

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.

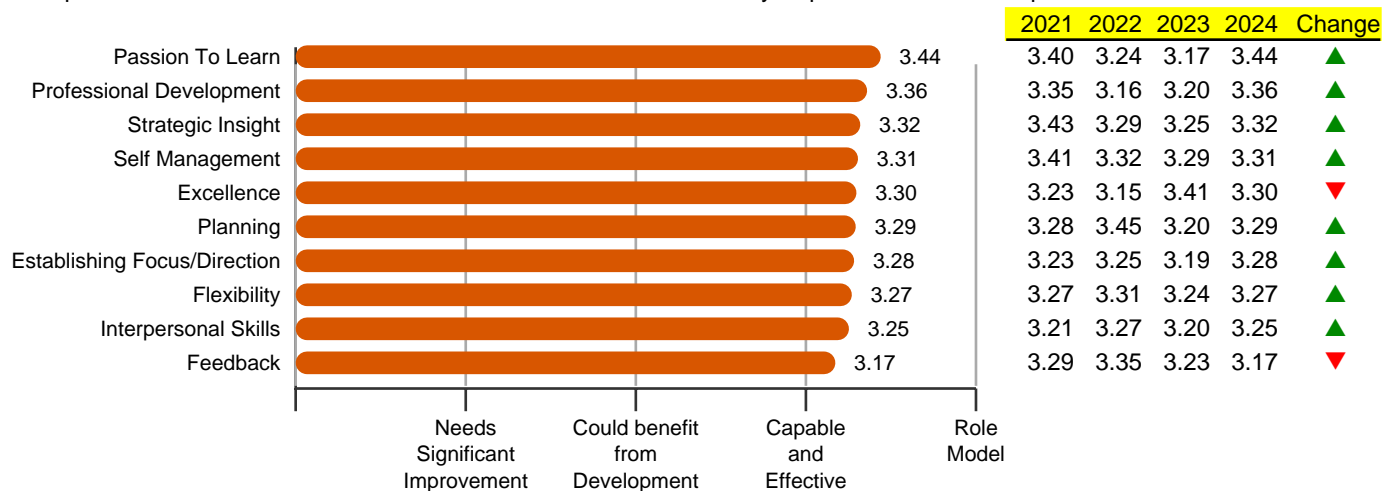
## What to Do with Your Feedback

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

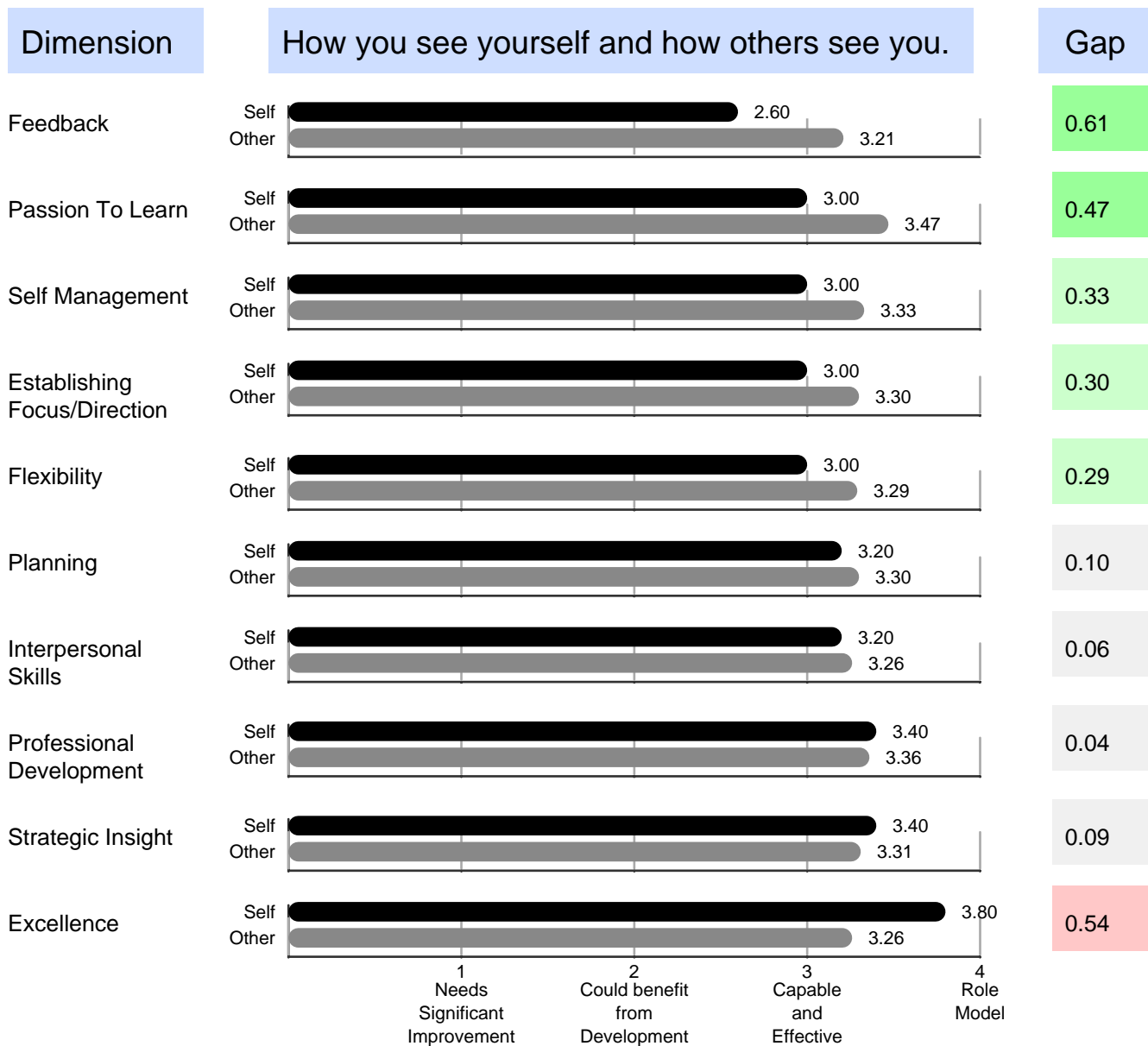
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



## Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

### 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. Is versatile and resilient.	15	3.20	86.7	13%	53%	33%	
2. Effectively manages changes in financial resources.	15	3.33	100.0		67%	33%	
3. Encourages flexibility in the onboarding process.	15	3.33	93.3	7%	53%	40%	
4. Recognizes and quickly adapts to shifts in the environment, market, or industry.	15	3.27	93.3	7%	60%	33%	
5. Is flexible in considering different viewpoints.	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. Is versatile and resilient.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Effectively manages changes in financial resources.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Encourages flexibility in the onboarding process.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Recognizes and quickly adapts to shifts in the environment, market, or industry.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Is flexible in considering different viewpoints.	3.00	3.20	3.13	3.21	+0.08 ▲

## Self Management

Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own 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
6. Does not allow own emotions to interfere with the performance of others.	15	3.47	100.0		53%	47%	
7. Analyzes interpersonal problems instead of reacting to them.	15	3.40	93.3	7%	47%	47%	
8. Steps away from a situation to process appropriate response.	15	3.20	86.7	13%	53%	33%	
9. Consciously controls own negative emotions in order to keep team morale up.	15	3.27	86.7	13%	47%	40%	
10. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	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. Does not allow own emotions to interfere with the performance of others.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Analyzes interpersonal problems instead of reacting to them.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Steps away from a situation to process appropriate response.	3.40	3.40	3.20	3.20	
9. Consciously controls own negative emotions in order to keep team morale up.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.33	3.47	3.27	3.20	-0.07 ▼

## Passion To Learn

High level of curiosity and committed to their professional development.

### 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. Is open minded and curious about learning new skills.	15	3.67	100.0	33%	67%		
12. Takes advantage of training opportunities when they arise.	15	3.40	93.3	7%	47%	47%	
13. Is committed to enhancing their own knowledge and skills.	15	3.13	86.7	13%	60%	27%	
14. Demonstrates a willingness to participate in continuing education courses.	15	3.47	100.0	53%	47%		
15. Inspires others to learn new things.	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. Is open minded and curious about learning new skills.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Takes advantage of training opportunities when they arise.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Is committed to enhancing their own knowledge and skills.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Demonstrates a willingness to participate in continuing education courses.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Inspires others to learn new things.	3.67	3.27	3.20	3.53	+0.33 ▲

# Professional Development

Improvement through specialized training and participating in advanced professional courses.

## 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. Keep themselves up-to-date of technical/professional issues	15	3.47	93.3	7%	40%	53%	
17. Seeks opportunities for professional development.	15	2.93	73.3	27%	53%		20%
18. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.40	93.3	7%	47%	47%	
19. Encourages employees to take courses relevant to their job.	15	3.53	100.0		47%	53%	
20. Seeks opportunities for continuous learning.	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. Keep themselves up-to-date of technical/professional issues	3.33	3.00	3.07	3.47	+0.40 ▲
17. Seeks opportunities for professional development.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.47	3.53	3.20	3.40	+0.20 ▲
19. Encourages employees to take courses relevant to their job.	3.13	2.87	3.53	3.53	
20. Seeks opportunities for continuous learning.	3.40	3.20	2.87	3.47	+0.60 ▲

# 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
21. Open to the suggestions of others.	15	3.00	80.0	20%	60%	20%	
22. Looks to others for input.	15	3.53	100.0	47%	53%		
23. Shares past experiences with others as learning opportunities.	15	3.13	86.7	13%	60%	27%	
24. Asks others for their ideas and opinions.	15	3.13	80.0	7%	13%	40%	40%
25. Actively seeks feedback from 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. Open to the suggestions of others.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Looks to others for input.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Shares past experiences with others as learning opportunities.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Asks others for their ideas and opinions.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Actively seeks feedback from others.	3.27	3.33	3.27	3.07	-0.20 ▼



## Establishing Focus/Direction

Establishes the focus/direction of employees within the department/division/organization.  
Aligns mission and goals as needed.

### 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. Maintains self-control when personally criticized.	15	3.20	93.3	7%	60%	33%	
27. Helps guide employees with prioritizing tasks.	15	3.40	93.3	7%	47%	47%	
28. Stays focused even when under pressure and stress.	15	3.60	93.3	7%	27%	67%	
29. Makes sure that employees understand and identify with the team's mission.	15	3.20	86.7	13%	53%	33%	
30. Maintains focus when handling several problems or tasks simultaneously.	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. Maintains self-control when personally criticized.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Helps guide employees with prioritizing tasks.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Stays focused even when under pressure and stress.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Makes sure that employees understand and identify with the team's mission.	3.21	3.20	3.20	3.20	
30. Maintains focus when handling several problems or tasks simultaneously.	2.87	3.27	3.07	3.00	-0.07 ▼

# Excellence

Is excellent in performing their job duties and tasks.

## 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. Keeps themselves and others focused on constant improvement.	15	3.33	93.3	7%	53%	40%	
32. Takes a lot of pride in their work.	14	3.29	100.0		71%	29%	
33. Produces high quality work.	15	3.27	100.0		73%	27%	
34. Demonstrates the functional or technical skills necessary to do their job.	15	3.47	93.3	7%	40%	53%	
35. Is planful and organized.	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. Keeps themselves and others focused on constant improvement.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Takes a lot of pride in their work.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Produces high quality work.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Demonstrates the functional or technical skills necessary to do their job.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Is planful and organized.	3.20	3.27	3.13	3.13	

## Interpersonal Skills

Interpersonal Skills are the wide range of abilities that facilitate interactions with others through communication, empathy, honesty. These skills help you to build, develop and maintain strong/effective relationships with others and to relate to people of diverse backgrounds. To engage and inspire others. Individuals with high interpersonal skills treat others with courtesy, sensitivity, and respect.

### 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. Gives credit where credit is due.	15	3.20	93.3	7%	67%		27%
37. Gives good advice and suggestions to coworkers.	15	3.33	93.3	7%	53%		40%
38. Honesty and integrity are core tenets of interpersonal relationships.	15	3.07	86.7	13%	67%		20%
39. Gives constructive feedback on performance reviews.	15	3.33	100.0		67%		33%
40. Is transparent and honest in communications, intentions, and actions.	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. Gives credit where credit is due.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Gives good advice and suggestions to coworkers.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Honesty and integrity are core tenets of interpersonal relationships.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Gives constructive feedback on performance reviews.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Is transparent and honest in communications, intentions, and actions.	3.00	3.20	3.27	3.33	+0.07 ▲

## Strategic Insight

Strategic Insight is defined as being observant, analytical and knowledgeable about factors impacting the company. Interacting with employees and customers to get a deeper understanding of problems they are facing. This insight is used to create innovative responses to meet their needs.

### 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. Communicates with employees to find out their needs.	15	3.33	93.3	7%	53%	40%	
42. Inspires employees to adopt the strategic plan.	15	3.40	93.3	7%	47%	47%	
43. Meets with customers to gain insight into their core needs and how best to serve them.	15	3.13	86.7	13%	60%	27%	
44. Creates a vision for the organization based on insights gathered from other companies in the industry.	15	3.27	100.0		73%	27%	
45. Recognizes the needs of customers.	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. Communicates with employees to find out their needs.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Inspires employees to adopt the strategic plan.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Meets with customers to gain insight into their core needs and how best to serve them.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Creates a vision for the organization based on insights gathered from other companies in the industry.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Recognizes the needs of customers.	3.20	3.33	3.13	3.47	+0.33 ▲

# Planning

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Creates a timeline to specify when each phase of the project should be concluded.	15	3.40	93.3	7%	47%	47%	
47. Closely follows the plan established for the department.	15	3.20	93.3	7%	67%	27%	
48. Able to balance the needs of multiple stakeholders in developing the plan for the division.	15	3.20	93.3	7%	60%	33%	
49. Develops plans to help manage expectations and project demands.	15	3.47	100.0		53%	47%	
50. Creates effective logistics plans to achieve high operational efficiency.	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. Creates a timeline to specify when each phase of the project should be concluded.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Closely follows the plan established for the department.	3.33	3.40	3.20	3.20	
48. Able to balance the needs of multiple stakeholders in developing the plan for the division.	3.60	3.33	3.20	3.20	
49. Develops plans to help manage expectations and project demands.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Creates effective logistics plans to achieve high operational efficiency.	3.20	3.67	3.27	3.20	-0.07 ▼