



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.

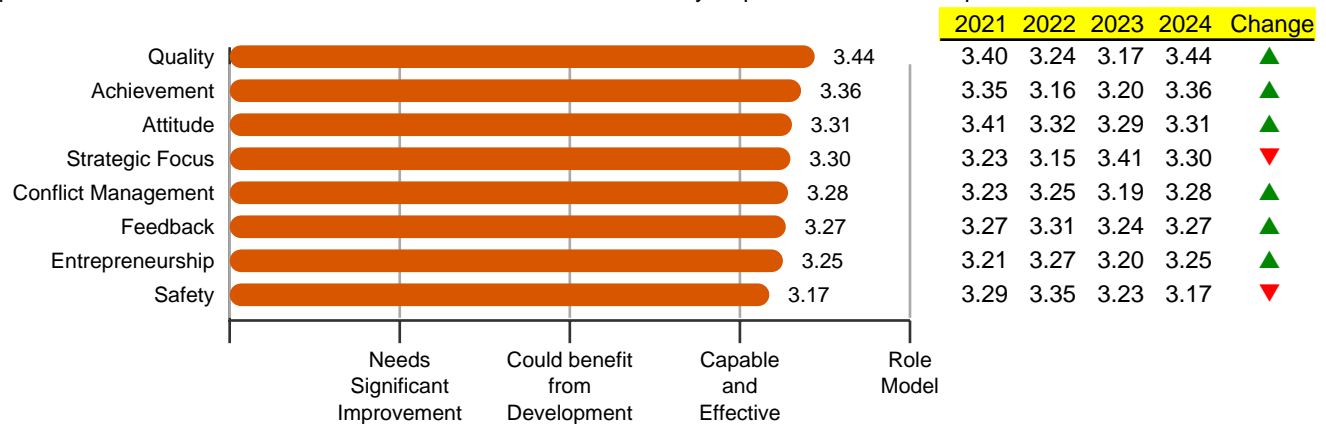
What to Do with Your Feedback

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

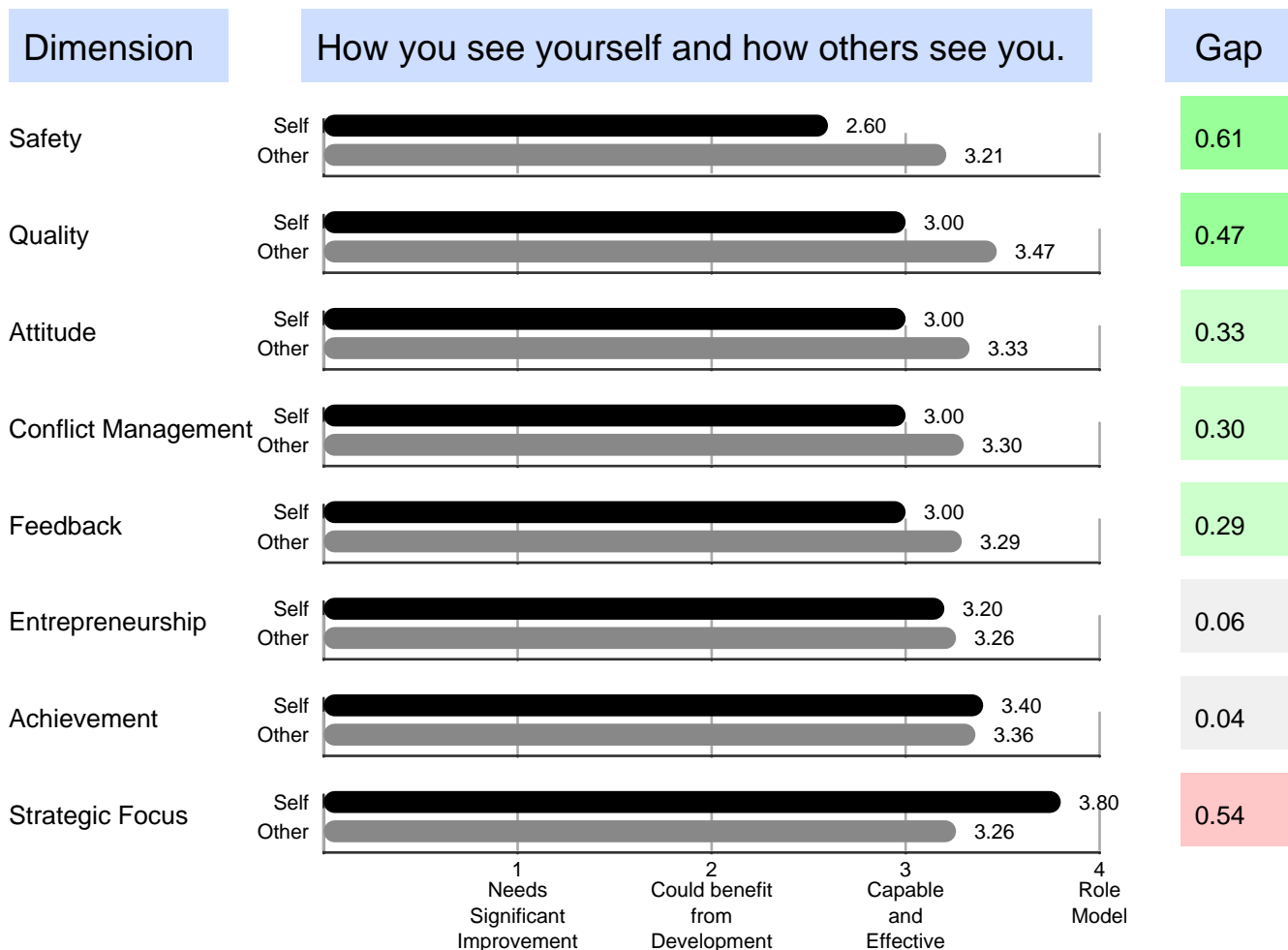
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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

Accepts and provides evaluative or corrective information to improve 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Looks to others for input.	15	3.20	86.7	13%	53%	33%	
2. Accepts the views of others.	15	3.33	100.0		67%	33%	
3. Actively seeks feedback from others.	15	3.33	93.3	7%	53%	40%	
4. Seeks feedback to enhance performance.	15	3.27	93.3	7%	60%	33%	
5. Open to the suggestions of others.	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. Looks to others for input.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Accepts the views of others.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Actively seeks feedback from others.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Seeks feedback to enhance performance.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Open to the suggestions of others.	3.00	3.20	3.13	3.21	+0.08 ▲

Attitude

Exhibits and maintains a positive disposition.

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. Is gracious and professional in their interactions with others.	15	3.47	100.0		53%	47%	
7. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.40	93.3	7%	47%	47%	
8. Builds open and trusting relationships.	15	3.20	86.7	13%	53%	33%	
9. Contributes to a positive work environment.	15	3.27	86.7	13%	47%	40%	
10. Contributes to a positive and fun work environment.	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. Is gracious and professional in their interactions with others.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Works to eliminate unnecessary work or barriers that get in others' way.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Builds open and trusting relationships.	3.40	3.40	3.20	3.20	
9. Contributes to a positive work environment.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Contributes to a positive and fun work environment.	3.33	3.47	3.27	3.20	-0.07 ▼

Quality

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Analyzes quality improvement plans and initiatives.	15	3.67	100.0	33%	67%		
12. Views quality issues as a system failure rather than an individual failure.	15	3.40	93.3	7%	47%	47%	
13. Understands and uses established quality procedures/controls.	15	3.13	86.7	13%	60%	27%	
14. Develops measures of the success of quality initiatives.	15	3.47	100.0	53%	47%		
15. Identifies strategies and their associated risks to improve quality.	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. Analyzes quality improvement plans and initiatives.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Views quality issues as a system failure rather than an individual failure.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Understands and uses established quality procedures/controls.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Develops measures of the success of quality initiatives.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Identifies strategies and their associated risks to improve quality.	3.67	3.27	3.20	3.53	+0.33 ▲

Achievement

A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

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. Completes work to given time frame and to budget	15	3.47	93.3	7%	40%	53%	
17. Is results oriented.	15	2.93	73.3	27%	53%		20%
18. Establishes stretch goals to advance skills and output.	15	3.40	93.3	7%	47%	47%	
19. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	3.53	100.0		47%	53%	
20. Increased production by 20 percent.	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. Completes work to given time frame and to budget	3.33	3.00	3.07	3.47	+0.40 ▲
17. Is results oriented.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Establishes stretch goals to advance skills and output.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	3.13	2.87	3.53	3.53	
20. Increased production by 20 percent.	3.40	3.20	2.87	3.47	+0.60 ▲

Safety

Works in a safe manner and promotes safe working conditions.

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. Supports our company's safety programs.	15	3.00	80.0	20%	60%	20%	
22. Encourages others to attend safety training.	15	3.53	100.0	47%	53%		
23. Ensures compliance with safety regulations.	15	3.13	86.7	13%	60%	27%	
24. Performs work safely.	15	3.13	80.0	7%	13%	40%	40%
25. Develops safety guidelines for the department.	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. Supports our company's safety programs.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Encourages others to attend safety training.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Ensures compliance with safety regulations.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Performs work safely.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Develops safety guidelines for the department.	3.27	3.33	3.27	3.07	-0.20 ▼

Conflict Management

Conflict management is the process of effectively resolving disputes by addressing underlying issues, preventing escalation, and ensuring clear communication. It involves finding common ground, fostering compromise, and actively listening to all parties. Successful conflict managers facilitate collaboration, recognize diverse perspectives, and remain open to change. They are responsive, persuasive, analytical, strategic, and inquisitive, ensuring a balanced and constructive approach to conflict resolution.

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. Investigates opportunities to achieve mutually beneficial solutions to conflicts.	15	3.20	93.3	7%	60%		33%
27. Works to meet the basic needs of each side in the conflict.	15	3.40	93.3	7%	47%		47%
28. Guides others toward establishing strong relationships.	15	3.60	93.3	7%	27%	67%	
29. Prepares team members to accept differing view points.	15	3.20	86.7	13%	53%		33%
30. Helps others to see perceptions that they have about an issue.	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. Investigates opportunities to achieve mutually beneficial solutions to conflicts.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Works to meet the basic needs of each side in the conflict.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Guides others toward establishing strong relationships.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Prepares team members to accept differing view points.	3.21	3.20	3.20	3.20	
30. Helps others to see perceptions that they have about an issue.	2.87	3.27	3.07	3.00	-0.07 ▼

Strategic Focus

Strategic Focus is the ability to analyze the business environment, think strategically and identify issues. To create a strategy, implement it, and lead the department/organization in adopting the changes necessary.

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. Develops strategies that are practical and can be feasibly implemented within a reasonable period of time.	15	3.33	93.3	7%	53%	40%	
32. Maintains a strategic focus on external factors impacting the success of the company.	14	3.29	100.0		71%	29%	
33. Communicates goals and objectives to employees.	15	3.27	100.0		73%	27%	
34. Mobilizes change through executive leadership to implement corporate strategies.	15	3.47	93.3	7%	40%	53%	
35. Develops a strategic plan to focus on strategic issues.	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. Develops strategies that are practical and can be feasibly implemented within a reasonable period of time.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Maintains a strategic focus on external factors impacting the success of the company.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Communicates goals and objectives to employees.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Mobilizes change through executive leadership to implement corporate strategies.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Develops a strategic plan to focus on strategic issues.	3.20	3.27	3.13	3.13	

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
36. Maintains a high level of energy to respond to demands of the job.	15	3.20	93.3	7%	67%		27%
37. Has a strategic awareness on how to promote the organization.	15	3.33	93.3	7%	53%		40%
38. Balances risks and rewards when making decisions.	15	3.07	86.7	13%	67%		20%
39. Can work effectively in an environment of uncertainty.	15	3.33	100.0		67%		33%
40. Able to adapt the department to changing business demands and climate.	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. Maintains a high level of energy to respond to demands of the job.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Has a strategic awareness on how to promote the organization.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Balances risks and rewards when making decisions.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Can work effectively in an environment of uncertainty.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Able to adapt the department to changing business demands and climate.	3.00	3.20	3.27	3.33	+0.07 ▲