



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.

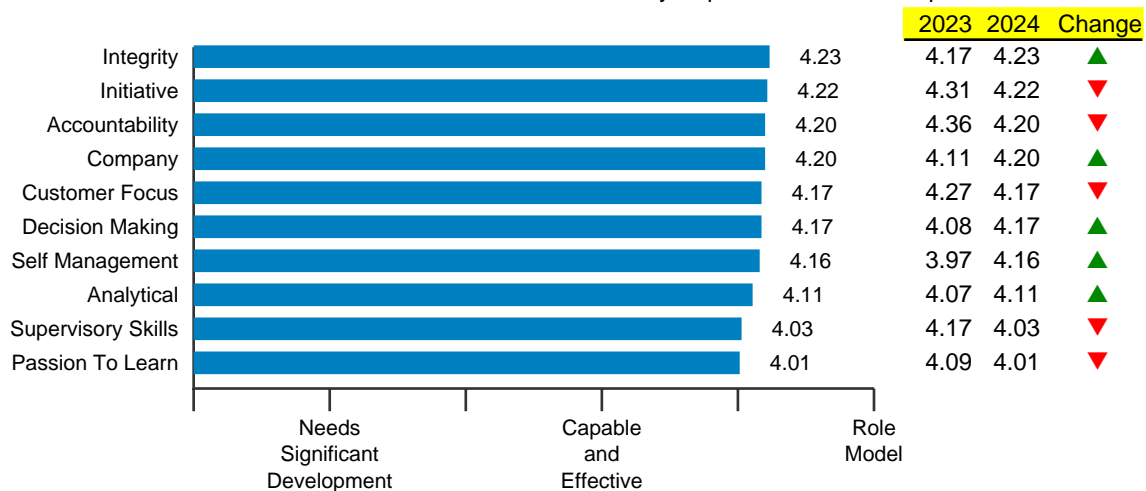
What to Do with Your Feedback

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

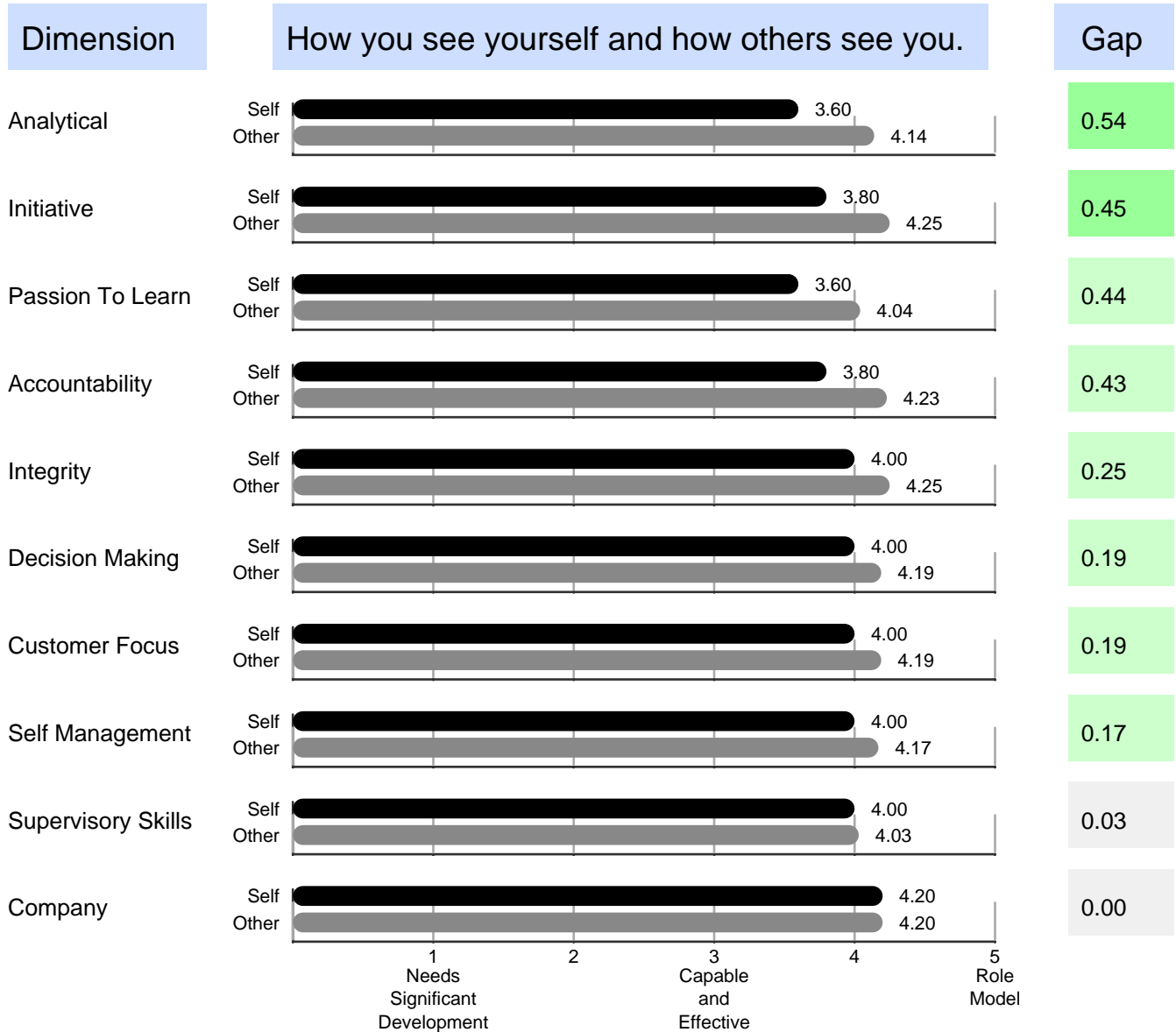
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Initiative

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
1. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.13	80.0	20%	47%	33%		
2. Informs the manager of any important changes in the equipment operation.	15	4.33	100.0		67%	33%		
3. Acts quickly when an opportunity becomes available.	15	4.33	93.3	7%	53%	40%		
4. Is proactive when preparing for potential problems or critical events.	15	4.07	86.7	13%	67%	20%		
5. Builds strong interpersonal relationships upon first meeting.	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. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	4.00	4.13	+0.13 ▲
2. Informs the manager of any important changes in the equipment operation.	4.40	4.33	-0.07 ▼
3. Acts quickly when an opportunity becomes available.	4.47	4.33	-0.13 ▼
4. Is proactive when preparing for potential problems or critical events.	4.47	4.07	-0.40 ▼
5. Builds strong interpersonal relationships upon first meeting.	4.20	4.21	+0.01 ▲

Accountability

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
6. Holds employees responsible if expectations are not met.	15	4.33	93.3	7%	53%		40%	
7. Takes responsibility for the team's actions and results.	15	4.33	86.7	13%	40%		47%	
8. Acknowledges errors and takes the steps necessary to rectify them.	15	4.07	80.0	20%	53%		27%	
9. Fully embraces the responsibilities that contribute to our departmental success.	15	4.13	80.0	20%	47%		33%	
10. Takes personal responsibility for the quality of their work.	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. Holds employees responsible if expectations are not met.	4.13	4.33	+0.20 ▲
7. Takes responsibility for the team's actions and results.	4.33	4.33	
8. Acknowledges errors and takes the steps necessary to rectify them.	4.20	4.07	-0.13 ▼
9. Fully embraces the responsibilities that contribute to our departmental success.	4.67	4.13	-0.53 ▼
10. Takes personal responsibility for the quality of their work.	4.47	4.13	-0.33 ▼

Integrity

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. Protects the integrity and confidentiality of information	15	4.67	100.0					
12. Demonstrates sincerity in actions with others.	15	4.20	86.7					
13. Does what was promised.	14	3.64	57.1					
14. Maintains strong relationships with others.	14	4.14	85.7					
15. Fosters an environment built upon trust.	15	4.47	93.3					

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. Protects the integrity and confidentiality of information	4.20	4.67	+0.47 ▲
12. Demonstrates sincerity in actions with others.	3.93	4.20	+0.27 ▲
13. Does what was promised.	4.47	3.64	-0.82 ▼
14. Maintains strong relationships with others.	4.00	4.14	+0.14 ▲
15. Fosters an environment built upon trust.	4.27	4.47	+0.20 ▲

Self 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
16. Does not allow own emotions to interfere with the performance of others.	15	4.00	66.7	7%	27%	27%	40%	
17. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.87	66.7		33%	47%	20%	
18. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.20	86.7	7%	7%	47%	40%	
19. Consciously controls own negative emotions in order to keep team morale up.	15	4.33	86.7		13%	40%	47%	
20. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	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. Does not allow own emotions to interfere with the performance of others.	3.64	4.00	+0.36 ▲
17. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	4.33	3.87	-0.47 ▼
18. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.93	4.20	+0.27 ▲
19. Consciously controls own negative emotions in order to keep team morale up.	4.33	4.33	
20. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.60	4.40	+0.80 ▲

Passion To Learn

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
21. Exhibits willingness to upgrade skills through additional training and education.	15	3.93	73.3	27%		53%		20%
22. Embraces new technology and procedures.	15	4.00	66.7	13%	20%	20%	47%	
23. Stays up-to-date on emerging technologies.	15	4.07	80.0	20%		53%		27%
24. Constantly enhances product knowledge through experimentation and play.	15	4.00	73.3	13%	13%	33%	40%	
25. Is committed to enhancing their own knowledge and skills.	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. Exhibits willingness to upgrade skills through additional training and education.	4.20	3.93	-0.27 ▼
22. Embraces new technology and procedures.	4.20	4.00	-0.20 ▼
23. Stays up-to-date on emerging technologies.	4.13	4.07	-0.07 ▼
24. Constantly enhances product knowledge through experimentation and play.	3.80	4.00	+0.20 ▲
25. Is committed to enhancing their own knowledge and skills.	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 Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Conveys instructions, directives and guidelines to the employees.	15	4.00	80.0	7%	13%	53%		27%
27. Fosters a culture of personal responsibility and accountability.	15	3.67	66.7	20%	13%	47%		20%
28. Intervenes immediately if disciplinary action is warranted.	15	4.40	86.7	13%	33%	53%		
29. Effectively determines which issues need immediate attention.	15	4.07	80.0	20%		53%		27%
30. Makes sure employees are working toward goals set by the company.	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. Conveys instructions, directives and guidelines to the employees.	4.47	4.00	-0.47 ▼
27. Fosters a culture of personal responsibility and accountability.	4.00	3.67	-0.33 ▼
28. Intervenes immediately if disciplinary action is warranted.	4.33	4.40	+0.07 ▲
29. Effectively determines which issues need immediate attention.	4.07	4.07	
30. Makes sure employees are working toward goals set by the company.	4.00	4.00	

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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Identifies the root cause of a problem.	15	4.27	93.3	7%	60%	33%		
32. Analyzes data and information from several sources and arrives at logical conclusions.	14	4.14	92.9	7%	71%	21%		
33. Implements data validation techniques and methods.	15	4.27	100.0		73%	27%		
34. Uses appropriate techniques to solve problems.	15	4.40	93.3	7%	47%	47%		
35. Asks the "right" questions to size up or evaluate situations.	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. Identifies the root cause of a problem.	4.27	4.27	
32. Analyzes data and information from several sources and arrives at logical conclusions.	4.20	4.14	-0.06 ▼
33. Implements data validation techniques and methods.	3.67	4.27	+0.60 ▲
34. Uses appropriate techniques to solve problems.	4.00	4.40	+0.40 ▲
35. Asks the "right" questions to size up or evaluate situations.	4.20	3.47	-0.73 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Carefully evaluates information before making an important decision.	15	4.20	93.3	7%		67%		27%
37. Examines for patterns in data to help predict future possibilities.	15	4.27	93.3	7%		60%		33%
38. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	4.00	80.0		20%	60%		20%
39. Receptive to new ideas from others when making decisions.	15	4.07	86.7	7%	7%	60%		27%
40. Is open to listening to others who may have different ideas.	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. Carefully evaluates information before making an important decision.	4.00	4.20	+0.20 ▲
37. Examines for patterns in data to help predict future possibilities.	4.21	4.27	+0.05 ▲
38. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	4.07	4.00	-0.07 ▼
39. Receptive to new ideas from others when making decisions.	3.87	4.07	+0.20 ▲
40. Is open to listening to others who may have different ideas.	4.27	4.33	+0.07 ▲

Customer Focus

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
41. Adapts to changes proposed by the customer.	15	3.93	80.0	13%	7%	53%		27%
42. Makes sure team members understand the issues faced by the customer.	15	4.33	93.3	7%		47%		47%
43. Creates an environment that enables customers to receive excellent service.	15	4.13	86.7	13%		60%		27%
44. Exceeds expectations of the customers.	15	4.20	100.0			80%		20%
45. Anticipates potential obstacles to meeting customer needs.	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. Adapts to changes proposed by the customer.	3.87	3.93	+0.07 ▲
42. Makes sure team members understand the issues faced by the customer.	4.13	4.33	+0.20 ▲
43. Creates an environment that enables customers to receive excellent service.	4.20	4.13	-0.07 ▼
44. Exceeds expectations of the customers.	4.87	4.20	-0.67 ▼
45. Anticipates potential obstacles to meeting customer needs.	4.27	4.27	

Company

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
46. Follows existing procedures and processes.	15	4.40	93.3	7%	47%	47%		
47. Understands the use of [Company] products and services.	15	4.20	93.3	7%	67%		27%	
48. Understands the "basics" as to how [Company] functions/operates.	15	4.07	86.7	13%	53%		33%	
49. Attends [Company] gatherings and social events.	15	4.27	93.3	7%	53%		40%	
50. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.07	80.0	20%	53%		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
46. Follows existing procedures and processes.	4.13	4.40	+0.27 ▲
47. Understands the use of [Company] products and services.	4.07	4.20	+0.13 ▲
48. Understands the "basics" as to how [Company] functions/operates.	4.00	4.07	+0.07 ▲
49. Attends [Company] gatherings and social events.	4.13	4.27	+0.13 ▲
50. Expresses loyalty and dedication to [Company] in interactions with others.	4.20	4.07	-0.13 ▼

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?