

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.

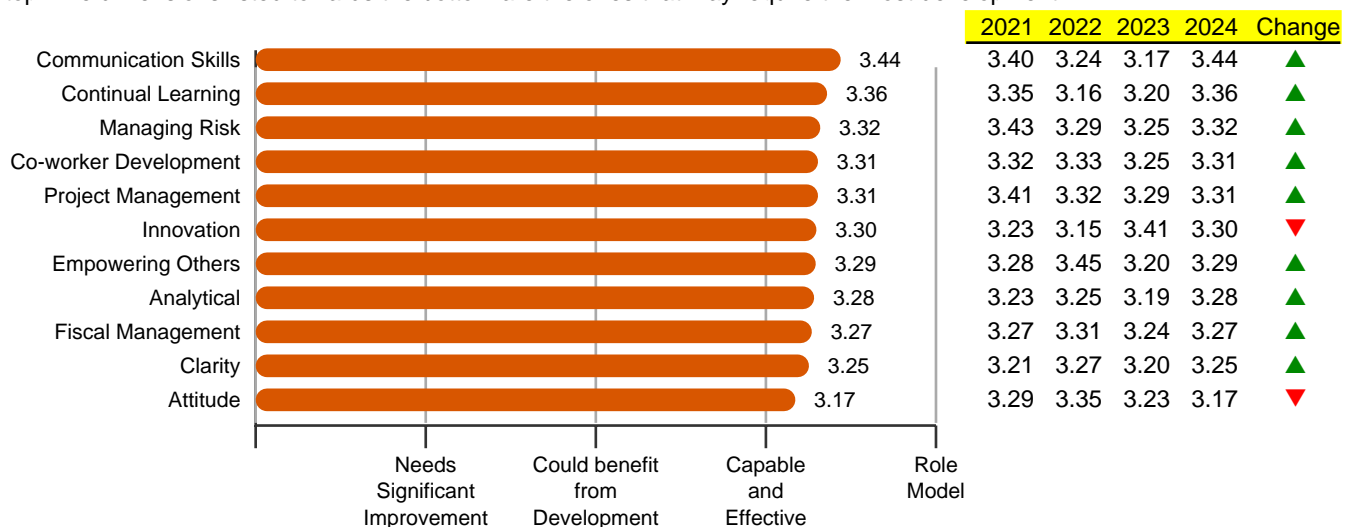
What to Do with Your Feedback

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

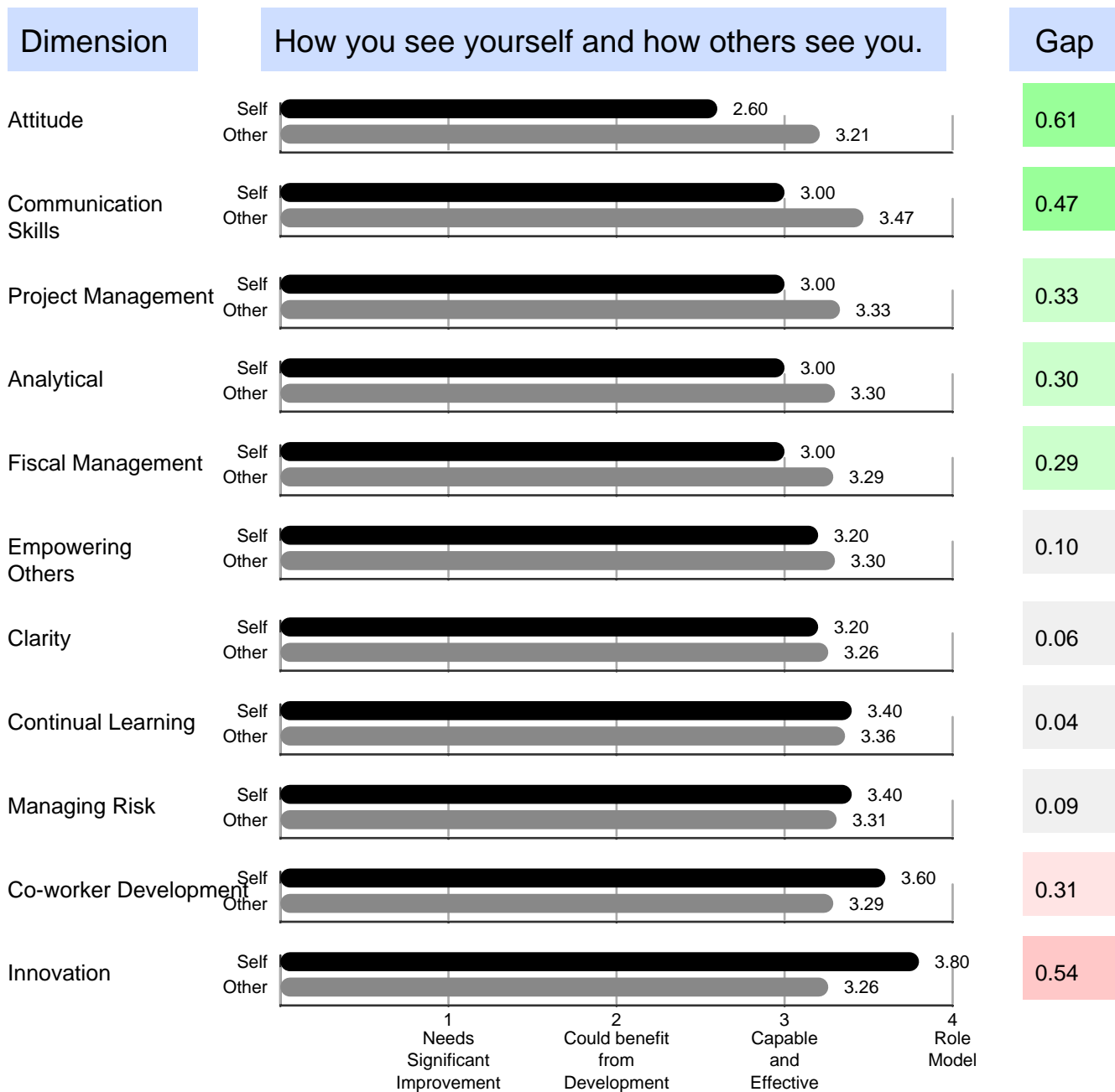
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Fiscal Management

Maintains appropriate financial controls and budgets.

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. Develops budgets and plans for various programs and initiatives.	15	3.20	86.7	13%	53%	33%	
2. Develops of the department's annual budget.	15	3.33	100.0		67%	33%	
3. Provides budgeting and accounting support to the Company.	15	3.33	93.3	7%	53%	40%	
4. Keeps excellent records for financial transparency.	15	3.27	93.3	7%	60%	33%	
5. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	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. Develops budgets and plans for various programs and initiatives.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Develops of the department's annual budget.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Provides budgeting and accounting support to the Company.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Keeps excellent records for financial transparency.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.00	3.20	3.13	3.21	+0.08 ▲

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Estimates the time needed for each phase of the project.	15	3.47	100.0		53%	47%	
7. Has the requisite industry knowledge to manage projects in this field.	15	3.40	93.3	7%	47%	47%	
8. Accurately determines the number of staff needed for the project.	15	3.20	86.7	13%	53%	33%	
9. Adds the necessary time buffers to avoid the project getting behind schedule.	15	3.27	86.7	13%	47%	40%	
10. Correctly estimates the cost of supplies for the project.	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. Estimates the time needed for each phase of the project.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Has the requisite industry knowledge to manage projects in this field.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Accurately determines the number of staff needed for the project.	3.40	3.40	3.20	3.20	
9. Adds the necessary time buffers to avoid the project getting behind schedule.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Correctly estimates the cost of supplies for the project.	3.33	3.47	3.27	3.20	-0.07 ▼

Communication Skills

Communication skills mean being able to adapt your communication to the audience. To be available, attentive, open for feedback, responsive. To be clear, succinct, and effective. To be able to communicate with superiors and to coach subordinates. To share information in a professional and timely manner. To have expertise, energy, and persuasiveness.

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. Accurately attends to/understands ideas which are exchanged.	15	3.67	100.0	33%	67%		
12. Delivers clear and concise instructions.	15	3.40	93.3	7%	47%	47%	
13. Sets their on-line status to "available" to indicate they are available for communication.	15	3.13	86.7	13%	60%	27%	
14. Uses software, graphics, or other aids to clarify complex or technical reports.	15	3.47	100.0	53%	47%		
15. Coaches others on their written communication skills	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. Accurately attends to/understands ideas which are exchanged.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Delivers clear and concise instructions.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Sets their on-line status to "available" to indicate they are available for communication.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Uses software, graphics, or other aids to clarify complex or technical reports.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Coaches others on their written communication skills	3.67	3.27	3.20	3.53	+0.33 ▲

Continual Learning

Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Improves on their skill sets.	15	3.47	93.3	7%	40%	53%	
17. Pursues professional development opportunities when they arise.	15	2.93	73.3	27%	53%		20%
18. Builds on their strengths while addressing their weaknesses.	15	3.40	93.3	7%	47%	47%	
19. Takes the initiative to learn new skills.	15	3.53	100.0		47%	53%	
20. Views setbacks as opportunities to learn from.	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. Improves on their skill sets.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Pursues professional development opportunities when they arise.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Builds on their strengths while addressing their weaknesses.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Takes the initiative to learn new skills.	3.13	2.87	3.53	3.53	
20. Views setbacks as opportunities to learn from.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Visibly supports and encourages diversity in style and background.	15	3.00	80.0	20%	60%		20%
22. Builds open and trusting relationships.	15	3.53	100.0		47%	53%	
23. Contributes to a positive and fun work environment.	15	3.13	86.7	13%	60%		27%
24. Shows by their actions that they trust in the positive intentions of others.	15	3.13	80.0	7%	13%	40%	40%
25. Is gracious and professional in their interactions with others.	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. Visibly supports and encourages diversity in style and background.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Builds open and trusting relationships.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Contributes to a positive and fun work environment.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Shows by their actions that they trust in the positive intentions of others.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Is gracious and professional in their interactions with others.	3.27	3.33	3.27	3.07	-0.20 ▼

Analytical

Skilled in or using analysis especially in thinking or reasoning to solve problems quickly and effectively.

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. Analyzes issues and reduces them to their component parts.	15	3.20	93.3	7%	60%		33%
27. Uses appropriate techniques to solve problems.	15	3.40	93.3	7%	47%		47%
28. Identifies problems and issues needing resolution.	15	3.60	93.3	7%	27%	67%	
29. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.20	86.7	13%	53%		33%
30. Balances risks and costs with the rewards and probabilities of success when decisions.	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. Analyzes issues and reduces them to their component parts.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Uses appropriate techniques to solve problems.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Identifies problems and issues needing resolution.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Analyzes data and information from several sources and arrives at logical conclusions.	3.21	3.20	3.20	3.20	
30. Balances risks and costs with the rewards and probabilities of success when decisions.	2.87	3.27	3.07	3.00	-0.07 ▼

Innovation

Creates and introduces new ideas and processes/procedures.

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. Challenges current procedures to develop other alternatives.	15	3.33	93.3	7%	53%	40%	
32. Creates improved methods or solutions for meeting goals and objectives.	14	3.29	100.0		71%	29%	
33. Offers constructive improvements to existing systems.	15	3.27	100.0		73%	27%	
34. Suggests new ideas at meetings.	15	3.47	93.3	7%	40%	53%	
35. Builds upon the ideas and solutions of others.	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. Challenges current procedures to develop other alternatives.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Creates improved methods or solutions for meeting goals and objectives.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Offers constructive improvements to existing systems.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Suggests new ideas at meetings.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Builds upon the ideas and solutions of others.	3.20	3.27	3.13	3.13	

Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.
Able to express ideas effectively.

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. Avoids stating unclear or conflicting goals.	15	3.20	93.3	7%	67%		27%
37. Writes clear job descriptions for positions in the organization.	15	3.33	93.3	7%	53%		40%
38. Is clear about the roles and duties of team members.	15	3.07	86.7	13%	67%		20%
39. Attends to the important details of a job or task.	15	3.33	100.0		67%		33%
40. Avoids creating ambiguity or mixed messages.	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. Avoids stating unclear or conflicting goals.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Writes clear job descriptions for positions in the organization.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Is clear about the roles and duties of team members.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Attends to the important details of a job or task.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Avoids creating ambiguity or mixed messages.	3.00	3.20	3.27	3.33	+0.07 ▲

Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing risks to reduce the occurrence of, or minimize the impact of, adverse events or identify potential opportunities. Effective risk management can improve responsiveness to adverse events and the information gathered from risk management can help improve strategic decision making.

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
41. Responds appropriately to unexplained or unanticipated events.	15	3.33	93.3	7%	53%	40%	
42. Identifies what actions the organization is willing to take.	15	3.40	93.3	7%	47%	47%	
43. Effectively manages risk for the department.	15	3.13	86.7	13%	60%	27%	
44. Monitors risk events and notifies appropriate stakeholders.	15	3.27	100.0		73%	27%	
45. Monitors enterprise risk management activities for their impact and effectiveness on mitigating risks.	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
41. Responds appropriately to unexplained or unanticipated events.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Identifies what actions the organization is willing to take.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Effectively manages risk for the department.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Monitors risk events and notifies appropriate stakeholders.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Monitors enterprise risk management activities for their impact and effectiveness on mitigating risks.	3.20	3.33	3.13	3.47	+0.33 ▲

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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
46. Willing to share in the decision making process.	15	3.40	93.3	7%	47%	47%	
47. Expresses confidence in the abilities of others.	15	3.20	93.3	7%	67%	27%	
48. Provides opportunities for employee development and growth.	15	3.20	93.3	7%	60%	33%	
49. Permits employees to take training to become more independent.	15	3.47	100.0		53%	47%	
50. Allows employees to make their own decisions.	15	3.20	86.7	13%	53%	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
46. Willing to share in the decision making process.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Expresses confidence in the abilities of others.	3.33	3.40	3.20	3.20	
48. Provides opportunities for employee development and growth.	3.60	3.33	3.20	3.20	
49. Permits employees to take training to become more independent.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Allows employees to make their own decisions.	3.20	3.67	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
51. Gives others development opportunities through project assignments and increased job responsibilities	15	3.53	100.0		47%	53%	
52. Provides ongoing feedback to co-workers on their development progress	15	3.27	93.3	7%	60%	33%	
53. Works to identify root causes of performance problems	15	3.33	100.0		67%	33%	
54. Takes immediate action on poor performance	15	3.40	93.3	7%	47%	47%	
55. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.00	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	2021	2022	2023	2024	Change
51. Gives others development opportunities through project assignments and increased job responsibilities	3.47	3.47	3.13	3.53	+0.40 ▲
52. Provides ongoing feedback to co-workers on their development progress	3.47	3.00	3.60	3.27	-0.33 ▼
53. Works to identify root causes of performance problems	3.20	3.20	3.13	3.33	+0.20 ▲
54. Takes immediate action on poor performance	3.20	3.60	3.13	3.40	+0.27 ▲
55. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.27	3.40	3.27	3.00	-0.27 ▼