



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.

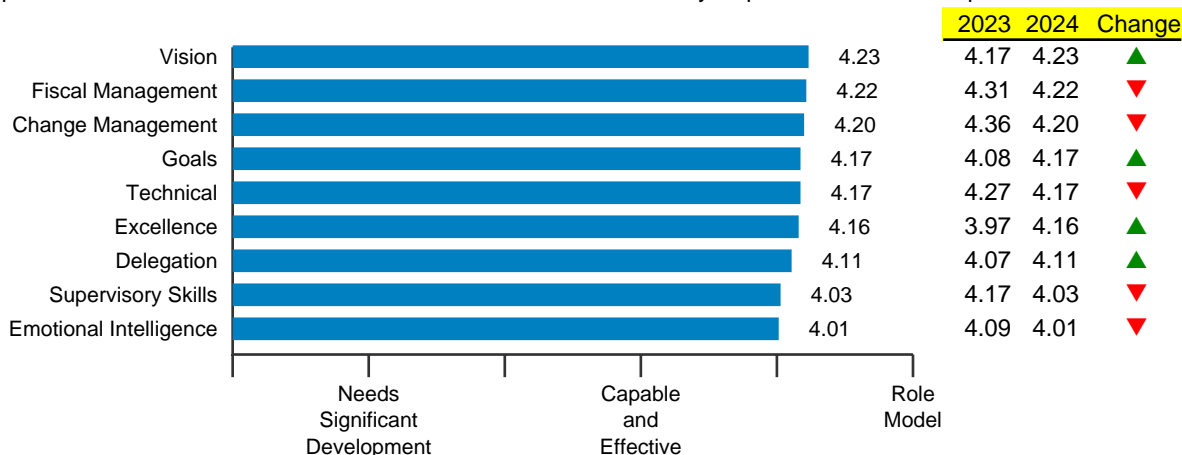
What to Do with Your Feedback

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.



Fiscal 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
1. Develops budgets and plans for various programs and initiatives.	15	4.13	80.0	20%	47%	33%		
2. Effective in using Company's resources.	15	4.33	100.0		67%	33%		
3. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.33	93.3	7%	53%	40%		
4. Provides budgeting and accounting support to the Company.	15	4.07	86.7	13%	67%	20%		
5. Monitors expenses and verifies the need for items purchased.	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. Develops budgets and plans for various programs and initiatives.	4.00	4.13	+0.13 ▲
2. Effective in using Company's resources.	4.40	4.33	-0.07 ▼
3. Ensures others follow the correct rules and regulations on fiscal matters.	4.47	4.33	-0.13 ▼
4. Provides budgeting and accounting support to the Company.	4.47	4.07	-0.40 ▼
5. Monitors expenses and verifies the need for items purchased.	4.20	4.21	+0.01 ▲

Change 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
6. Inspires others to want to change.	15	4.33	93.3	7%		53%		40%
7. Works cooperatively with others to implement changes.	15	4.33	86.7	13%		40%		47%
8. Able to get department employees to accept new changes.	15	4.07	80.0	20%		53%		27%
9. Facilitates change with minimal resistance.	15	4.13	80.0	20%		47%		33%
10. Supports the Company's efforts to implement changes.	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. Inspires others to want to change.	4.13	4.33	+0.20 ▲
7. Works cooperatively with others to implement changes.	4.33	4.33	
8. Able to get department employees to accept new changes.	4.20	4.07	-0.13 ▼
9. Facilitates change with minimal resistance.	4.67	4.13	-0.53 ▼
10. Supports the Company's efforts to implement changes.	4.47	4.13	-0.33 ▼

Vision

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. Communicates the vision effectively across the organization to motivate and guide employees.	15	4.67	100.0				33%	67%
12. Committed to undertaking the implementation of the strategic vision.	15	4.20	86.7	7%	7%	47%		40%
13. Creates a vision to align corporate strategies with the organization's value system.	14	3.64	57.1	14%	29%	36%		21%
14. Fosters a leadership vision that promotes innovation and growth.	14	4.14	85.7	7%	7%	50%		36%
15. Envisions and articulates a clear path for the department's accelerated growth over the next year.	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. Communicates the vision effectively across the organization to motivate and guide employees.	4.20	4.67	+0.47 ▲
12. Committed to undertaking the implementation of the strategic vision.	3.93	4.20	+0.27 ▲
13. Creates a vision to align corporate strategies with the organization's value system.	4.47	3.64	-0.82 ▼
14. Fosters a leadership vision that promotes innovation and growth.	4.00	4.14	+0.14 ▲
15. Envisions and articulates a clear path for the department's accelerated growth over the next year.	4.27	4.47	+0.20 ▲

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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Demonstrates the analytical skills to do their job.	15	4.00	66.7	7%	27%	27%	40%	
17. Keeps themselves and others focused on constant improvement.	15	3.87	66.7		33%	47%	20%	
18. Demonstrates the functional or technical skills necessary to do their job.	15	4.20	86.7	7%	7%	47%	40%	
19. Can be counted on to add value wherever they are involved.	15	4.33	86.7		13%	40%	47%	
20. Is planful and organized.	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. Demonstrates the analytical skills to do their job.	3.64	4.00	+0.36 ▲
17. Keeps themselves and others focused on constant improvement.	4.33	3.87	-0.47 ▼
18. Demonstrates the functional or technical skills necessary to do their job.	3.93	4.20	+0.27 ▲
19. Can be counted on to add value wherever they are involved.	4.33	4.33	
20. Is planful and organized.	3.60	4.40	+0.80 ▲

Emotional Intelligence

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. Is able to manage their own emotions.	15	3.93	73.3	27%		53%		20%
22. Accurately perceives the emotional reactions of others.	15	4.00	66.7	13%	20%	20%		47%
23. Able to understand others' points of view.	15	4.07	80.0	20%		53%		27%
24. Is able to control their own emotions.	15	4.00	73.3	13%	13%	33%		40%
25. Is attentive to emotional cues and interprets others' feelings correctly.	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. Is able to manage their own emotions.	4.20	3.93	-0.27 ▼
22. Accurately perceives the emotional reactions of others.	4.20	4.00	-0.20 ▼
23. Able to understand others' points of view.	4.13	4.07	-0.07 ▼
24. Is able to control their own emotions.	3.80	4.00	+0.20 ▲
25. Is attentive to emotional cues and interprets others' feelings correctly.	4.13	4.07	-0.07 ▼

Supervisory Skills

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
26. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures.	15	4.00	80.0	7%	13%	53%		27%
27. Maintains professional interactions with peers, customers, and employees.	15	3.67	66.7	20%	13%	47%		20%
28. Measures job performance fairly using established criteria.	15	4.40	86.7	13%	33%	53%		
29. Facilitates team members working well together.	15	4.07	80.0	20%		53%		27%
30. Is clear about the expectations that employees will be held accountable for.	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. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures.	4.47	4.00	-0.47 ▼
27. Maintains professional interactions with peers, customers, and employees.	4.00	3.67	-0.33 ▼
28. Measures job performance fairly using established criteria.	4.33	4.40	+0.07 ▲
29. Facilitates team members working well together.	4.07	4.07	
30. Is clear about the expectations that employees will be held accountable for.	4.00	4.00	

Delegation

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. Entrusts subordinates with important tasks.	15	4.27	93.3	7%		60%		33%
32. Tells subordinates what to do, not how to do it.	14	4.14	92.9	7%		71%		21%
33. Assigns tasks to create learning opportunities for the employees.	15	4.27	100.0			73%		27%
34. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.40	93.3	7%		47%		47%
35. Sets clear and reasonable expectations for others and follows through on their progress.	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. Entrusts subordinates with important tasks.	4.27	4.27	
32. Tells subordinates what to do, not how to do it.	4.20	4.14	-0.06 ▼
33. Assigns tasks to create learning opportunities for the employees.	3.67	4.27	+0.60 ▲
34. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	4.00	4.40	+0.40 ▲
35. Sets clear and reasonable expectations for others and follows through on their progress.	4.20	3.47	-0.73 ▼

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 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
36. Understands & contributes to development of strategic goals.	15	4.20	93.3	7%	67%			27%
37. Goal Setting	15	4.27	93.3	7%	60%			33%
38. Makes sure that I have a clear idea of our group's goals.	15	4.00	80.0	20%	60%			20%
39. Makes sure that team members have a clear idea of our group's goals.	15	4.07	86.7	7%	7%	60%		27%
40. Achieves goals.	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. Understands & contributes to development of strategic goals.	4.00	4.20	+0.20 ▲
37. Goal Setting	4.21	4.27	+0.05 ▲
38. Makes sure that I have a clear idea of our group's goals.	4.07	4.00	-0.07 ▼
39. Makes sure that team members have a clear idea of our group's goals.	3.87	4.07	+0.20 ▲
40. Achieves goals.	4.27	4.33	+0.07 ▲

Technical

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
41. Seeks information from others as needed.	15	3.93	80.0	13%	7%	53%		27%
42. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.33	93.3	7%		47%		47%
43. Willingly shares his/her technical expertise; sought out as resource by others	15	4.13	86.7		13%	60%		27%
44. Demonstrates mastery of the technical competencies required in his/her work.	15	4.20	100.0			80%		20%
45. Is knowledgeable of procedures or systems necessary for the job.	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 information from others as needed.	3.87	3.93	+0.07 ▲
42. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	4.13	4.33	+0.20 ▲
43. Willingly shares his/her technical expertise; sought out as resource by others	4.20	4.13	-0.07 ▼
44. Demonstrates mastery of the technical competencies required in his/her work.	4.87	4.20	-0.67 ▼
45. Is knowledgeable of procedures or systems necessary for the job.	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?