

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.

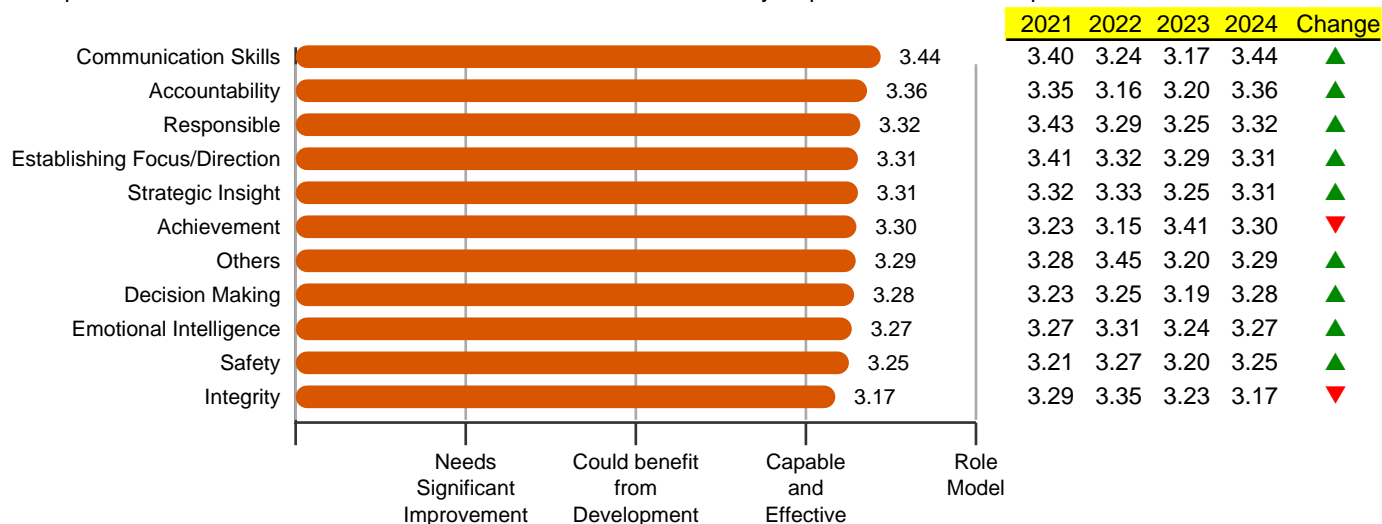
## What to Do with Your Feedback

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 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.



# Emotional Intelligence

Ability to perceive, interpret, and understand the emotions of 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
1. Accurately perceives the emotional reactions of others.	15	3.20	86.7	13%	53%	33%	
2. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.33	100.0		67%	33%	
3. Able to understand others' points of view.	15	3.33	93.3	7%	53%	40%	
4. Is able to control their own emotions.	15	3.27	93.3	7%	60%	33%	
5. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	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. Accurately perceives the emotional reactions of others.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Able to understand others' points of view.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Is able to control their own emotions.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.00	3.20	3.13	3.21	+0.08 ▲

## Establishing Focus/Direction

Establishes the focus/direction of employees within the department/division/organization.  
Aligns mission and goals as needed.

### 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. Makes sure that employees understand and identify with the team's mission.	15	3.47	100.0		53%	47%	
7. Makes sure that employees understand how their work relates to organizational goals.	15	3.40	93.3	7%	47%	47%	
8. Maintains focus when handling several problems or tasks simultaneously.	15	3.20	86.7	13%	53%	33%	
9. Maintains self-control when personally criticized.	15	3.27	86.7	13%	47%	40%	
10. Stays focused even when under pressure and stress.	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. Makes sure that employees understand and identify with the team's mission.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Makes sure that employees understand how their work relates to organizational goals.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Maintains focus when handling several problems or tasks simultaneously.	3.40	3.40	3.20	3.20	
9. Maintains self-control when personally criticized.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Stays focused even when under pressure and stress.	3.33	3.47	3.27	3.20	-0.07 ▼

## 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
11. Ready to offer feedback, even if it involves tough critiques.	15	3.67	100.0	33%	67%		
12. Considers the audience in how the communication is presented.	15	3.40	93.3	7%	47%	47%	
13. Produces written content that is both succinct and orderly.	15	3.13	86.7	13%	60%	27%	
14. Conveys ideas confidently and succinctly.	15	3.47	100.0	53%	47%		
15. Presents issues, ideas, and strategy concisely and clearly.	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. Ready to offer feedback, even if it involves tough critiques.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Considers the audience in how the communication is presented.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Produces written content that is both succinct and orderly.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Conveys ideas confidently and succinctly.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Presents issues, ideas, and strategy concisely and clearly.	3.67	3.27	3.20	3.53	+0.33 ▲

# 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
16. Works diligently for the success of the team.	15	3.47	93.3	7%	40%	53%	
17. Expects employees to accept the consequences of their actions.	15	2.93	73.3	27%	53%	20%	
18. Consistently exhibits professionalism in interactions with employees.	15	3.40	93.3	7%	47%	47%	
19. Requires employees to submit monthly reports of the work they performed.	15	3.53	100.0		47%	53%	
20. Takes responsibility for errors in the production line.	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. Works diligently for the success of the team.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Expects employees to accept the consequences of their actions.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Consistently exhibits professionalism in interactions with employees.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Requires employees to submit monthly reports of the work they performed.	3.13	2.87	3.53	3.53	
20. Takes responsibility for errors in the production line.	3.40	3.20	2.87	3.47	+0.60 ▲

## 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
21. Follows tasks to completion.	15	3.00	80.0	20%	60%		20%
22. Does what was promised.	15	3.53	100.0		47%	53%	
23. Demonstrates honesty and truthfulness at all times.	15	3.13	86.7	13%	60%		27%
24. Accepts responsibility for mistakes.	15	3.13	80.0	7% 13%	40%		40%
25. Fosters a high standard of ethics and integrity.	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. Follows tasks to completion.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Does what was promised.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Demonstrates honesty and truthfulness at all times.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Accepts responsibility for mistakes.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Fosters a high standard of ethics and integrity.	3.27	3.33	3.27	3.07	-0.20 ▼



## 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
26. Learns from previous bad decisions and rarely repeats them.	15	3.20	93.3	7%	60%	33%	
27. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.40	93.3	7%	47%	47%	
28. Determines the costs and potential benefits of decisions.	15	3.60	93.3	7%	27%	67%	
29. Is confident in the decisions they make.	15	3.20	86.7	13%	53%	33%	
30. Is aware of the impact of decisions and informs others about potential outcomes.	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. Learns from previous bad decisions and rarely repeats them.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.20	3.33	2.93	3.40	+0.47 ▲
28. Determines the costs and potential benefits of decisions.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Is confident in the decisions they make.	3.21	3.20	3.20	3.20	
30. Is aware of the impact of decisions and informs others about potential outcomes.	2.87	3.27	3.07	3.00	-0.07 ▼

## 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
31. Strives to exceed standards of performance.	15	3.33	93.3	7%	53%	40%	
32. Follows-up and takes action when goals are not met to ensure better results in the future.	14	3.29	100.0		71%	29%	
33. Strives to meet goals and objectives.	15	3.27	100.0		73%	27%	
34. Establishes stretch goals to advance skills and output.	15	3.47	93.3	7%	40%	53%	
35. Sets challenging goals for the department.	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. Strives to exceed standards of performance.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Follows-up and takes action when goals are not met to ensure better results in the future.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Strives to meet goals and objectives.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Establishes stretch goals to advance skills and output.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Sets challenging goals for the department.	3.20	3.27	3.13	3.13	

# Safety

Works in a safe manner and promotes safe working conditions.

## 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. Encourages others to work safely.	15	3.20	93.3	7%	67%		27%
37. Seeks to reduce the likelihood of accidents.	15	3.33	93.3	7%	53%		40%
38. Identifies and addresses safety needs.	15	3.07	86.7	13%	67%		20%
39. Creates accurate and effective measures of safety.	15	3.33	100.0		67%		33%
40. Develops a culture of safety.	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. Encourages others to work safely.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Seeks to reduce the likelihood of accidents.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Identifies and addresses safety needs.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Creates accurate and effective measures of safety.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Develops a culture of safety.	3.00	3.20	3.27	3.33	+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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. ...takes personal responsibility for results.	15	3.33	93.3	7%	53%	40%	
42. Acts as a resource without removing individual responsibility.	15	3.40	93.3	7%	47%	47%	
43. Sets high personal standards of performance.	15	3.13	86.7	13%	60%	27%	
44. Sets a good example	15	3.27	100.0		73%	27%	
45. Sets a good example.	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. ...takes personal responsibility for results.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Acts as a resource without removing individual responsibility.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Sets high personal standards of performance.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Sets a good example	3.33	3.27	3.87	3.27	-0.60 ▼
45. Sets a good example.	3.20	3.33	3.13	3.47	+0.33 ▲

## Others

Works well with other 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Treats others with respect and dignity.	15	3.40	93.3	7%	47%	47%	
47. Forms working relationships with employees from other departments.	15	3.20	93.3	7%	67%	27%	
48. Works effectively with people from other departments.	15	3.20	93.3	7%	60%	33%	
49. Is able to see issues from others' perspectives.	15	3.47	100.0		53%	47%	
50. Supports the efforts of other employees in implementing solutions to problems.	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. Treats others with respect and dignity.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Forms working relationships with employees from other departments.	3.33	3.40	3.20	3.20	
48. Works effectively with people from other departments.	3.60	3.33	3.20	3.20	
49. Is able to see issues from others' perspectives.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Supports the efforts of other employees in implementing solutions to problems.	3.20	3.67	3.27	3.20	-0.07 ▼

## Strategic Insight

Strategic Insight is defined as being observant, analytical and knowledgeable about factors impacting the company. Interacting with employees and customers to get a deeper understanding of problems they are facing. This insight is used to create innovative responses to meet their needs.

### 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. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.53	100.0	47%	53%		
52. Creates a vision for the organization based on insights gathered from other companies in the industry.	15	3.27	93.3	7%	60%	33%	
53. Identifies root causes of problems.	15	3.33	100.0	67%	33%		
54. Analyzes unique issues or problems impacting the Company.	15	3.40	93.3	7%	47%	47%	
55. Pursues strategic alliances with valued partners.	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. Analyzes records and reports to obtain insight into potential issues and trends.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Creates a vision for the organization based on insights gathered from other companies in the industry.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Identifies root causes of problems.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Analyzes unique issues or problems impacting the Company.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Pursues strategic alliances with valued partners.	3.27	3.40	3.27	3.00	-0.27 ▼