



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.

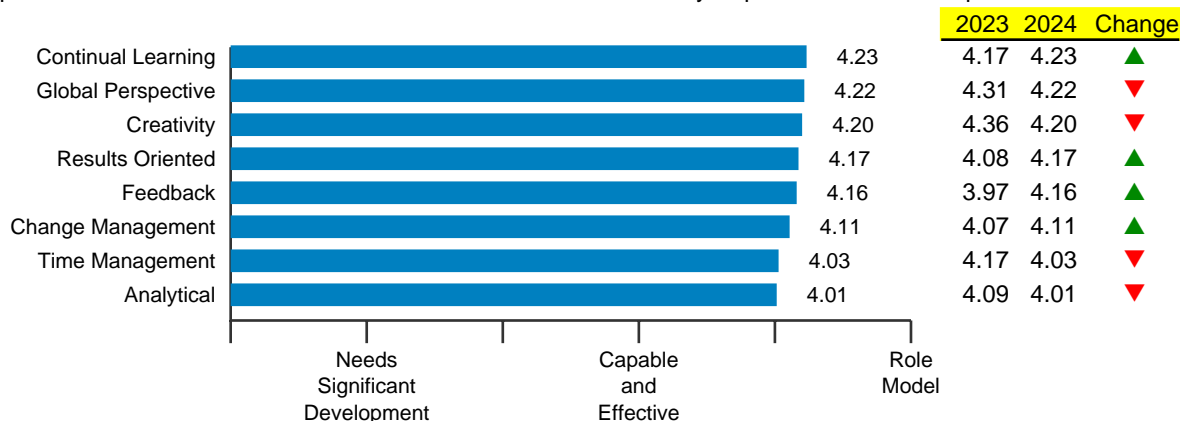
What to Do with Your Feedback

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

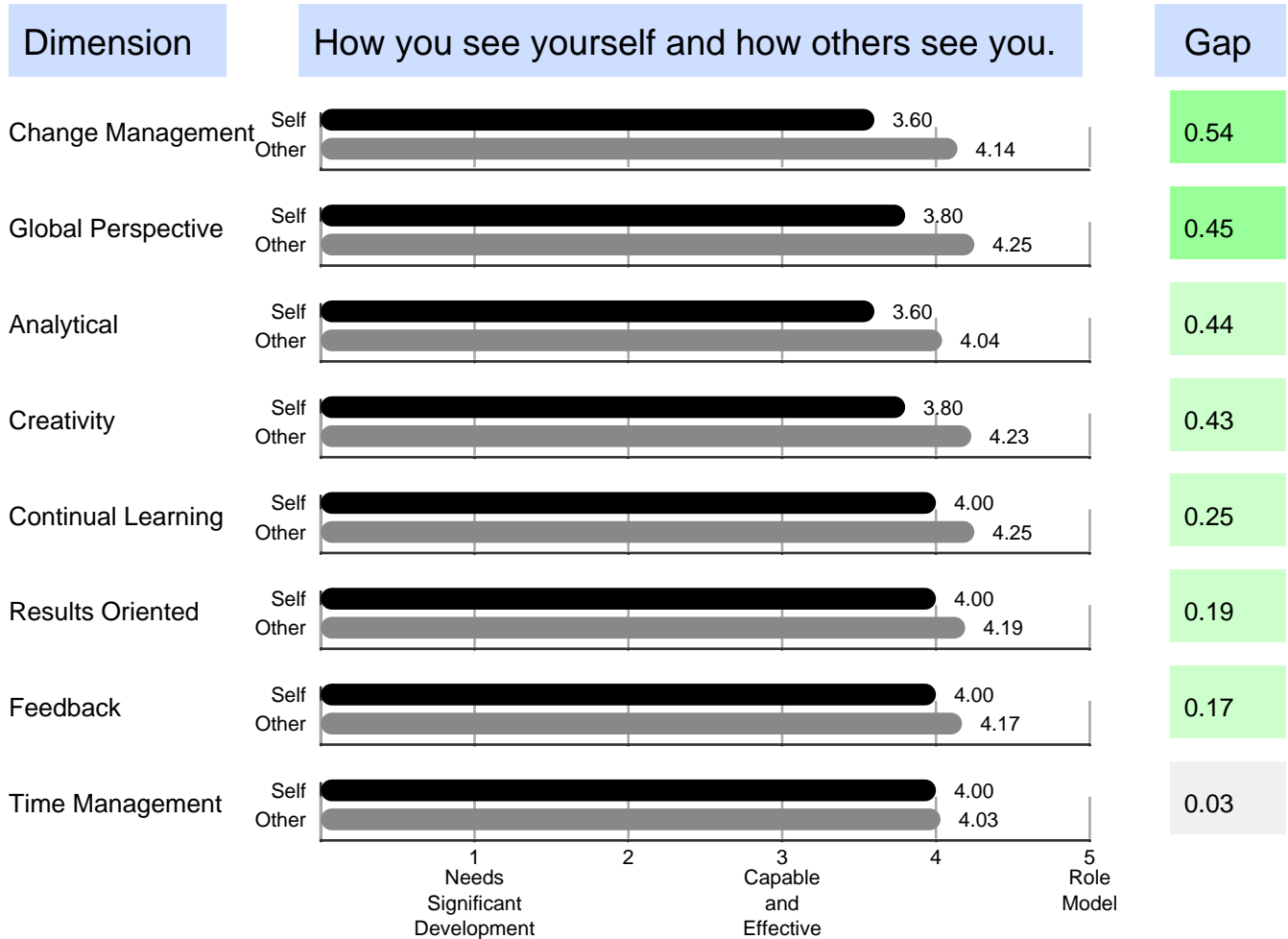
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Global Perspective

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
1. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	4.13	80.0	20%	47%	33%		
2. Creates an environment where individual differences are valued and supported.	15	4.33	100.0		67%	33%		
3. Works well with others from different cultural backgrounds.	15	4.33	93.3	7%	53%	40%		
4. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	15	4.07	86.7	13%	67%	20%		
5. Understands global systems such as the global economy.	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. Accepts setbacks and challenges in foreign markets as improvement opportunities	4.00	4.13	+0.13 ▲
2. Creates an environment where individual differences are valued and supported.	4.40	4.33	-0.07 ▼
3. Works well with others from different cultural backgrounds.	4.47	4.33	-0.13 ▼
4. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	4.47	4.07	-0.40 ▼
5. Understands global systems such as the global economy.	4.20	4.21	+0.01 ▲

Creativity

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. Conceives, implements and evaluates ideas.	15	4.33	93.3	7%	53%		40%	
7. Adds value to the department/organization.	15	4.33	86.7	13%	40%		47%	
8. Is creative and inspirational.	15	4.07	80.0	20%	53%		27%	
9. Creates a lot of new ideas.	15	4.13	80.0	20%	47%		33%	
10. Is creative.	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. Conceives, implements and evaluates ideas.	4.13	4.33	+0.20 ▲
7. Adds value to the department/organization.	4.33	4.33	
8. Is creative and inspirational.	4.20	4.07	-0.13 ▼
9. Creates a lot of new ideas.	4.67	4.13	-0.53 ▼
10. Is creative.	4.47	4.13	-0.33 ▼

Continual 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories					
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5	
11. Participates in regular training offered.	15	4.67	100.0	33%		67%			
12. Improves on their skill sets.	15	4.20	86.7	7%	7%	47%		40%	
13. Pursues self-improvement through continual learning.	14	3.64	57.1	14%		29%		36%	21%
14. Takes the initiative to learn new skills.	14	4.14	85.7	7%	7%	50%		36%	
15. Pursues learning that will enhance job performance.	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. Participates in regular training offered.	4.20	4.67	+0.47 ▲
12. Improves on their skill sets.	3.93	4.20	+0.27 ▲
13. Pursues self-improvement through continual learning.	4.47	3.64	-0.82 ▼
14. Takes the initiative to learn new skills.	4.00	4.14	+0.14 ▲
15. Pursues learning that will enhance job performance.	4.27	4.47	+0.20 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Seeks feedback to enhance performance.	15	4.00	66.7	7%	27%	27%	40%	
17. Accepts the views of others.	15	3.87	66.7		33%	47%	20%	
18. Considers other's opinion and suggestions.	15	4.20	86.7	7%	7%	47%	40%	
19. Shares past experiences with others as learning opportunities.	15	4.33	86.7		13%	40%	47%	
20. Looks to others for input.	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. Seeks feedback to enhance performance.	3.64	4.00	+0.36 ▲
17. Accepts the views of others.	4.33	3.87	-0.47 ▼
18. Considers other's opinion and suggestions.	3.93	4.20	+0.27 ▲
19. Shares past experiences with others as learning opportunities.	4.33	4.33	0.00 ▲
20. Looks to others for input.	3.60	4.40	+0.80 ▲

Analytical

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
21. Analyzes issues and reduces them to their component parts.	15	3.93	73.3	27%		53%		20%
22. Identifies problems and issues needing resolution.	15	4.00	66.7	13%	20%	20%		47%
23. Implements data validation techniques and methods.	15	4.07	80.0	20%		53%		27%
24. Uses appropriate techniques to solve problems.	15	4.00	73.3	13%	13%	33%		40%
25. Asks the "right" questions to size up or evaluate situations.	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. Analyzes issues and reduces them to their component parts.	4.20	3.93	-0.27 ▼
22. Identifies problems and issues needing resolution.	4.20	4.00	-0.20 ▼
23. Implements data validation techniques and methods.	4.13	4.07	-0.07 ▼
24. Uses appropriate techniques to solve problems.	3.80	4.00	+0.20 ▲
25. Asks the "right" questions to size up or evaluate situations.	4.13	4.07	-0.07 ▼

Time 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Uses a team and delegates tasks to specialists to help get more work done within the same amount of time.	15	4.00	80.0	7%	13%	53%	27%	
27. Reacts promptly to inquiries from customers/clients.	15	3.67	66.7	20%	13%	47%	20%	
28. Provides accurate estimates for the amount of time needed to accomplish certain tasks.	15	4.40	86.7	13%	33%	53%		
29. Leaves time in the schedule for unplanned contingencies.	15	4.07	80.0	20%	53%	27%		
30. Leverages teams and assigns specialized tasks to maximize productivity.	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. Uses a team and delegates tasks to specialists to help get more work done within the same amount of time.	4.47	4.00	-0.47 ▼
27. Reacts promptly to inquiries from customers/clients.	4.00	3.67	-0.33 ▼
28. Provides accurate estimates for the amount of time needed to accomplish certain tasks.	4.33	4.40	+0.07 ▲
29. Leaves time in the schedule for unplanned contingencies.	4.07	4.07	
30. Leverages teams and assigns specialized tasks to maximize productivity.	4.00	4.00	

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Addresses organizational and departmental resistance to changes.	15	4.27	93.3	7%	60%			33%
32. Develops a strategy for implementing changes.	14	4.14	92.9	7%	71%			21%
33. Is an inspiration for others to accept the recent changes.	15	4.27	100.0		73%			27%
34. Supports new initiatives for organizational changes to improve effectiveness.	15	4.40	93.3	7%	47%			47%
35. Facilitates change with minimal resistance.	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. Addresses organizational and departmental resistance to changes.	4.27	4.27	
32. Develops a strategy for implementing changes.	4.20	4.14	-0.06 ▼
33. Is an inspiration for others to accept the recent changes.	3.67	4.27	+0.60 ▲
34. Supports new initiatives for organizational changes to improve effectiveness.	4.00	4.40	+0.40 ▲
35. Facilitates change with minimal resistance.	4.20	3.47	-0.73 ▼

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	4.20	93.3	7%		67%		27%
37. Determined to complete tasks regardless of obstacles that may occur.	15	4.27	93.3	7%		60%		33%
38. Strives to achieve high volume of output.	15	4.00	80.0		20%	60%		20%
39. Achieves high levels of performance.	15	4.07	86.7	7%	7%	60%		27%
40. Has a strong drive to complete goals despite obstacles that may arise.	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. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	4.00	4.20	+0.20 ▲
37. Determined to complete tasks regardless of obstacles that may occur.	4.21	4.27	+0.05 ▲
38. Strives to achieve high volume of output.	4.07	4.00	-0.07 ▼
39. Achieves high levels of performance.	3.87	4.07	+0.20 ▲
40. Has a strong drive to complete goals despite obstacles that may arise.	4.27	4.33	+0.07 ▲

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?