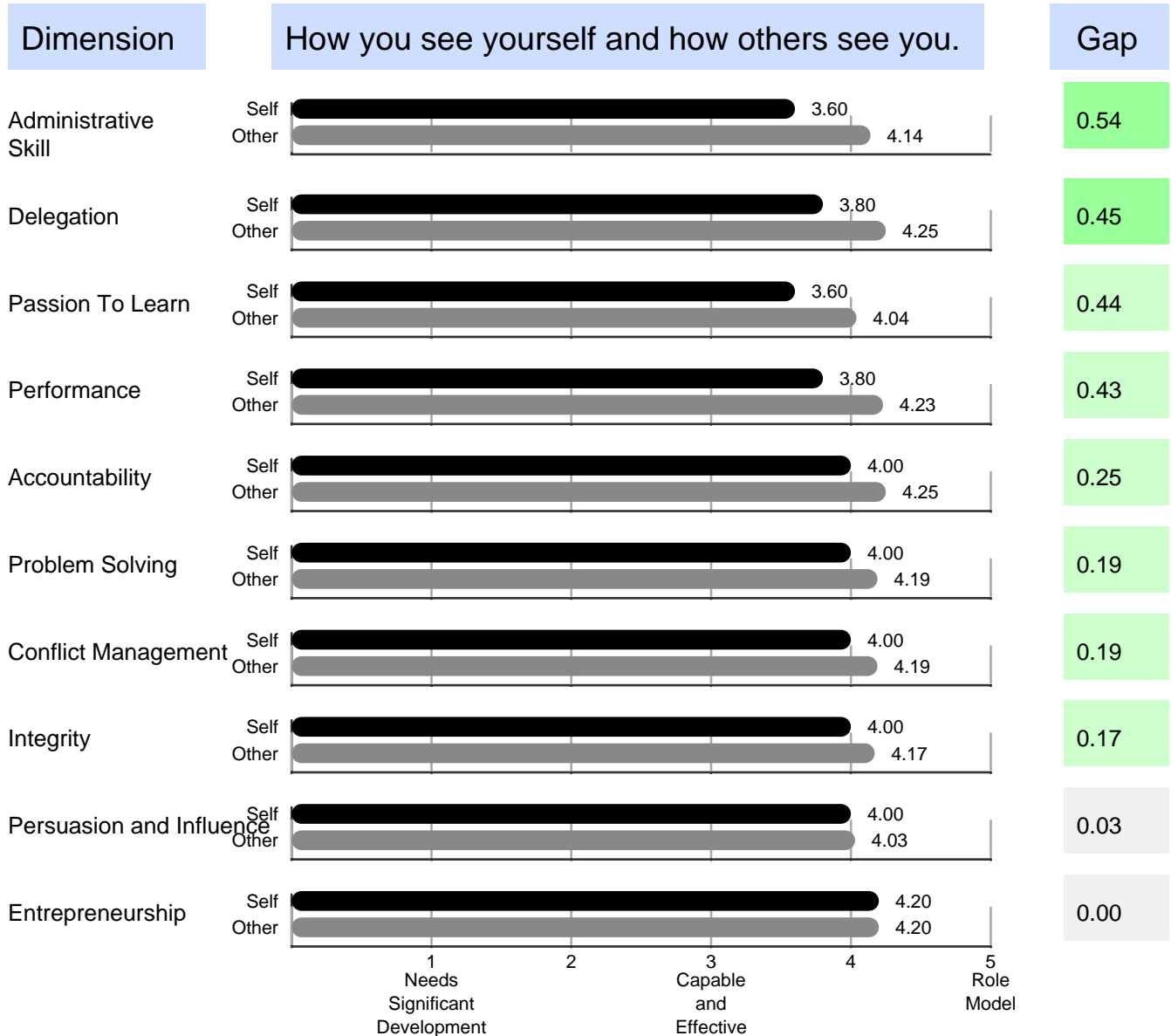
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



## Delegation

### 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
1. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.13	80.0	20%		47%		33%
2. Entrusts subordinates with important tasks.	15	4.33	100.0		67%			33%
3. Assigns tasks to create learning opportunities for the employees.	15	4.33	93.3	7%		53%		40%
4. Clearly defines duties and tasks to be completed.	15	4.07	86.7	13%		67%		20%
5. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	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. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	4.00	4.13	+0.13 ▲
2. Entrusts subordinates with important tasks.	4.40	4.33	-0.07 ▼
3. Assigns tasks to create learning opportunities for the employees.	4.47	4.33	-0.13 ▼
4. Clearly defines duties and tasks to be completed.	4.47	4.07	-0.40 ▼
5. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	4.20	4.21	+0.01 ▲

## 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 (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
6. Sets a high standard for job performance.	15	4.33	93.3	7%	53%			40%
7. Works effectively in the department.	15	4.33	86.7	13%	40%			47%
8. Effective in performing his/her job.	15	4.07	80.0	20%	53%			27%
9. Shown significant improvement in job performance.	15	4.13	80.0	20%	47%			33%
10. Able to organize work.	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. Sets a high standard for job performance.	4.13	4.33	+0.20 ▲
7. Works effectively in the department.	4.33	4.33	
8. Effective in performing his/her job.	4.20	4.07	-0.13 ▼
9. Shown significant improvement in job performance.	4.67	4.13	-0.53 ▼
10. Able to organize work.	4.47	4.13	-0.33 ▼

## Accountability

### 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. Chooses integrity over convenience.	15	4.67	100.0					
12. Defines roles, rights, and responsibilities of employees.	15	4.20	86.7					
13. Takes charge of addressing and solving problems.	14	3.64	57.1					
14. Accepts personal responsibility for their actions.	14	4.14	85.7					
15. Consults with the supervisor before engaging in new procedures that have some risk.	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. Chooses integrity over convenience.	4.20	4.67	+0.47 ▲
12. Defines roles, rights, and responsibilities of employees.	3.93	4.20	+0.27 ▲
13. Takes charge of addressing and solving problems.	4.47	3.64	-0.82 ▼
14. Accepts personal responsibility for their actions.	4.00	4.14	+0.14 ▲
15. Consults with the supervisor before engaging in new procedures that have some risk.	4.27	4.47	+0.20 ▲

## Integrity

### 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
16. Follows tasks to completion.	15	4.00	66.7	7%	27%	27%	40%	
17. Establishes relationships of trust, honesty, fairness, and integrity.	15	3.87	66.7		33%	47%	20%	
18. Develops trust and confidence from others.	15	4.20	86.7	7%	7%	47%	40%	
19. Maintains strong relationships with others.	15	4.33	86.7		13%	40%	47%	
20. Accepts responsibility for mistakes.	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. Follows tasks to completion.	3.64	4.00	+0.36 ▲
17. Establishes relationships of trust, honesty, fairness, and integrity.	4.33	3.87	-0.47 ▼
18. Develops trust and confidence from others.	3.93	4.20	+0.27 ▲
19. Maintains strong relationships with others.	4.33	4.33	0.00 ▲
20. Accepts responsibility for mistakes.	3.60	4.40	+0.80 ▲

## Passion To Learn

### 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
21. Exhibits willingness to upgrade skills through additional training and education.	15	3.93	73.3	27%		53%		20%
22. Will participate in training classes even if offered outside of normal working hours.	15	4.00	66.7	13%	20%	20%		47%
23. Is open minded and curious about learning new skills.	15	4.07	80.0	20%		53%		27%
24. Embraces new technology and procedures.	15	4.00	73.3	13%	13%	33%		40%
25. Is open to feedback from others.	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. Exhibits willingness to upgrade skills through additional training and education.	4.20	3.93	-0.27 ▼
22. Will participate in training classes even if offered outside of normal working hours.	4.20	4.00	-0.20 ▼
23. Is open minded and curious about learning new skills.	4.13	4.07	-0.07 ▼
24. Embraces new technology and procedures.	3.80	4.00	+0.20 ▲
25. Is open to feedback from others.	4.13	4.07	-0.07 ▼



## Persuasion and Influence

### 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
26. Ensures stakeholders are involved in the decision making process.	15	4.00	80.0	7%	13%	53%		27%
27. Persuades others to consider alternative points of view.	15	3.67	66.7	20%	13%	47%		20%
28. Has excellent influencing/negotiating skills.	15	4.40	86.7	13%	33%	53%		
29. Seeks to obtain consensus or compromise.	15	4.07	80.0	20%		53%		27%
30. Attempts to persuade others rather than simply control them.	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. Ensures stakeholders are involved in the decision making process.	4.47	4.00	-0.47 ▼
27. Persuades others to consider alternative points of view.	4.00	3.67	-0.33 ▼
28. Has excellent influencing/negotiating skills.	4.33	4.40	+0.07 ▲
29. Seeks to obtain consensus or compromise.	4.07	4.07	
30. Attempts to persuade others rather than simply control them.	4.00	4.00	

## Administrative Skill

### 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
31. Completes reports on-time.	15	4.27	93.3	7%		60%		33%
32. Takes responsibility for decisions.	14	4.14	92.9	7%		71%		21%
33. Able to develop, justify and present a budget.	15	4.27	100.0			73%		27%
34. Enthusiastic about taking on challenging projects.	15	4.40	93.3	7%		47%		47%
35. Strong organizational skills to keep the workspace and department in order	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. Completes reports on-time.	4.27	4.27	
32. Takes responsibility for decisions.	4.20	4.14	-0.06 ▼
33. Able to develop, justify and present a budget.	3.67	4.27	+0.60 ▲
34. Enthusiastic about taking on challenging projects.	4.00	4.40	+0.40 ▲
35. Strong organizational skills to keep the workspace and department in order	4.20	3.47	-0.73 ▼

## Problem Solving

### 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
36. Understands the root causes of problems.	15	4.20	93.3	7%		67%		27%
37. Finds creative ways to get things done with limited resources.	15	4.27	93.3	7%		60%		33%
38. Skilled at quickly diagnosing issues, identifying root causes, and developing and implementing effective solutions in the workplace.	15	4.00	80.0		20%	60%		20%
39. Effective in solving problems.	15	4.07	86.7	7%	7%	60%		27%
40. Ability to develop innovative solutions to problems.	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. Understands the root causes of problems.	4.00	4.20	+0.20 ▲
37. Finds creative ways to get things done with limited resources.	4.21	4.27	+0.05 ▲
38. Skilled at quickly diagnosing issues, identifying root causes, and developing and implementing effective solutions in the workplace.	4.07	4.00	-0.07 ▼
39. Effective in solving problems.	3.87	4.07	+0.20 ▲
40. Ability to develop innovative solutions to problems.	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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Resolves grievances through a better understanding and appreciation of what each side needs.	15	3.93	80.0	13%	7%	53%		27%
42. Clearly expresses expectations to others.	15	4.33	93.3	7%		47%		47%
43. Avoids being judgmental and micromanaging of employees.	15	4.13	86.7	13%		60%		27%
44. Actively engages both parties to voluntarily collaborate and resolve their differences.	15	4.20	100.0			80%		20%
45. Facilitates dialog between team members.	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. Resolves grievances through a better understanding and appreciation of what each side needs.	3.87	3.93	+0.07 ▲
42. Clearly expresses expectations to others.	4.13	4.33	+0.20 ▲
43. Avoids being judgmental and micromanaging of employees.	4.20	4.13	-0.07 ▼
44. Actively engages both parties to voluntarily collaborate and resolve their differences.	4.87	4.20	-0.67 ▼
45. Facilitates dialog between team members.	4.27	4.27	

## Entrepreneurship

### 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
46. Maintains a high level of energy to respond to demands of the job.	15	4.40	93.3	7%	47%	47%		
47. Has a strategic awareness on how to promote the organization.	15	4.20	93.3	7%	67%		27%	
48. Takes the initiative to complete tasks.	15	4.07	86.7	13%	53%		33%	
49. Seeks and utilizes mentors to help guide professional development.	15	4.27	93.3	7%	53%		40%	
50. Exhibits determination and passion in completion of goals.	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. Maintains a high level of energy to respond to demands of the job.	4.13	4.40	+0.27 ▲
47. Has a strategic awareness on how to promote the organization.	4.07	4.20	+0.13 ▲
48. Takes the initiative to complete tasks.	4.00	4.07	+0.07 ▲
49. Seeks and utilizes mentors to help guide professional development.	4.13	4.27	+0.13 ▲
50. Exhibits determination and passion in completion of goals.	4.20	4.07	-0.13 ▼

## 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?