



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.

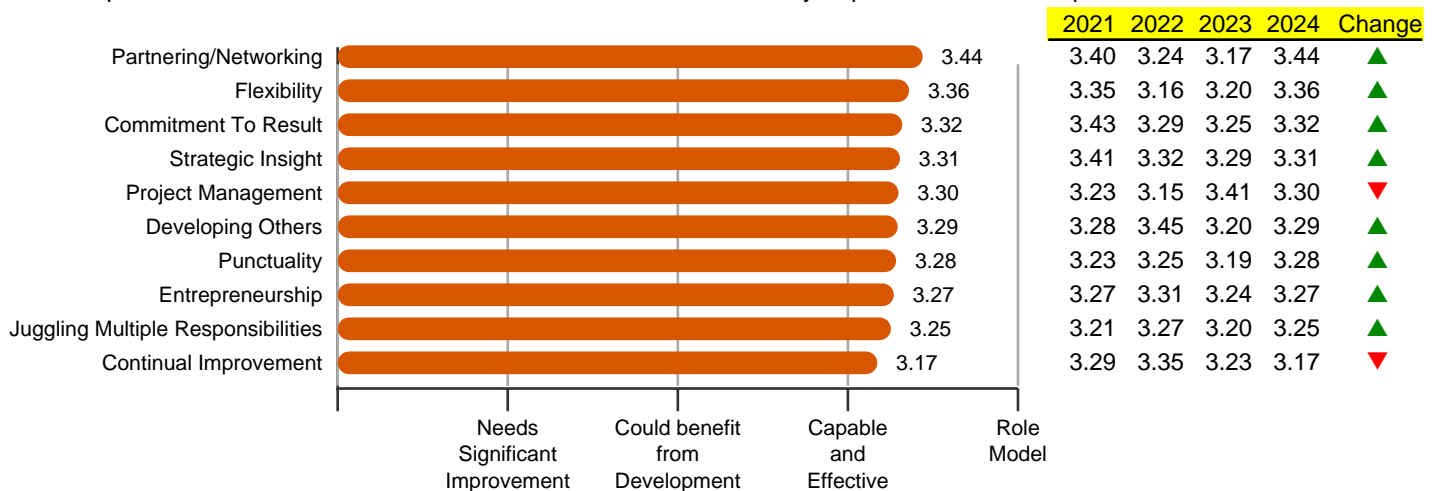
What to Do with Your Feedback

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.



Entrepreneurship

Ability to develop, manage, and expand business opportunities.

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. Finds unique ways to go around barriers to success.	15	3.20	86.7	13%	53%	33%	
2. Understands the processes and various stages of business development.	15	3.33	100.0		67%	33%	
3. Excellent at managing relationships with stakeholders.	15	3.33	93.3	7%	53%	40%	
4. Encourages dynamic growth opportunities.	15	3.27	93.3	7%	60%	33%	
5. Maintains a high level of energy to respond to demands of the job.	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. Finds unique ways to go around barriers to success.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Understands the processes and various stages of business development.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Excellent at managing relationships with stakeholders.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Encourages dynamic growth opportunities.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Maintains a high level of energy to respond to demands of the job.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Observes employees at work to get better insight into the issues they are dealing with.	15	3.47	100.0		53%	47%	
7. Implements long-term solutions to problems.	15	3.40	93.3	7%	47%	47%	
8. Analyzes unique issues or problems impacting the Company.	15	3.20	86.7	13%	53%	33%	
9. Pursues strategic alliances with valued partners.	15	3.27	86.7	13%	47%	40%	
10. Maintains knowledge of current trends in the industry.	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. Observes employees at work to get better insight into the issues they are dealing with.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Implements long-term solutions to problems.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Analyzes unique issues or problems impacting the Company.	3.40	3.40	3.20	3.20	
9. Pursues strategic alliances with valued partners.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Maintains knowledge of current trends in the industry.	3.33	3.47	3.27	3.20	-0.07 ▼

Partnering/Networking

Partnering/Networking involves expanding associations with individuals and organizations to enhance business operations. This competency includes building alliances, collaborating with industry peers, growing one's network, and forming new relationships by finding common ground, sharing information, and pooling resources. It often involves partnering with those who offer complementary services or working across organizational boundaries.

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. Attends industry conferences and seminars to meet new contacts and learn from industry leaders.	15	3.67	100.0	33%	67%		
12. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	3.40	93.3	7%	47%	47%	
13. Seeks to reduce institutional roadblocks to information sharing.	15	3.13	86.7	13%	60%	27%	
14. Establishes appropriate monitoring of activities in the network.	15	3.47	100.0	53%	47%		
15. Maintains a network of partners and suppliers to facilitate global operations.	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. Attends industry conferences and seminars to meet new contacts and learn from industry leaders.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Forges mutually beneficial relationships between individuals with diverse backgrounds.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Seeks to reduce institutional roadblocks to information sharing.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Establishes appropriate monitoring of activities in the network.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Maintains a network of partners and suppliers to facilitate global operations.	3.67	3.27	3.20	3.53	+0.33 ▲

Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

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. Responds positively to unanticipated changes in the work schedule.	15	3.47	93.3	7%	40%	53%	
17. Able to adapt to new situations.	15	2.93	73.3	27%	53%		20%
18. Willing to change strategies, operations, or processes in to meet new challenges or seize new opportunities.	15	3.40	93.3	7%	47%		47%
19. Embraces change, values feedback, and is willing to experiment with different methods to find the most effective solutions.	15	3.53	100.0		47%		53%
20. Fosters a culture of flexibility and agility.	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. Responds positively to unanticipated changes in the work schedule.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Able to adapt to new situations.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Willing to change strategies, operations, or processes in to meet new challenges or seize new opportunities.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Embraces change, values feedback, and is willing to experiment with different methods to find the most effective solutions.	3.13	2.87	3.53	3.53	
20. Fosters a culture of flexibility and agility.	3.40	3.20	2.87	3.47	+0.60 ▲

Continual Improvement

A continual effort to improve ongoing workplace practices and products. Continuously seeking opportunities to improve efficiency of workplace processes.

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. Looks for ways to expand and learn new job skills.	15	3.00	80.0	20%	60%		20%
22. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.53	100.0		47%	53%	
23. Looks for ways to improve work processes and procedures.	15	3.13	86.7	13%	60%		27%
24. Open to the suggestions from others.	15	3.13	80.0	7%	13%	40%	40%
25. Analyzes processes to determine areas for improvement.	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 ways to expand and learn new job skills.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Looks for ways to improve work processes and procedures.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Open to the suggestions from others.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Analyzes processes to determine areas for improvement.	3.27	3.33	3.27	3.07	-0.20 ▼

Punctuality

Adheres to schedules and timelines. Starts meetings, workday, and assigned tasks on time.

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. Starts the workday when scheduled.	15	3.20	93.3	7%	60%	33%	
27. Maintains an efficient schedule of activities.	15	3.40	93.3	7%	47%	47%	
28. Avoids making personal phone calls during working hours.	15	3.60	93.3	7%	27%	67%	
29. Conducts appointments at scheduled start time.	15	3.20	86.7	13%	53%	33%	
30. Arrives to meetings on time.	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. Starts the workday when scheduled.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Maintains an efficient schedule of activities.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Avoids making personal phone calls during working hours.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Conducts appointments at scheduled start time.	3.21	3.20	3.20	3.20	
30. Arrives to meetings on time.	2.87	3.27	3.07	3.00	-0.07 ▼

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

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. Understands what software tools are available to be used to manage the project.	15	3.33	93.3	7%	53%	40%	
32. Has detailed knowledge about the project and can adapt the project plan as needed.	14	3.29	100.0		71%	29%	
33. Coordinates communication between the project team and stakeholders.	15	3.27	100.0		73%	27%	
34. Acquires and allocates internal and external resources needed for the project.	15	3.47	93.3	7%	40%	53%	
35. Interacts with stakeholders regarding the outcomes required by the project.	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. Understands what software tools are available to be used to manage the project.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Has detailed knowledge about the project and can adapt the project plan as needed.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Coordinates communication between the project team and stakeholders.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Acquires and allocates internal and external resources needed for the project.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Interacts with stakeholders regarding the outcomes required by the project.	3.20	3.27	3.13	3.13	

Juggling Multiple Responsibilities

Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

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. Builds in extra time in the schedule for unplanned events/occurrences.	15	3.20	93.3	7%	67%		27%
37. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.33	93.3	7%	53%		40%
38. Uses a scheduler/planner to keep tasks organized and on time.	15	3.07	86.7	13%	67%		20%
39. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.33	100.0		67%		33%
40. Coordinates the work of a team by assigning tasks to other team members.	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. Builds in extra time in the schedule for unplanned events/occurrences.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Uses a scheduler/planner to keep tasks organized and on time.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Coordinates the work of a team by assigning tasks to other team members.	3.00	3.20	3.27	3.33	+0.07 ▲

Commitment To Result

Committed to successfully achieving results. Goes above and beyond 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
41. Able to focus on a task even when working alone.	15	3.33	93.3	7%	53%	40%	
42. Coordinates all department activities into a cohesive team effort.	15	3.40	93.3	7%	47%	47%	
43. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.13	86.7	13%	60%	27%	
44. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.27	100.0		73%	27%	
45. Maintains persistence and dedication to achieving results.	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. Able to focus on a task even when working alone.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Coordinates all department activities into a cohesive team effort.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Maintains persistence and dedication to achieving results.	3.20	3.33	3.13	3.47	+0.33 ▲

Developing Others

Training and developing members of the team/department.

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. Creates a work environment that fosters positive feedback to employees.	15	3.40	93.3	7%	47%	47%	
47. Creates opportunities for professional development.	15	3.20	93.3	7%	67%	27%	
48. Encourages employees through recognition of positive changes in behavior.	15	3.20	93.3	7%	60%	33%	
49. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.47	100.0		53%	47%	
50. Supports the successes of other employees.	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. Creates a work environment that fosters positive feedback to employees.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Creates opportunities for professional development.	3.33	3.40	3.20	3.20	
48. Encourages employees through recognition of positive changes in behavior.	3.60	3.33	3.20	3.20	
49. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Supports the successes of other employees.	3.20	3.67	3.27	3.20	-0.07 ▼