



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.

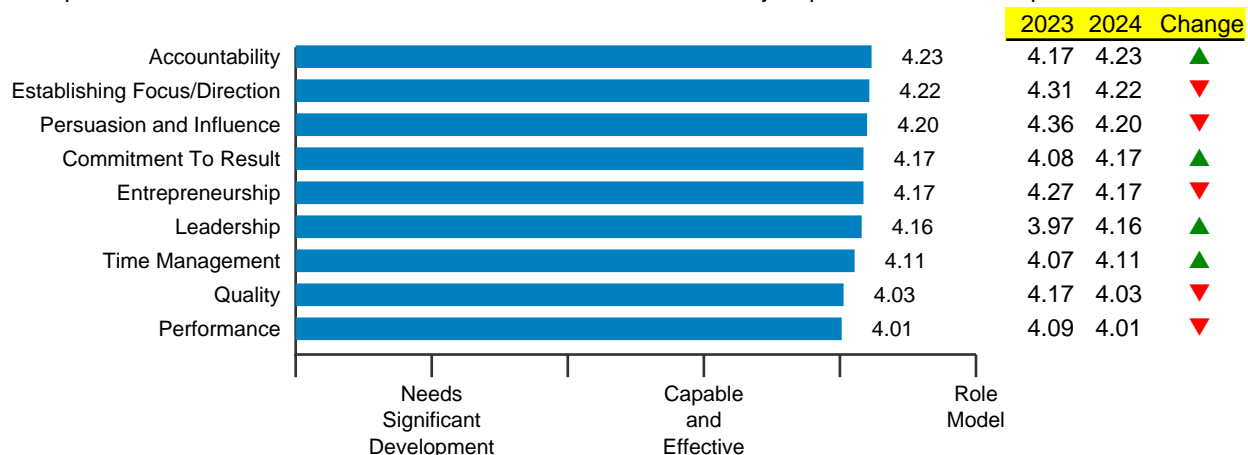
What to Do with Your Feedback

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

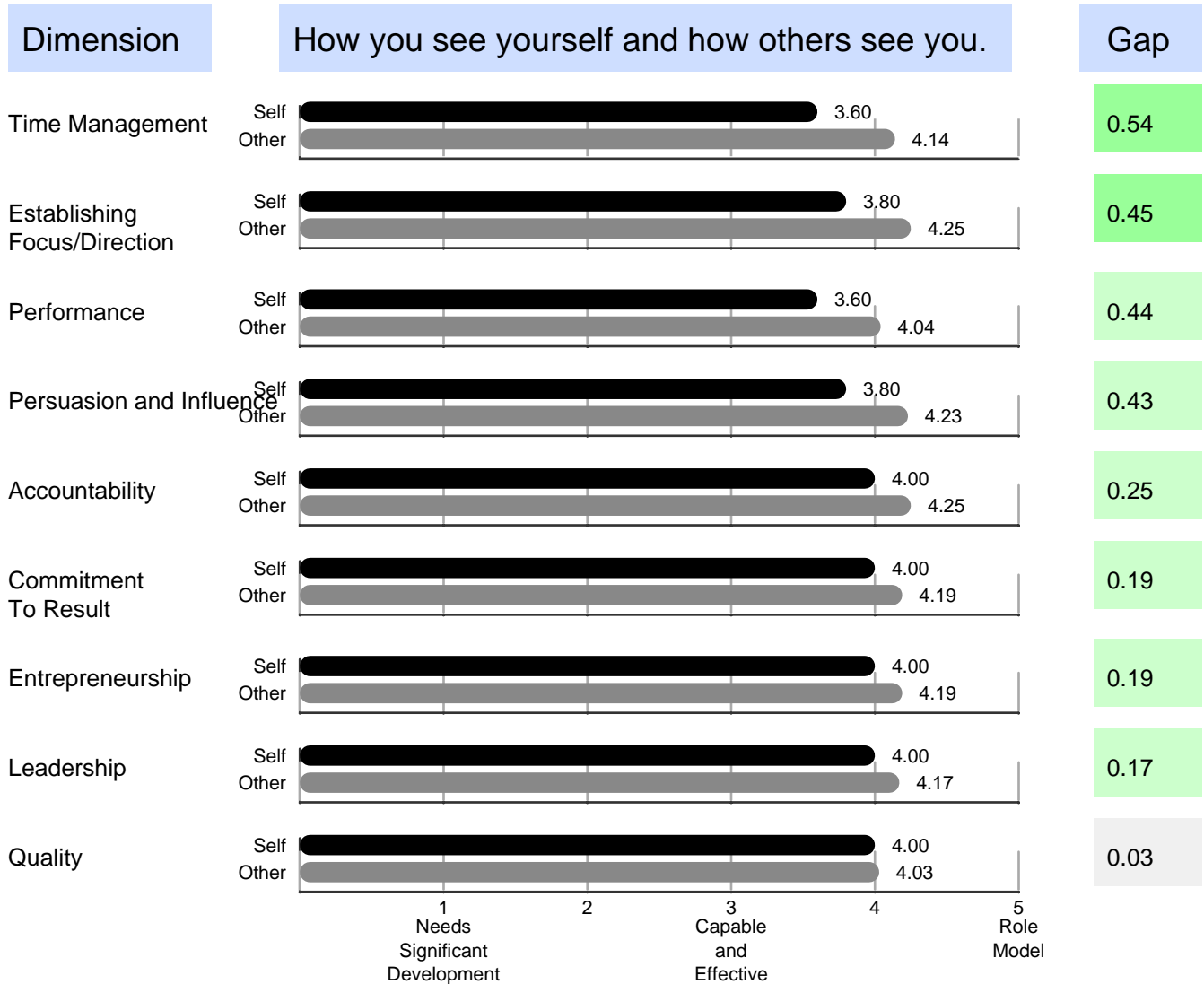
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



Establishing Focus/Direction

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. Stays focused even when under pressure and stress.	15	4.13	80.0	20%	47%	33%		
2. Maintains self-control when personally criticized.	15	4.33	100.0		67%	33%		
3. Makes sure that employees understand how their work relates to organizational goals.	15	4.33	93.3	7%	53%	40%		
4. Functions well under stress, deadlines, and/or significant workloads.	15	4.07	86.7	13%	67%	20%		
5. Excellent at managing time.	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. Stays focused even when under pressure and stress.	4.00	4.13	+0.13 ▲
2. Maintains self-control when personally criticized.	4.40	4.33	-0.07 ▼
3. Makes sure that employees understand how their work relates to organizational goals.	4.47	4.33	-0.13 ▼
4. Functions well under stress, deadlines, and/or significant workloads.	4.47	4.07	-0.40 ▼
5. Excellent at managing time.	4.20	4.21	+0.01 ▲

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
6. Communicates effectively with others.	15	4.33	93.3	7%	53%	40%		
7. Able to express own goals and needs.	15	4.33	86.7	13%	40%	47%		
8. Develops a good rapport with others.	15	4.07	80.0	20%	53%	27%		
9. Ensures stakeholders are involved in the decision making process.	15	4.13	80.0	20%	47%	33%		
10. Understanding what others need.	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. Communicates effectively with others.	4.13	4.33	+0.20 ▲
7. Able to express own goals and needs.	4.33	4.33	
8. Develops a good rapport with others.	4.20	4.07	-0.13 ▼
9. Ensures stakeholders are involved in the decision making process.	4.67	4.13	-0.53 ▼
10. Understanding what others need.	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. Takes ownership of problems to find the best solutions.	15	4.67	100.0					
12. Informs the supervisor if progress on the task has been delayed.	15	4.20	86.7					
13. Understands the importance of holding employees accountable for their work.	14	3.64	57.1					
14. Holds self and others accountable for meeting the deadline.	14	4.14	85.7					
15. Always starts work on time.	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. Takes ownership of problems to find the best solutions.	4.20	4.67	+0.47 ▲
12. Informs the supervisor if progress on the task has been delayed.	3.93	4.20	+0.27 ▲
13. Understands the importance of holding employees accountable for their work.	4.47	3.64	-0.82 ▼
14. Holds self and others accountable for meeting the deadline.	4.00	4.14	+0.14 ▲
15. Always starts work on time.	4.27	4.47	+0.20 ▲

Leadership

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. Acts decisively in implementing decisions.	15	4.00	66.7	7%	27%	27%	40%	
17. Provides resources to enable individuals to develop professionally.	15	3.87	66.7		33%	47%	20%	
18. Is a highly effective supervisor.	15	4.20	86.7	7%	7%	47%	40%	
19. Able to organize the work of others.	15	4.33	86.7		13%	40%	47%	
20. Highly effective supervisor.	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. Acts decisively in implementing decisions.	3.64	4.00	+0.36 ▲
17. Provides resources to enable individuals to develop professionally.	4.33	3.87	-0.47 ▼
18. Is a highly effective supervisor.	3.93	4.20	+0.27 ▲
19. Able to organize the work of others.	4.33	4.33	0.00 ▲
20. Highly effective supervisor.	3.60	4.40	+0.80 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Sets a high standard for job performance.	15	3.93	73.3	27%		53%		20%
22. ...Overall Performance	15	4.00	66.7	13%	20%	20%	47%	
23. Effective in performing his/her job.	15	4.07	80.0	20%		53%		27%
24. Works well in this position.	15	4.00	73.3	13%	13%	33%		40%
25. Shown significant improvement in job 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. Sets a high standard for job performance.	4.20	3.93	-0.27 ▼
22. ...Overall Performance	4.20	4.00	-0.20 ▼
23. Effective in performing his/her job.	4.13	4.07	-0.07 ▼
24. Works well in this position.	3.80	4.00	+0.20 ▲
25. Shown significant improvement in job performance.	4.13	4.07	-0.07 ▼

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 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
26. Quickly addresses changes in quality of the products.	15	4.00	80.0	7%	13%	53%	27%	
27. Promotes an environment that fosters quality and safety.	15	3.67	66.7	20%	13%	47%	20%	
28. Develops a quality manual to assist in troubleshooting issues and documenting the quality management system.	15	4.40	86.7	13%	33%	53%		
29. Evaluates and improves the quality of services and products.	15	4.07	80.0	20%	53%	27%		
30. Assesses strengths and weaknesses of various quality initiatives.	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. Quickly addresses changes in quality of the products.	4.47	4.00	-0.47 ▼
27. Promotes an environment that fosters quality and safety.	4.00	3.67	-0.33 ▼
28. Develops a quality manual to assist in troubleshooting issues and documenting the quality management system.	4.33	4.40	+0.07 ▲
29. Evaluates and improves the quality of services and products.	4.07	4.07	
30. Assesses strengths and weaknesses of various quality initiatives.	4.00	4.00	

Time 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Consistently meets the project schedule.	15	4.27	93.3	7%		60%		33%
32. Delegates simple tasks to employees so the manager can focus on more complex tasks.	14	4.14	92.9	7%		71%		21%
33. Stays focused on the job.	15	4.27	100.0			73%		27%
34. Effectively delegates tasks to maximize the use of time.	15	4.40	93.3	7%		47%		47%
35. Approaches work with a sense of urgency.	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. Consistently meets the project schedule.	4.27	4.27	
32. Delegates simple tasks to employees so the manager can focus on more complex tasks.	4.20	4.14	-0.06 ▼
33. Stays focused on the job.	3.67	4.27	+0.60 ▲
34. Effectively delegates tasks to maximize the use of time.	4.00	4.40	+0.40 ▲
35. Approaches work with a sense of urgency.	4.20	3.47	-0.73 ▼

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	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.20	93.3	7%		67%		27%
37. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.27	93.3	7%		60%		33%
38. Committed to the team.	15	4.00	80.0		20%	60%		20%
39. Encourages commitment in others to obtain results.	15	4.07	86.7	7%	7%	60%		27%
40. Willing to do whatever it takes-not afraid to have to put in extra effort.	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. Creates a sense of urgency among the store team members to complete activities, which drive sales.	4.00	4.20	+0.20 ▲
37. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	4.21	4.27	+0.05 ▲
38. Committed to the team.	4.07	4.00	-0.07 ▼
39. Encourages commitment in others to obtain results.	3.87	4.07	+0.20 ▲
40. Willing to do whatever it takes-not afraid to have to put in extra effort.	4.27	4.33	+0.07 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Seeks and utilizes mentors to help guide professional development.	15	3.93	80.0	13%	7%	53%		27%
42. Encourages risk taking for developing potential business opportunities.	15	4.33	93.3	7%		47%		47%
43. Excellent at managing relationships with stakeholders.	15	4.13	86.7		13%	60%		27%
44. Takes the initiative to complete tasks.	15	4.20	100.0			80%		20%
45. Can work effectively in an environment of uncertainty.	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. Seeks and utilizes mentors to help guide professional development.	3.87	3.93	+0.07 ▲
42. Encourages risk taking for developing potential business opportunities.	4.13	4.33	+0.20 ▲
43. Excellent at managing relationships with stakeholders.	4.20	4.13	-0.07 ▼
44. Takes the initiative to complete tasks.	4.87	4.20	-0.67 ▼
45. Can work effectively in an environment of uncertainty.	4.27	4.27	

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?