



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.

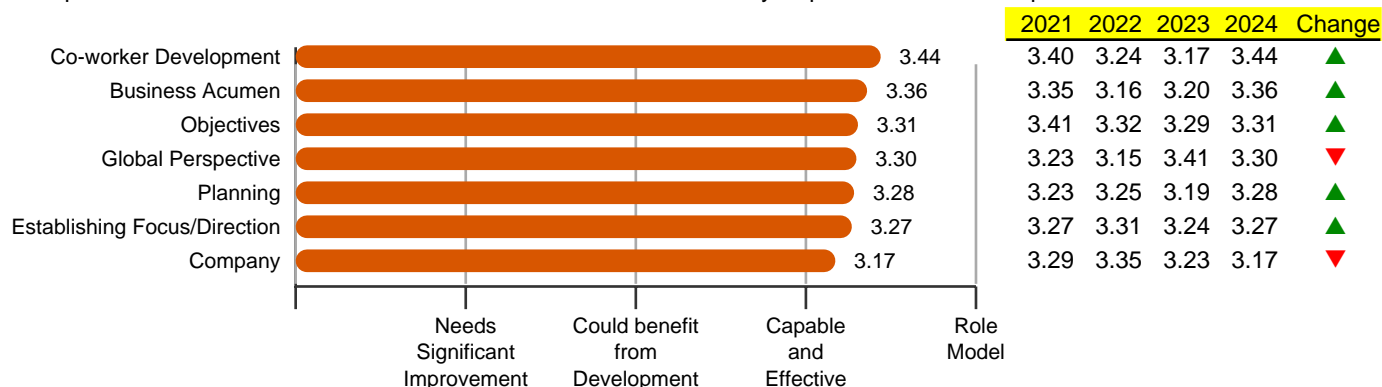
What to Do with Your Feedback

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

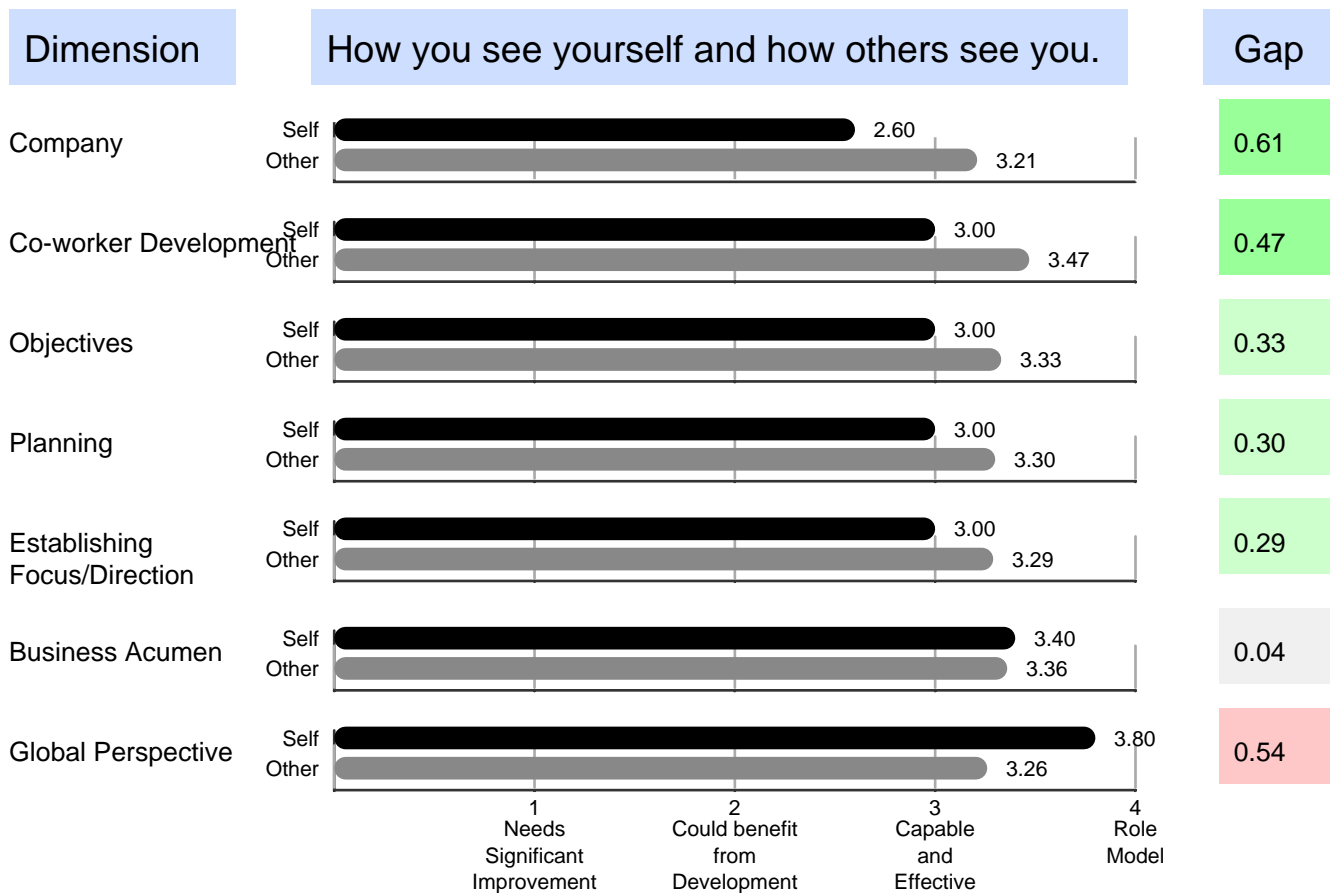
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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

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
1. You make sure that employees understand and identify with the team's mission.	15	3.20	86.7	13%	53%	33%	
2. You make sure that employees understand how their work relates to organizational goals.	15	3.33	100.0		67%	33%	
3. You set appropriate goals for employees.	15	3.33	93.3	7%	53%	40%	
4. You function well under stress, deadlines, and/or significant workloads.	15	3.27	93.3	7%	60%	33%	
5. You are excellent at managing time.	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. You make sure that employees understand and identify with the team's mission.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You make sure that employees understand how their work relates to organizational goals.	3.27	3.40	3.40	3.33	-0.07 ▼
3. You set appropriate goals for employees.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You function well under stress, deadlines, and/or significant workloads.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You are excellent at managing time.	3.00	3.20	3.13	3.21	+0.08 ▲

Objectives

Establishes and completes objectives.

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. You assure [Company] principles are understood, employed & pursued.	15	3.47	100.0		53%	47%	
7. You effectively organize resources and plans	15	3.40	93.3	7%	47%	47%	
8. You are able to organize work.	15	3.20	86.7	13%	53%	33%	
9. You consistently provide me with timely feedback for improving my performance.	15	3.27	86.7	13%	47%	40%	
10. You organize and schedules events, activities, and resources.	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. You assure [Company] principles are understood, employed & pursued.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You effectively organize resources and plans	3.40	3.20	3.33	3.40	+0.07 ▲
8. You are able to organize work.	3.40	3.40	3.20	3.20	
9. You consistently provide me with timely feedback for improving my performance.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You organize and schedules events, activities, and resources.	3.33	3.47	3.27	3.20	-0.07 ▼

Co-worker Development

Invests in the professional development 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
11. You set and clearly communicate expectations, performance goals, and measurements to others	15	3.67	100.0	33%	67%		
12. You work to identify root causes of performance problems	15	3.40	93.3	7%	47%	47%	
13. You take immediate action on poor performance	15	3.13	86.7	13%	60%	27%	
14. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	3.47	100.0	53%	47%		
15. You provide ongoing feedback to co-workers on your development progress	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. You set and clearly communicate expectations, performance goals, and measurements to others	3.40	3.40	3.27	3.67	+0.40 ▲
12. You work to identify root causes of performance problems	3.53	3.20	3.00	3.40	+0.40 ▲
13. You take immediate action on poor performance	3.20	3.21	3.40	3.13	-0.27 ▼
14. You adapt coaching and mentoring approach to meet the style or needs of individuals	3.20	3.13	3.00	3.47	+0.47 ▲
15. You provide ongoing feedback to co-workers on your development progress	3.67	3.27	3.20	3.53	+0.33 ▲

Business Acumen

Business Acumen is the ability to understand the many moving parts of a business enterprise and to use this information to strive to improve organizational performance through informed strategic decision making. And to effectively communicate through the organization to drive results for a competitive advantage.

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. You anticipate marketplace opportunities and supports speed to market.	15	3.47	93.3	7%	40%	53%	
17. I gather essential customer data to align our products with their expectations.	15	2.93	73.3	27%	53%		20%
18. I know how to use financial information to make an impact on the organization.	15	3.40	93.3	7%	47%		47%
19. You interpret data to make informed business decisions.	15	3.53	100.0		47%		53%
20. You maintain currency with laws, regulations, policies, procedures, trends, and developments.	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. You anticipate marketplace opportunities and supports speed to market.	3.33	3.00	3.07	3.47	+0.40 ▲
17. I gather essential customer data to align our products with their expectations.	3.40	3.20	3.33	2.93	-0.40 ▼
18. I know how to use financial information to make an impact on the organization.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You interpret data to make informed business decisions.	3.13	2.87	3.53	3.53	
20. You maintain currency with laws, regulations, policies, procedures, trends, and developments.	3.40	3.20	2.87	3.47	+0.60 ▲

Company

Maintains loyalty to the company.

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. You express loyalty and dedication to [Company] in interactions with others.	15	3.00	80.0	20%	60%		20%
22. You understand the use of [Company] products and services.	15	3.53	100.0		47%	53%	
23. You understand the "basics" as to how [Company] functions/operates.	15	3.13	86.7	13%	60%		27%
24. You impress upon others the important aspects of [Company].	15	3.13	80.0	7%	13%	40%	40%
25. You understand how decisions impact other business units beyond your immediate department of work group.	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. You express loyalty and dedication to [Company] in interactions with others.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You understand the use of [Company] products and services.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You understand the "basics" as to how [Company] functions/operates.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You impress upon others the important aspects of [Company].	3.33	3.47	3.33	3.13	-0.20 ▼
25. You understand how decisions impact other business units beyond your immediate department of work group.	3.27	3.33	3.27	3.07	-0.20 ▼

Planning

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

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. You understand the process for developing strategic plans for the organization.	15	3.20	93.3	7%	60%	33%	
27. I can create a timeline for events and monitors progress.	15	3.40	93.3	7%	47%	47%	
28. I always have a "Plan-B" ready if needed.	15	3.60	93.3	7%	27%	67%	
29. You are able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.20	86.7	13%	53%	33%	
30. I anticipate challenges and have plans to overcome them.	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. You understand the process for developing strategic plans for the organization.	3.53	3.33	3.33	3.20	-0.13 ▼
27. I can create a timeline for events and monitors progress.	3.20	3.33	2.93	3.40	+0.47 ▲
28. I always have a "Plan-B" ready if needed.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You are able to look ahead (beyond the present) when addressing the work/needs of the department.	3.21	3.20	3.20	3.20	
30. I anticipate challenges and have plans to overcome them.	2.87	3.27	3.07	3.00	-0.07 ▼

Global Perspective

Maintains a global perspective on business functions and strategies.

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. You are able to work with others from different cultures and countries.	15	3.33	93.3	7%	53%	40%	
32. You set the example for team on importance of cultural awareness.	14	3.29	100.0		71%	29%	
33. You work well with others from different cultural backgrounds.	15	3.27	100.0		73%	27%	
34. You accept setbacks and challenges in foreign markets as improvement opportunities	15	3.47	93.3	7%	40%	53%	
35. You demonstrate working knowledge of global transactions.	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. You are able to work with others from different cultures and countries.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You set the example for team on importance of cultural awareness.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You work well with others from different cultural backgrounds.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You accept setbacks and challenges in foreign markets as improvement opportunities	3.33	3.00	3.53	3.47	-0.07 ▼
35. You demonstrate working knowledge of global transactions.	3.20	3.27	3.13	3.13	