



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.

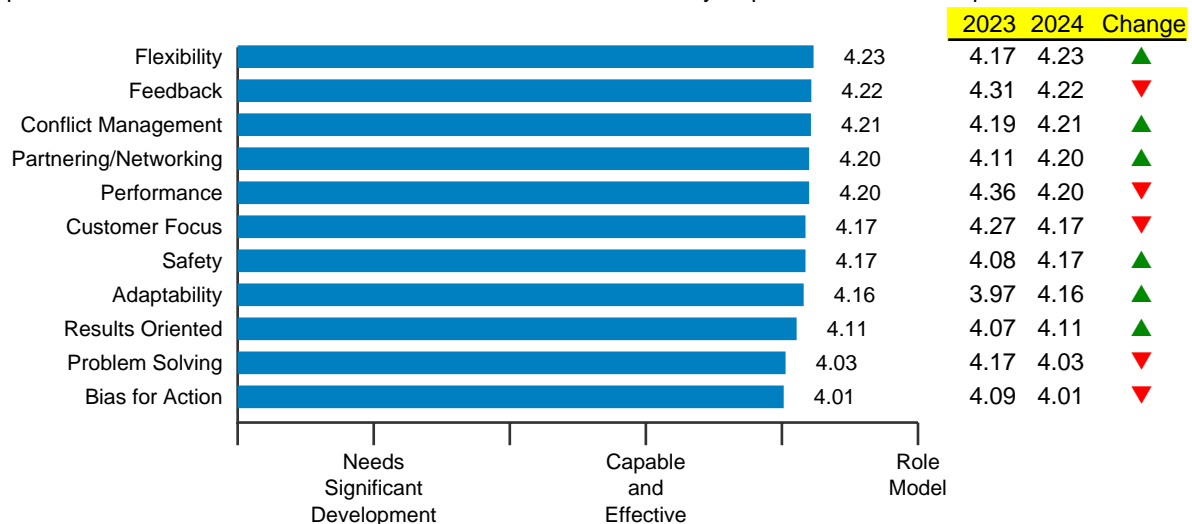
What to Do with Your Feedback

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

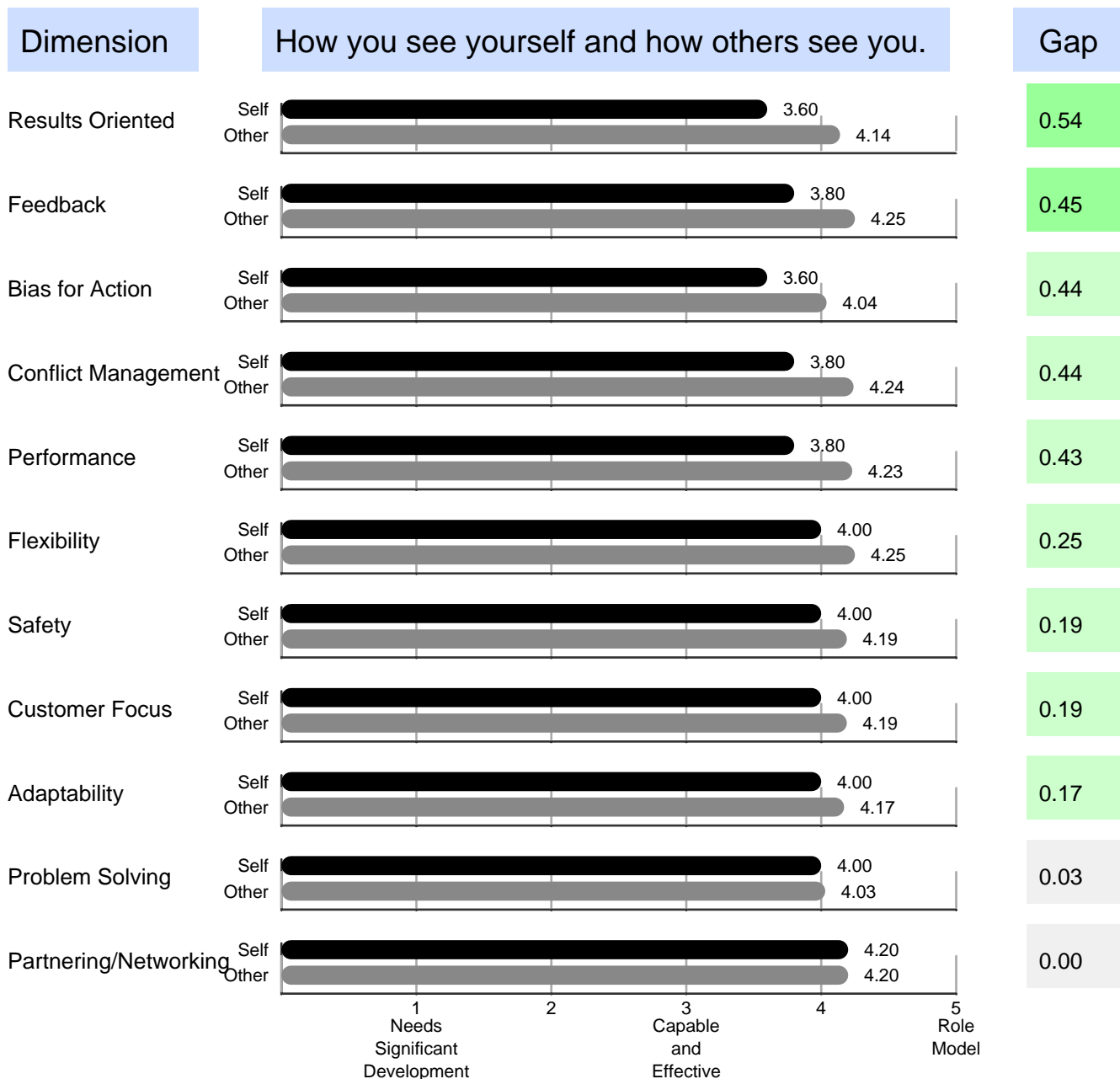
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Feedback

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. You are visible and approachable.	15	4.13	80.0	20%		47%		33%
2. You are easy to approach with ideas and opinions.	15	4.33	100.0		67%			33%
3. You look to others for input.	15	4.33	93.3	7%		53%		40%
4. You ask others for their ideas and opinions.	15	4.07	86.7	13%		67%		20%
5. You accept the views of others.	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. You are visible and approachable.	4.00	4.13	+0.13 ▲
2. You are easy to approach with ideas and opinions.	4.40	4.33	-0.07 ▼
3. You look to others for input.	4.47	4.33	-0.13 ▼
4. You ask others for their ideas and opinions.	4.47	4.07	-0.40 ▼
5. You accept the views of others.	4.20	4.21	+0.01 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. You work well in this position.	15	4.33	93.3	7%	53%		40%	
7. You produce quality	15	4.33	86.7	13%	40%		47%	
8. You are able to organize work.	15	4.07	80.0	20%	53%		27%	
9. You listen and respond to issues and problems	15	4.13	80.0	20%	47%		33%	
10. You work effectively in the department.	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. You work well in this position.	4.13	4.33	+0.20 ▲
7. You produce quality	4.33	4.33	
8. You are able to organize work.	4.20	4.07	-0.13 ▼
9. You listen and respond to issues and problems	4.67	4.13	-0.53 ▼
10. You work effectively in the department.	4.47	4.13	-0.33 ▼

Flexibility

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. I adapt strategies to fit the specific needs of each situation.	15	4.67	100.0			33%	67%	
12. You are open to alternative ways to accomplish goals	15	4.20	86.7	7%	7%	47%		40%
13. I respond to changing governmental regulations.	14	3.64	57.1	14%	29%	36%		21%
14. You are willing to deviate from rigid plans and consider a variety of methods, ensuring the most effective solution is applied.	14	4.14	85.7	7%	7%	50%		36%
15. I pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.	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. I adapt strategies to fit the specific needs of each situation.	4.20	4.67	+0.47 ▲
12. You are open to alternative ways to accomplish goals	3.93	4.20	+0.27 ▲
13. I respond to changing governmental regulations.	4.47	3.64	-0.82 ▼
14. You are willing to deviate from rigid plans and consider a variety of methods, ensuring the most effective solution is applied.	4.00	4.14	+0.14 ▲
15. I pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.	4.27	4.47	+0.20 ▲

Adaptability

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 Levels				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. You are able to adjust plans to meet new situations.	15	4.00	66.7	7%	27%	27%	40%	
17. You are able to adjust to changing environments.	15	3.87	66.7		33%	47%	20%	
18. You are proactive and takes steps to prepare for changes in the workplace.	15	4.20	86.7	7%	7%	47%	40%	
19. You continually try to improve skills to remain current.	15	4.33	86.7		13%	40%	47%	
20. You develop insights and apply innovative solutions to projects and problems.	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. You are able to adjust plans to meet new situations.	3.64	4.00	+0.36 ▲
17. You are able to adjust to changing environments.	4.33	3.87	-0.47 ▼
18. You are proactive and takes steps to prepare for changes in the workplace.	3.93	4.20	+0.27 ▲
19. You continually try to improve skills to remain current.	4.33	4.33	
20. You develop insights and apply innovative solutions to projects and problems.	3.60	4.40	+0.80 ▲

Bias for Action

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. You complete work on time	15	3.93	73.3	27%		53%		20%
22. You motivate others to achieve or exceed goals	15	4.00	66.7	13%	20%	20%		47%
23. You encourage risk taking and experimentation to improve performance	15	4.07	80.0	20%		53%		27%
24. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.00	73.3	13%	13%	33%		40%
25. You seek and utilize opportunities for continuous learning and self-development.	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. You complete work on time	4.20	3.93	-0.27 ▼
22. You motivate others to achieve or exceed goals	4.20	4.00	-0.20 ▼
23. You encourage risk taking and experimentation to improve performance	4.13	4.07	-0.07 ▼
24. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.80	4.00	+0.20 ▲
25. You seek and utilize opportunities for continuous learning and self-development.	4.13	4.07	-0.07 ▼

Problem Solving

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. You can develop innovative solutions to problems.	15	4.00	80.0	7%	13%	53%	27%	
27. You identify and assess all potential responses to a problem.	15	3.67	66.7	20%	13%	47%	20%	
28. You implement effective solutions to critical problems.	15	4.40	86.7	13%	33%	53%		
29. You solve problems using logic and insight.	15	4.07	80.0	20%		53%	27%	
30. You are able to solve problems at root cause rather than at symptom level.	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. You can develop innovative solutions to problems.	4.47	4.00	-0.47 ▼
27. You identify and assess all potential responses to a problem.	4.00	3.67	-0.33 ▼
28. You implement effective solutions to critical problems.	4.33	4.40	+0.07 ▲
29. You solve problems using logic and insight.	4.07	4.07	
30. You are able to solve problems at root cause rather than at symptom level.	4.00	4.00	

Results Oriented

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. I complete all assigned tasks.	15	4.27	93.3	7%	60%			33%
32. I complete all required coursework.	14	4.14	92.9	7%	71%			21%
33. You are determined to complete tasks regardless of obstacles that may occur.	15	4.27	100.0		73%			27%
34. I identify what needs to be accomplished.	15	4.40	93.3	7%	47%			47%
35. You are highly motivated to complete tasks despite obstacles that may arise.	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. I complete all assigned tasks.	4.27	4.27	
32. I complete all required coursework.	4.20	4.14	-0.06 ▼
33. You are determined to complete tasks regardless of obstacles that may occur.	3.67	4.27	+0.60 ▲
34. I identify what needs to be accomplished.	4.00	4.40	+0.40 ▲
35. You are highly motivated to complete tasks despite obstacles that may arise.	4.20	3.47	-0.73 ▼

Safety

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
36. You encourage others to attend safety training.	15	4.20	93.3	7%		67%		27%
37. You develop safety guidelines for the department.	15	4.27	93.3	7%		60%		33%
38. You work to implement corrective safety measures.	15	4.00	80.0		20%	60%		20%
39. You participate in safety training as applicable.	15	4.07	86.7	7%	7%	60%		27%
40. You identify predictable hazards in the workplace.	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. You encourage others to attend safety training.	4.00	4.20	+0.20 ▲
37. You develop safety guidelines for the department.	4.21	4.27	+0.05 ▲
38. You work to implement corrective safety measures.	4.07	4.00	-0.07 ▼
39. You participate in safety training as applicable.	3.87	4.07	+0.20 ▲
40. You identify predictable hazards in the workplace.	4.27	4.33	+0.07 ▲

Customer Focus

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. I prioritize customer issues based on urgency.	15	3.93	80.0	13%	7%	53%		27%
42. You create innovative solutions to meet customer needs.	15	4.33	93.3	7%		47%		47%
43. You make customer's needs a top priority.	15	4.13	86.7	13%		60%		27%
44. I consistently meet customer's needs.	15	4.20	100.0			80%		20%
45. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.	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. I prioritize customer issues based on urgency.	3.87	3.93	+0.07 ▲
42. You create innovative solutions to meet customer needs.	4.13	4.33	+0.20 ▲
43. You make customer's needs a top priority.	4.20	4.13	-0.07 ▼
44. I consistently meet customer's needs.	4.87	4.20	-0.67 ▼
45. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.	4.27	4.27	

Partnering/Networking

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
46. You facilitate the formation of collaborative relationships with suppliers and vendors.	15	4.40	93.3	7%	47%	47%		
47. You participate in conflict resolution to find mutually beneficial solutions.	15	4.20	93.3	7%	67%		27%	
48. I search for a common solution to shared problems or issues.	15	4.07	86.7	13%	53%		33%	
49. You identify partnerships with overseas companies to expand market opportunities.	15	4.27	93.3	7%	53%		40%	
50. You balance the strategic interests of those involved to maintain alliances.	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. You facilitate the formation of collaborative relationships with suppliers and vendors.	4.13	4.40	+0.27 ▲
47. You participate in conflict resolution to find mutually beneficial solutions.	4.07	4.20	+0.13 ▲
48. I search for a common solution to shared problems or issues.	4.00	4.07	+0.07 ▲
49. You identify partnerships with overseas companies to expand market opportunities.	4.13	4.27	+0.13 ▲
50. You balance the strategic interests of those involved to maintain alliances.	4.20	4.07	-0.13 ▼

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
51. I facilitate collaborative processes to reduce conflict.	15	4.33	93.3	7%	47%	47%		
52. You guide others toward establishing strong relationships.	15	4.13	86.7	13%	60%		27%	
53. I identify strategies to prevent the recurrence of issues.	15	4.33	100.0		67%		33%	
54. I facilitate the resolution of grievances by fostering mutual understanding and appreciation of each party's needs.	15	4.27	93.3	7%	60%		33%	
55. I work to meet the basic needs of each side in the conflict.	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. I facilitate collaborative processes to reduce conflict.	4.13	4.33	+0.20 ▲
52. You guide others toward establishing strong relationships.	4.40	4.13	-0.27 ▼
53. I identify strategies to prevent the recurrence of issues.	4.07	4.33	+0.27 ▲
54. I facilitate the resolution of grievances by fostering mutual understanding and appreciation of each party's needs.	4.07	4.27	+0.20 ▲
55. I work to meet the basic needs of each side in the conflict.	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?