



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.

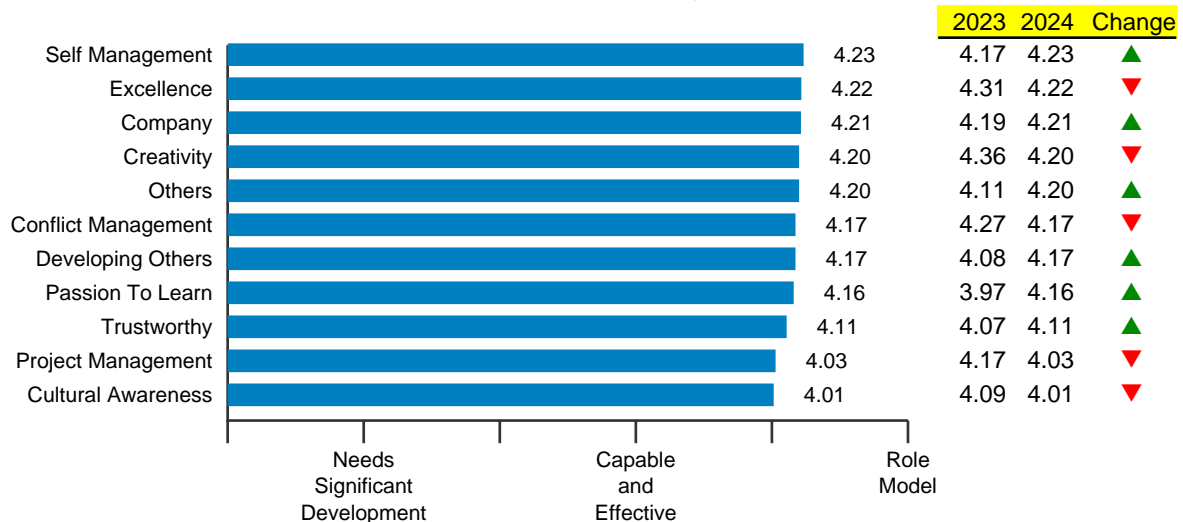
## What to Do with Your Feedback

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

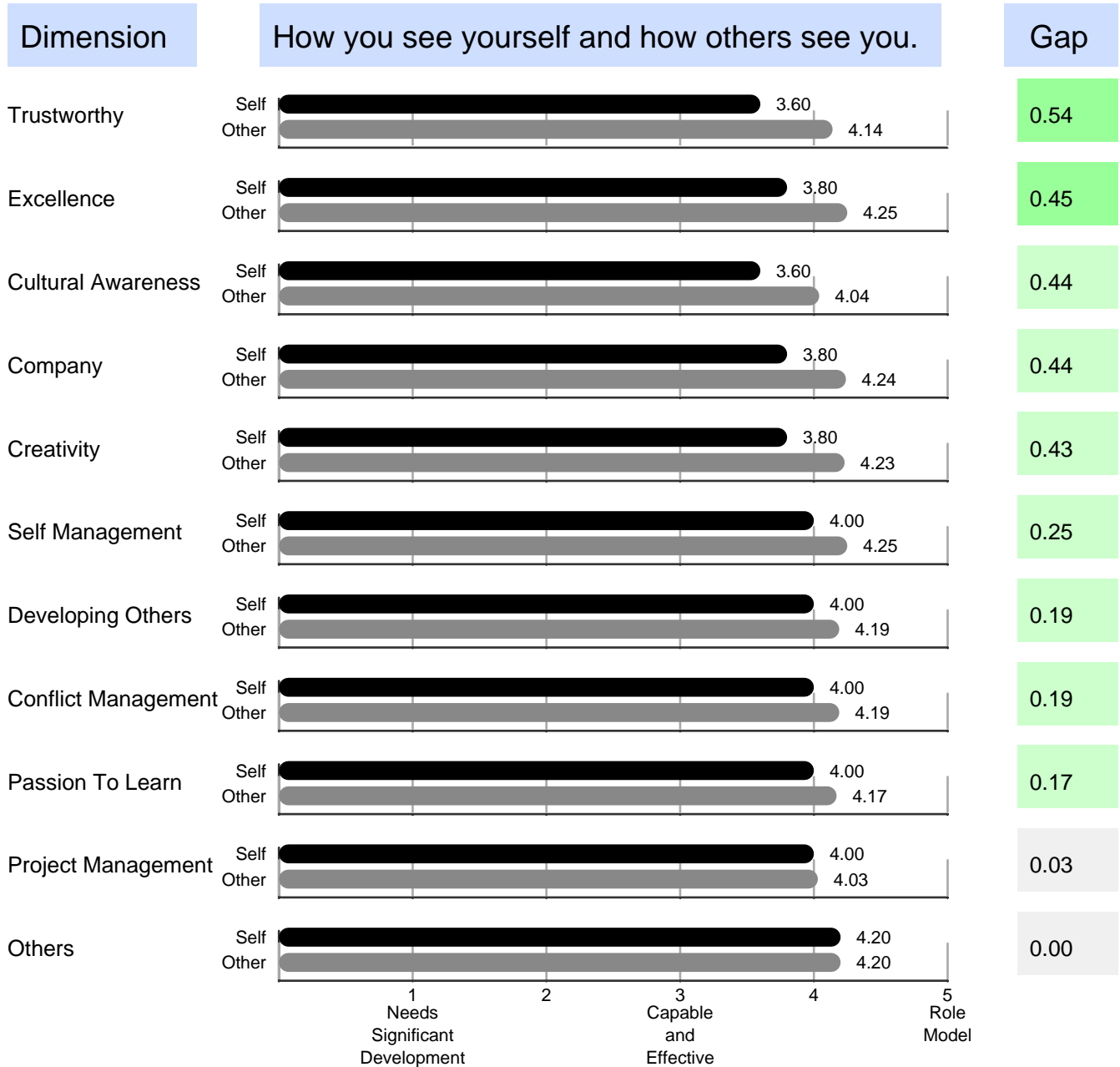
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



## Excellence

### 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. Demonstrates the functional or technical skills necessary to do their job.	15	4.13	80.0	20%	47%	33%		
2. Keeps themselves and others focused on constant improvement.	15	4.33	100.0		67%	33%		
3. Takes a lot of pride in their work.	15	4.33	93.3	7%	53%	40%		
4. Can be counted on to add value wherever they are involved.	15	4.07	86.7	13%	67%	20%		
5. Is planful and organized.	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. Demonstrates the functional or technical skills necessary to do their job.	4.00	4.13	+0.13 ▲
2. Keeps themselves and others focused on constant improvement.	4.40	4.33	-0.07 ▼
3. Takes a lot of pride in their work.	4.47	4.33	-0.13 ▼
4. Can be counted on to add value wherever they are involved.	4.47	4.07	-0.40 ▼
5. Is planful and organized.	4.20	4.21	+0.01 ▲

## Creativity

### 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. Adds value to the department/organization.	15	4.33	93.3	7%	53%		40%	
7. Develops solutions to challenging problems.	15	4.33	86.7	13%	40%		47%	
8. Conceives, implements and evaluates ideas.	15	4.07	80.0	20%	53%		27%	
9. Inspires creativity in their team.	15	4.13	80.0	20%	47%		33%	
10. Is creative.	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. Adds value to the department/organization.	4.13	4.33	+0.20 ▲
7. Develops solutions to challenging problems.	4.33	4.33	
8. Conceives, implements and evaluates ideas.	4.20	4.07	-0.13 ▼
9. Inspires creativity in their team.	4.67	4.13	-0.53 ▼
10. Is creative.	4.47	4.13	-0.33 ▼

## Self 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Uses patience and self-control in working with customers and associates.	15	4.67	100.0				33%	67%
12. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.20	86.7	7%	7%	47%		40%
13. Consciously controls own negative emotions in order to keep team morale up.	14	3.64	57.1	14%	29%	36%		21%
14. Analyzes interpersonal problems instead of reacting to them.	14	4.14	85.7	7%	7%	50%		36%
15. Does not allow own emotions to interfere with the performance of others.	15	4.47	93.3		7%	40%		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	2023	2024	Change
11. Uses patience and self-control in working with customers and associates.	4.20	4.67	+0.47 ▲
12. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.93	4.20	+0.27 ▲
13. Consciously controls own negative emotions in order to keep team morale up.	4.47	3.64	-0.82 ▼
14. Analyzes interpersonal problems instead of reacting to them.	4.00	4.14	+0.14 ▲
15. Does not allow own emotions to interfere with the performance of others.	4.27	4.47	+0.20 ▲

## 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Creates an environment that supports personal development and exploration.	15	4.00	66.7	7%	27%	27%	40%	
17. Enjoys learning new skills and techniques.	15	3.87	66.7		33%	47%	20%	
18. Takes initiative for own learning and development.	15	4.20	86.7	7%	7%	47%	40%	
19. Demonstrates a willingness to participate in continuing education courses.	15	4.33	86.7		13%	40%	47%	
20. Constantly enhances product knowledge through experimentation and play.	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. Creates an environment that supports personal development and exploration.	3.64	4.00	+0.36 ▲
17. Enjoys learning new skills and techniques.	4.33	3.87	-0.47 ▼
18. Takes initiative for own learning and development.	3.93	4.20	+0.27 ▲
19. Demonstrates a willingness to participate in continuing education courses.	4.33	4.33	
20. Constantly enhances product knowledge through experimentation and play.	3.60	4.40	+0.80 ▲

## Cultural Awareness

### 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. Functions effectively within various cultural contexts.	15	3.93	73.3	27%		53%		20%
22. Develops skills and attitudes to bridge cultural differences.	15	4.00	66.7	13%	20%	20%		47%
23. Open to learning about different cultures.	15	4.07	80.0	20%		53%		27%
24. Is open and honest in communications with individuals from other cultures.	15	4.00	73.3	13%	13%	33%		40%
25. Is sensitive to the similarities and differences that exist between cultures.	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. Functions effectively within various cultural contexts.	4.20	3.93	-0.27 ▼
22. Develops skills and attitudes to bridge cultural differences.	4.20	4.00	-0.20 ▼
23. Open to learning about different cultures.	4.13	4.07	-0.07 ▼
24. Is open and honest in communications with individuals from other cultures.	3.80	4.00	+0.20 ▲
25. Is sensitive to the similarities and differences that exist between cultures.	4.13	4.07	-0.07 ▼



## Project 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
26. Initiates large projects.	15	4.00	80.0	7%	13%	53%	27%	
27. Prepares and utilizes QC Checklists to ensure high quality.	15	3.67	66.7	20%	13%	47%	20%	
28. Locates the equipment and supplies needed for the project.	15	4.40	86.7	13%	33%	53%		
29. Documents the risk assessments for different parts of the project.	15	4.07	80.0	20%	53%	27%		
30. Develops performance measures for various aspects of the project.	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. Initiates large projects.	4.47	4.00	-0.47 ▼
27. Prepares and utilizes QC Checklists to ensure high quality.	4.00	3.67	-0.33 ▼
28. Locates the equipment and supplies needed for the project.	4.33	4.40	+0.07 ▲
29. Documents the risk assessments for different parts of the project.	4.07	4.07	
30. Develops performance measures for various aspects of the project.	4.00	4.00	

# Trustworthy

## 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. Is trustworthy; is someone I can trust.	15	4.27	93.3	7%		60%		33%
32. Builds and maintains the trust of others.	14	4.14	92.9	7%		71%		21%
33. Takes care to maintain confidential information.	15	4.27	100.0			73%		27%
34. Communicates an understanding of the other person's interests, needs and concerns.	15	4.40	93.3	7%		47%		47%
35. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	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. Is trustworthy; is someone I can trust.	4.27	4.27	
32. Builds and maintains the trust of others.	4.20	4.14	-0.06 ▼
33. Takes care to maintain confidential information.	3.67	4.27	+0.60 ▲
34. Communicates an understanding of the other person's interests, needs and concerns.	4.00	4.40	+0.40 ▲
35. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	4.20	3.47	-0.73 ▼

## Developing 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 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. Recognizes and celebrates accomplishments of others.	15	4.20	93.3	7%		67%		27%
37. Supports the successes of other employees.	15	4.27	93.3	7%		60%		33%
38. Provides constructive feedback to others.	15	4.00	80.0		20%	60%		20%
39. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	4.07	86.7	7%	7%	60%		27%
40. Is open to receiving feedback.	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. Recognizes and celebrates accomplishments of others.	4.00	4.20	+0.20 ▲
37. Supports the successes of other employees.	4.21	4.27	+0.05 ▲
38. Provides constructive feedback to others.	4.07	4.00	-0.07 ▼
39. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.87	4.07	+0.20 ▲
40. Is open to receiving feedback.	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 Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Ensures that both parties work toward finding compromise.	15	3.93	80.0	13%	7%	53%		27%
42. Explores the feasibility of alternative solutions to resolve conflicts.	15	4.33	93.3	7%		47%		47%
43. Seeks to reduce the scarcity of limited resources by sourcing materials from new locations.	15	4.13	86.7		13%	60%		27%
44. Works with others as needed to facilitate resolution of conflicts.	15	4.20	100.0			80%		20%
45. Persuades others to accept personal transformation.	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. Ensures that both parties work toward finding compromise.	3.87	3.93	+0.07 ▲
42. Explores the feasibility of alternative solutions to resolve conflicts.	4.13	4.33	+0.20 ▲
43. Seeks to reduce the scarcity of limited resources by sourcing materials from new locations.	4.20	4.13	-0.07 ▼
44. Works with others as needed to facilitate resolution of conflicts.	4.87	4.20	-0.67 ▼
45. Persuades others to accept personal transformation.	4.27	4.27	

## 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 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
46. Supports the efforts of other employees in implementing solutions to problems.	15	4.40	93.3	7%	47%	47%		
47. ...treats others with respect and dignity.	15	4.20	93.3	7%	67%		27%	
48. Includes others in the decision making processes.	15	4.07	86.7	13%	53%		33%	
49. Consistently demonstrates ability and willingness to trust others.	15	4.27	93.3	7%	53%		40%	
50. Able to see issues from others' perspectives.	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. Supports the efforts of other employees in implementing solutions to problems.	4.13	4.40	+0.27 ▲
47. ...treats others with respect and dignity.	4.07	4.20	+0.13 ▲
48. Includes others in the decision making processes.	4.00	4.07	+0.07 ▲
49. Consistently demonstrates ability and willingness to trust others.	4.13	4.27	+0.13 ▲
50. Able to see issues from others' perspectives.	4.20	4.07	-0.13 ▼

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
51. Follows existing procedures and processes.	15	4.33	93.3	7%	47%	47%		
52. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.13	86.7	13%	60%		27%	
53. Understands the use of [Company] products and services.	15	4.33	100.0		67%		33%	
54. Understands the "basics" as to how [Company] functions/operates.	15	4.27	93.3	7%	60%		33%	
55. Impresses upon others the important aspects of [Company].	15	4.00	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	2023	2024	Change
51. Follows existing procedures and processes.	4.13	4.33	+0.20 ▲
52. Expresses loyalty and dedication to [Company] in interactions with others.	4.40	4.13	-0.27 ▼
53. Understands the use of [Company] products and services.	4.07	4.33	+0.27 ▲
54. Understands the "basics" as to how [Company] functions/operates.	4.07	4.27	+0.20 ▲
55. Impresses upon others the important aspects of [Company].	4.27	4.00	-0.27 ▼

## 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?