



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.

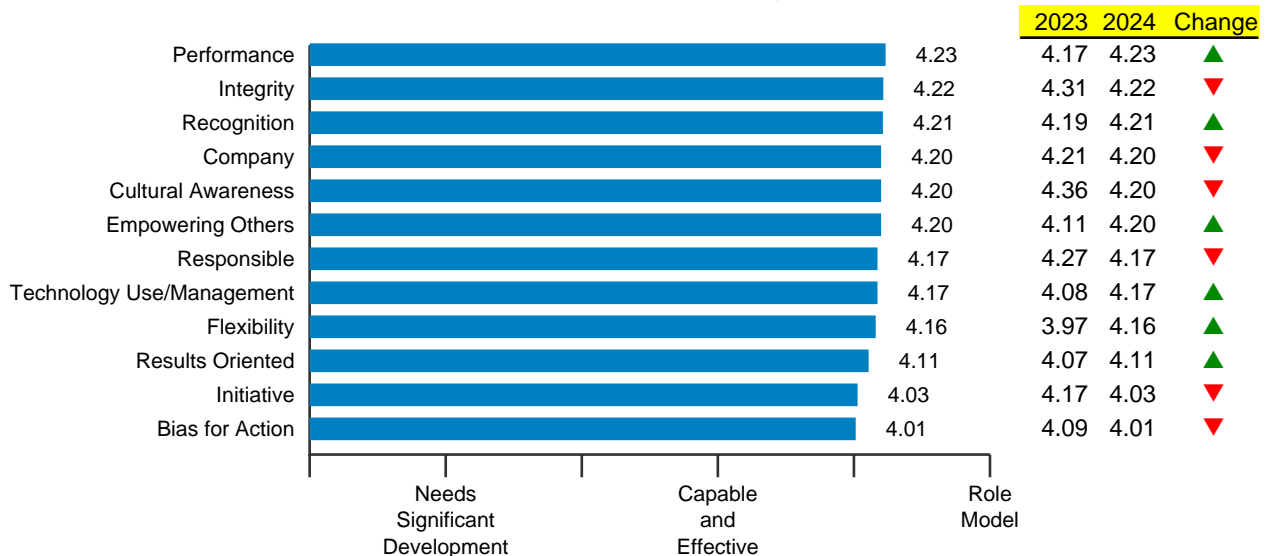
What to Do with Your Feedback

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

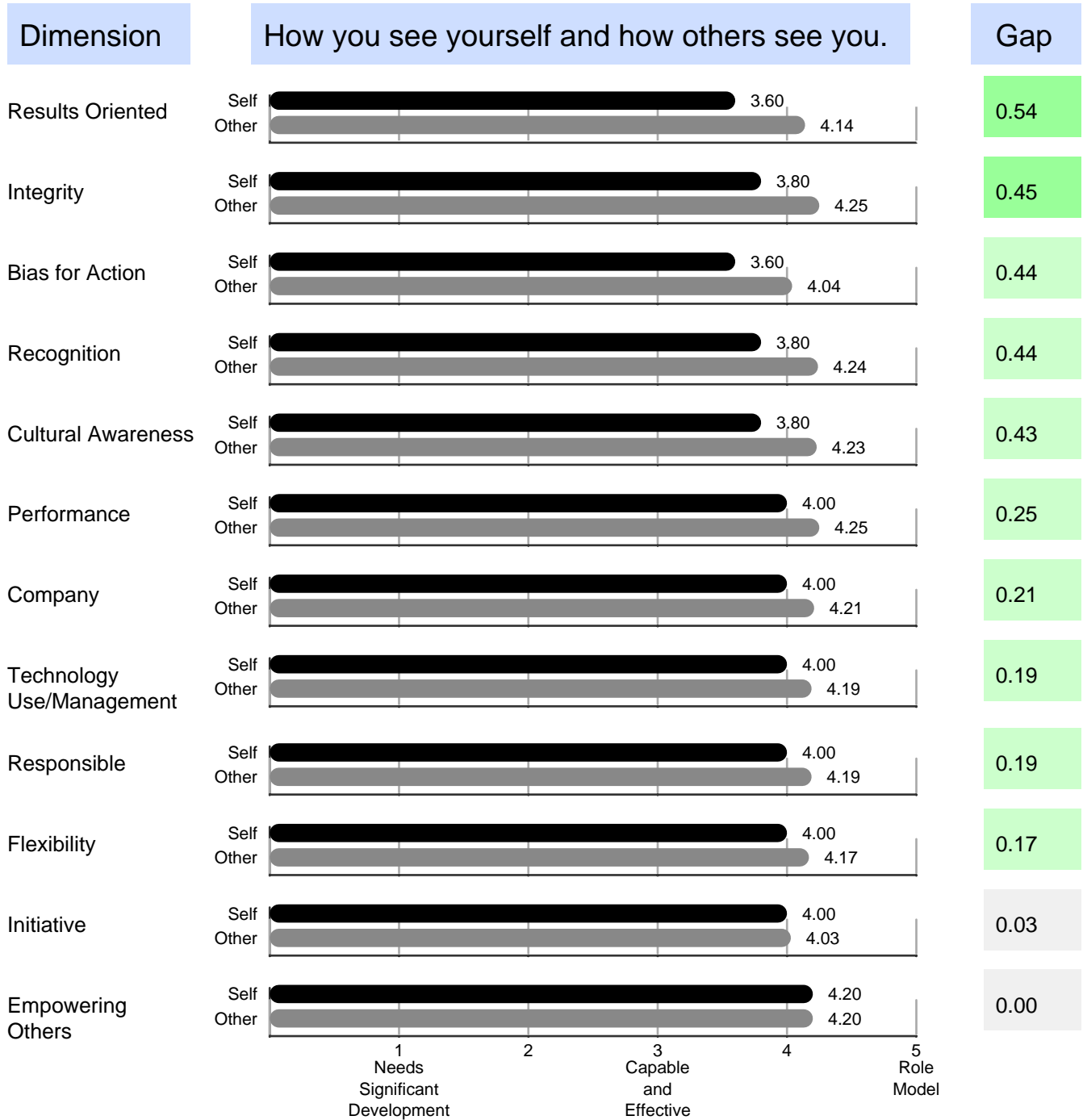
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

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.



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
1. Develops trust and confidence from others.	15	4.13	80.0	20%	47%	33%		
2. Maintains strong relationships with others.	15	4.33	100.0		67%	33%		
3. Establishes relationships of trust, honesty, fairness, and integrity.	15	4.33	93.3	7%	53%	40%		
4. Fosters an environment built upon trust.	15	4.07	86.7	13%	67%	20%		
5. Does what was promised.	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 trust and confidence from others.	4.00	4.13	+0.13 ▲
2. Maintains strong relationships with others.	4.40	4.33	-0.07 ▼
3. Establishes relationships of trust, honesty, fairness, and integrity.	4.47	4.33	-0.13 ▼
4. Fosters an environment built upon trust.	4.47	4.07	-0.40 ▼
5. Does what was promised.	4.20	4.21	+0.01 ▲

Cultural Awareness

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. Is aware of differences in how individuals from other cultures greet one another.	15	4.33	93.3	7%	53%		40%	
7. Understands how their own cultural background can impact the way they communicate and interact with others.	15	4.33	86.7	13%	40%		47%	
8. Seeks out different viewpoints and benefits from different perspectives.	15	4.07	80.0	20%	53%		27%	
9. Respects others regardless of age, race, gender, nationality, or disability.	15	4.13	80.0	20%	47%		33%	
10. Views diversity as a strength, not as an issue.	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. Is aware of differences in how individuals from other cultures greet one another.	4.13	4.33	+0.20 ▲
7. Understands how their own cultural background can impact the way they communicate and interact with others.	4.33	4.33	
8. Seeks out different viewpoints and benefits from different perspectives.	4.20	4.07	-0.13 ▼
9. Respects others regardless of age, race, gender, nationality, or disability.	4.67	4.13	-0.53 ▼
10. Views diversity as a strength, not as an issue.	4.47	4.13	-0.33 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Level					
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5	
11. Works well in this position.	15	4.67	100.0	33%		67%			
12. Effective in performing his/her job.	15	4.20	86.7	7%	7%	47%		40%	
13. Shown significant improvement in job performance.	14	3.64	57.1	14%		29%		36%	21%
14. Sets a high standard for job performance.	14	4.14	85.7	7%	7%	50%		36%	
15. Has great overall 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. Works well in this position.	4.20	4.67	+0.47 ▲
12. Effective in performing his/her job.	3.93	4.20	+0.27 ▲
13. Shown significant improvement in job performance.	4.47	3.64	-0.82 ▼
14. Sets a high standard for job performance.	4.00	4.14	+0.14 ▲
15. Has great overall performance	4.27	4.47	+0.20 ▲

Flexibility

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
16. Encourages others to adopt new procedures.	15	4.00	66.7	7%	27%	27%	40%	
17. Selects strategies according to the demands of the situation.	15	3.87	66.7		33%	47%	20%	
18. Adapts easily to incorporate various perspectives.	15	4.20	86.7	7%	7%	47%	40%	
19. Acts decisively in frequently changing and uncertain environment.	15	4.33	86.7		13%	40%	47%	
20. Adapts to different learning styles of employees as required to make sure employees receive the highest level of training.	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. Encourages others to adopt new procedures.	3.64	4.00	+0.36 ▲
17. Selects strategies according to the demands of the situation.	4.33	3.87	-0.47 ▼
18. Adapts easily to incorporate various perspectives.	3.93	4.20	+0.27 ▲
19. Acts decisively in frequently changing and uncertain environment.	4.33	4.33	
20. Adapts to different learning styles of employees as required to make sure employees receive the highest level of training.	3.60	4.40	+0.80 ▲

Bias for Action

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. Identifies ways to simplify work processes and reduce cycle times	15	3.93	73.3	27%		53%		20%
22. Conveys a sense of urgency about addressing problems and opportunities	15	4.00	66.7	13%	20%	20%		47%
23. Completes work on time	15	4.07	80.0	20%		53%		27%
24. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.00	73.3	13%	13%	33%		40%
25. Completes a large volume of work.	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. Identifies ways to simplify work processes and reduce cycle times	4.20	3.93	-0.27 ▼
22. Conveys a sense of urgency about addressing problems and opportunities	4.20	4.00	-0.20 ▼
23. Completes work on time	4.13	4.07	-0.07 ▼
24. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.80	4.00	+0.20 ▲
25. Completes a large volume of work.	4.13	4.07	-0.07 ▼

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
26. Takes corrective action to address performance deficiencies/issues.	15	4.00	80.0	7%	13%	53%		27%
27. Immediately works to complete goals well before their deadline.	15	3.67	66.7	20%	13%	47%		20%
28. Initiates new projects for the department.	15	4.40	86.7	13%	33%	53%		
29. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	15	4.07	80.0	20%		53%		27%
30. Does things without being told.	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. Takes corrective action to address performance deficiencies/issues.	4.47	4.00	-0.47 ▼
27. Immediately works to complete goals well before their deadline.	4.00	3.67	-0.33 ▼
28. Initiates new projects for the department.	4.33	4.40	+0.07 ▲
29. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	4.07	4.07	
30. Does things without being told.	4.00	4.00	

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Adapts to disruptions in the supply chain to maintain production levels.	15	4.27	93.3	7%	60%			33%
32. Overcomes obstacles to continue working toward goals.	14	4.14	92.9	7%	71%			21%
33. Achieves performance benchmarks.	15	4.27	100.0		73%			27%
34. Sets objectives for the department.	15	4.40	93.3	7%	47%			47%
35. Provides clear expectations for employees.	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. Adapts to disruptions in the supply chain to maintain production levels.	4.27	4.27	
32. Overcomes obstacles to continue working toward goals.	4.20	4.14	-0.06 ▼
33. Achieves performance benchmarks.	3.67	4.27	+0.60 ▲
34. Sets objectives for the department.	4.00	4.40	+0.40 ▲
35. Provides clear expectations for employees.	4.20	3.47	-0.73 ▼

Technology Use/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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Maximizes the use of new technology to deliver products and services.	15	4.20	93.3	7%		67%		27%
37. Uses technology in decision making and problem solving.	15	4.27	93.3	7%		60%		33%
38. Adopts the implementation of new technology into the workplace.	15	4.00	80.0		20%	60%		20%
39. Understands and is committed to implementing new technologies.	15	4.07	86.7	7%	7%	60%		27%
40. Applies complex rules and regulations to maintain optimal system performance.	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. Maximizes the use of new technology to deliver products and services.	4.00	4.20	+0.20 ▲
37. Uses technology in decision making and problem solving.	4.21	4.27	+0.05 ▲
38. Adopts the implementation of new technology into the workplace.	4.07	4.00	-0.07 ▼
39. Understands and is committed to implementing new technologies.	3.87	4.07	+0.20 ▲
40. Applies complex rules and regulations to maintain optimal system performance.	4.27	4.33	+0.07 ▲

Responsible

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					Capable and Effective		Role Model	
				1	2	3	4	5	3	4	5	5
41. Works in a way that makes others want to work with her/him.	15	3.93	80.0	13%	7%			53%			27%	
42. Responsible for setting the vision of the department.	15	4.33	93.3	7%				47%			47%	
43. Behavior is ethical and honest.	15	4.13	86.7			13%		60%			27%	
44. Is a person you can trust.	15	4.20	100.0					80%			20%	
45. ...takes personal responsibility for results.	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. Works in a way that makes others want to work with her/him.	3.87	3.93	+0.07 ▲
42. Responsible for setting the vision of the department.	4.13	4.33	+0.20 ▲
43. Behavior is ethical and honest.	4.20	4.13	-0.07 ▼
44. Is a person you can trust.	4.87	4.20	-0.67 ▼
45. ...takes personal responsibility for results.	4.27	4.27	0.00 ▲

Empowering 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Trusts employees with important responsibilities.	15	4.40	93.3	7%	47%	47%		
47. Sets goals to allow the employee to have more autonomy over their work.	15	4.20	93.3	7%	67%			27%
48. Permits employees to take training to become more independent.	15	4.07	86.7	13%	53%			33%
49. Encourages independent, original thinking and creative problem-solving.	15	4.27	93.3	7%	53%			40%
50. Enables employees to take on more challenging roles.	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. Trusts employees with important responsibilities.	4.13	4.40	+0.27 ▲
47. Sets goals to allow the employee to have more autonomy over their work.	4.07	4.20	+0.13 ▲
48. Permits employees to take training to become more independent.	4.00	4.07	+0.07 ▲
49. Encourages independent, original thinking and creative problem-solving.	4.13	4.27	+0.13 ▲
50. Enables employees to take on more challenging roles.	4.20	4.07	-0.13 ▼

Recognition

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
51. Lets employees know when they have done well	15	4.33	93.3	7%	47%		47%	
52. Recognizes the abilities and skills of self and others	15	4.13	86.7	13%		60%		27%
53. Compliments other people when they do good work	15	4.33	100.0		67%			33%
54. Is sincerely interested in the suggestions of co-workers	15	4.27	93.3	7%		60%		33%
55. Offers recognition in a timely manner.	15	4.00	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	2023	2024	Change
51. Lets employees know when they have done well	4.13	4.33	+0.20 ▲
52. Recognizes the abilities and skills of self and others	4.40	4.13	-0.27 ▼
53. Compliments other people when they do good work	4.07	4.33	+0.27 ▲
54. Is sincerely interested in the suggestions of co-workers	4.07	4.27	+0.20 ▲
55. Offers recognition in a timely manner.	4.27	4.00	-0.27 ▼

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 Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
56. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.47	93.3	7%	40%	53%		
57. Understands the "basics" as to how [Company] functions/operates.	15	3.60	66.7	13%	20%	60%	7%	
58. Follows existing procedures and processes.	15	4.47	93.3	7%	40%	53%		
59. Attends [Company] gatherings and social events.	15	4.33	93.3	7%	53%	40%		
60. Impresses upon others the important aspects of [Company].	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
56. Expresses loyalty and dedication to [Company] in interactions with others.	4.07	4.47	+0.40 ▲
57. Understands the "basics" as to how [Company] functions/operates.	4.07	3.60	-0.47 ▼
58. Follows existing procedures and processes.	4.27	4.47	+0.20 ▲
59. Attends [Company] gatherings and social events.	4.40	4.33	-0.07 ▼
60. Impresses upon others the important aspects of [Company].	4.27	4.13	-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?