



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.

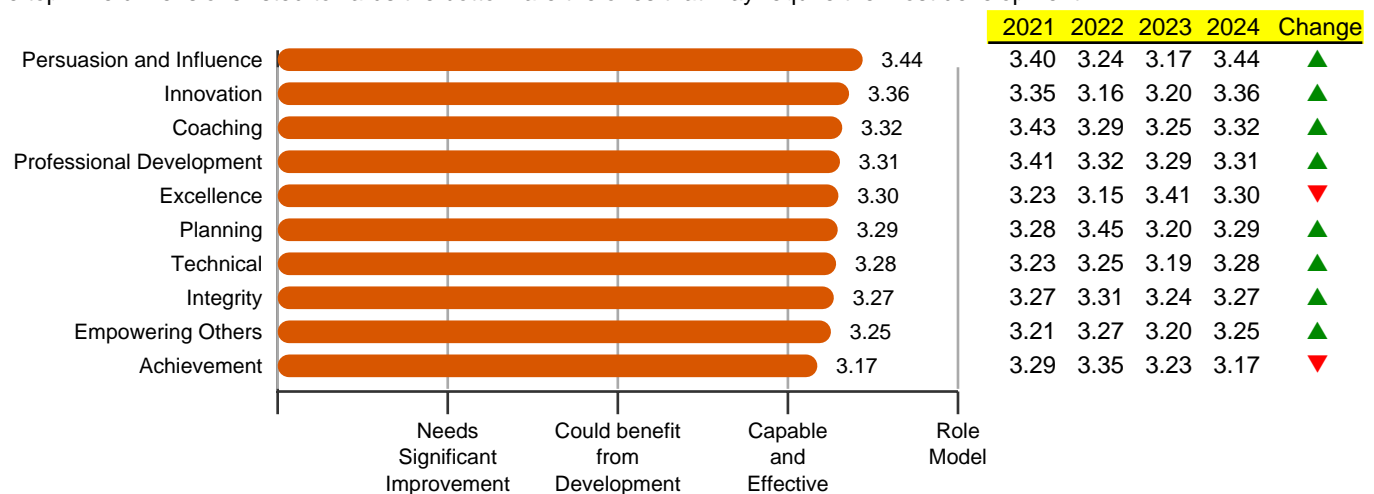
What to Do with Your Feedback

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

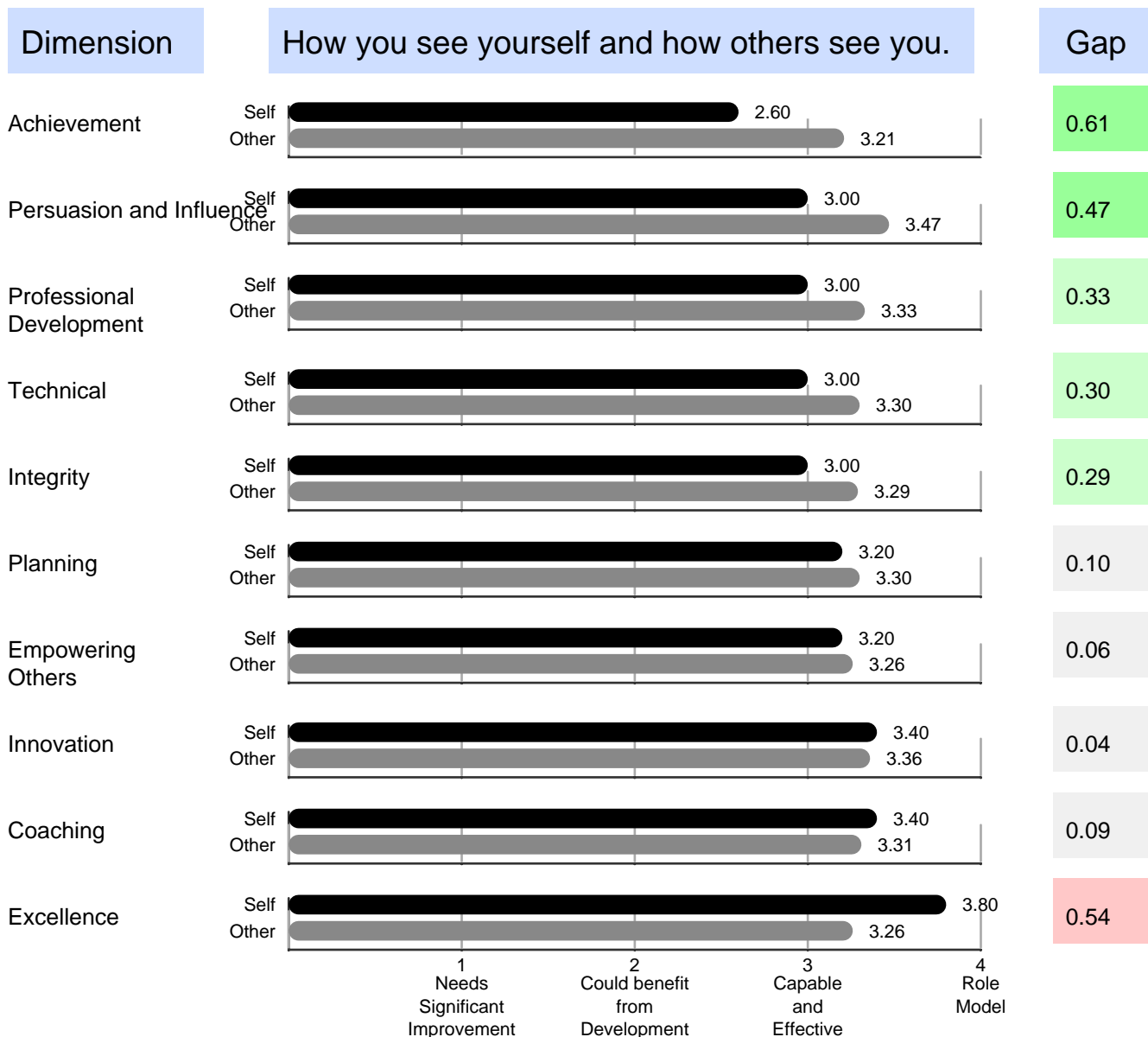
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Integrity

Behaves in an ethical and fair way consistent with professional standards and rules of conduct. Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities.

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. You maintain strong relationships with others.	15	3.20	86.7	13%	53%	33%	
2. You do what was promised.	15	3.33	100.0		67%	33%	
3. You demonstrate honesty and truthfulness at all times.	15	3.33	93.3	7%	53%	40%	
4. You foster a high standard of ethics and integrity.	15	3.27	93.3	7%	60%	33%	
5. You follow tasks to completion.	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. You maintain strong relationships with others.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You do what was promised.	3.27	3.40	3.40	3.33	-0.07 ▼
3. You demonstrate honesty and truthfulness at all times.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You foster a high standard of ethics and integrity.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You follow tasks to completion.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. You encourage employees to take courses relevant to their job.	15	3.47	100.0		53%	47%	
7. You seek opportunities for continuous learning.	15	3.40	93.3	7%	47%	47%	
8. You seek opportunities for professional development.	15	3.20	86.7	13%	53%	33%	
9. You quickly acquire and apply new knowledge and skills when needed	15	3.27	86.7	13%	47%	40%	
10. You keep yourself up-to-date of technical/professional issues	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. You encourage employees to take courses relevant to their job.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You seek opportunities for continuous learning.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You seek opportunities for professional development.	3.40	3.40	3.20	3.20	
9. You quickly acquire and apply new knowledge and skills when needed	3.53	3.40	3.60	3.27	-0.33 ▼
10. You keep yourself up-to-date of technical/professional issues	3.33	3.47	3.27	3.20	-0.07 ▼

Persuasion and Influence

Able to persuade and influence others to obtain certain objectives and 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
11. You persuade others to consider alternative points of view.	15	3.67	100.0	33%	67%		
12. You develop a good rapport with others.	15	3.40	93.3	7%	47%	47%	
13. You attempt to persuade others rather than simply control them.	15	3.13	86.7	13%	60%	27%	
14. You communicate effectively with others.	15	3.47	100.0	53%	47%		
15. You understand what others need.	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. You persuade others to consider alternative points of view.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You develop a good rapport with others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You attempt to persuade others rather than simply control them.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You communicate effectively with others.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You understand what others need.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. You challenge current procedures to develop other alternatives.	15	3.47	93.3	7%	40%	53%	
17. You develop new products and services.	15	2.93	73.3	27%	53%	20%	
18. You build upon the ideas and solutions of others.	15	3.40	93.3	7%	47%	47%	
19. You search for opportunities and innovative ways to improve the organization.	15	3.53	100.0		47%	53%	
20. You encourage open communication to ensure that all proposals are considered.	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. You challenge current procedures to develop other alternatives.	3.33	3.00	3.07	3.47	+0.40 ▲
17. You develop new products and services.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You build upon the ideas and solutions of others.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You search for opportunities and innovative ways to improve the organization.	3.13	2.87	3.53	3.53	
20. You encourage open communication to ensure that all proposals are considered.	3.40	3.20	2.87	3.47	+0.60 ▲

Achievement

A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

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. You demonstrate improvement in performance.	15	3.00	80.0	20%	60%		20%
22. I create impactful reports for the re-organization committee.	15	3.53	100.0		47%	53%	
23. You complete work to a high technical standard	15	3.13	86.7	13%	60%		27%
24. You establish stretch goals to advance skills and output.	15	3.13	80.0	7% 13%	40%		40%
25. You successfully complete the orientation training program.	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. You demonstrate improvement in performance.	3.47	3.13	3.20	3.00	-0.20 ▼
22. I create impactful reports for the re-organization committee.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You complete work to a high technical standard	3.20	3.47	3.27	3.13	-0.13 ▼
24. You establish stretch goals to advance skills and output.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You successfully complete the orientation training program.	3.27	3.33	3.27	3.07	-0.20 ▼

Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

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. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.20	93.3	7%	60%	33%	
27. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.40	93.3	7%	47%	47%	
28. You seek information from others as needed.	15	3.60	93.3	7%	27%	67%	
29. You keep current with technical advances within your professional discipline; embrace and apply new techniques and practices	15	3.20	86.7	13%	53%	33%	
30. You willingly share your technical expertise; sought out as resource by others	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. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.53	3.33	3.33	3.20	-0.13 ▼
27. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You seek information from others as needed.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You keep current with technical advances within your professional discipline; embrace and apply new techniques and practices	3.21	3.20	3.20	3.20	
30. You willingly share your technical expertise; sought out as resource by others	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. You produce high quality work.	15	3.33	93.3	7%	53%	40%	
32. You keep yourself and others focused on constant improvement.	14	3.29	100.0		71%	29%	
33. You demonstrate the functional or technical skills necessary to do your job.	15	3.27	100.0		73%	27%	
34. You demonstrate the analytical skills to do your job.	15	3.47	93.3	7%	40%	53%	
35. You take a lot of pride in your work.	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. You produce high quality work.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You keep yourself and others focused on constant improvement.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You demonstrate the functional or technical skills necessary to do your job.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You demonstrate the analytical skills to do your job.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You take a lot of pride in your work.	3.20	3.27	3.13	3.13	

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
36. You encourage others to obtain necessary skills and training.	15	3.20	93.3	7%	67%		27%
37. I encourage employees to make informed decisions based on their own judgment and reasoning.	15	3.33	93.3	7%	53%		40%
38. I recognize and reward employees who make important decisions and take action when necessary.	15	3.07	86.7	13%	67%		20%
39. I help employees advance their skills so that they can have more autonomy.	15	3.33	100.0		67%		33%
40. I allow employees the opportunity to take time off when needed.	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. You encourage others to obtain necessary skills and training.	3.53	3.20	3.33	3.20	-0.13 ▼
37. I encourage employees to make informed decisions based on their own judgment and reasoning.	3.20	3.27	3.07	3.33	+0.26 ▲
38. I recognize and reward employees who make important decisions and take action when necessary.	3.13	3.40	3.33	3.07	-0.27 ▼
39. I help employees advance their skills so that they can have more autonomy.	3.20	3.27	3.00	3.33	+0.33 ▲
40. I allow employees the opportunity to take time off when needed.	3.00	3.20	3.27	3.33	+0.07 ▲

Coaching

Mentors and guides 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
41. You meet regularly with employees to coach them on areas that will enhance your performance	15	3.33	93.3	7%	53%	40%	
42. You provide clear, motivating, and constructive feedback.	15	3.40	93.3	7%	47%	47%	
43. You develop the skills and capabilities of others.	15	3.13	86.7	13%	60%	27%	
44. You conduct regular performance appraisals and feedback.	15	3.27	100.0		73%	27%	
45. You coach employees in how to strengthen knowledge and skills to improve work performance.	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. You meet regularly with employees to coach them on areas that will enhance your performance	3.47	3.20	2.93	3.33	+0.40 ▲
42. You provide clear, motivating, and constructive feedback.	3.27	3.53	3.13	3.40	+0.27 ▲
43. You develop the skills and capabilities of others.	3.87	3.13	3.20	3.13	-0.07 ▼
44. You conduct regular performance appraisals and feedback.	3.33	3.27	3.87	3.27	-0.60 ▼
45. You coach employees in how to strengthen knowledge and skills to improve work performance.	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. I can effectively use logistics planning to reduce supply delays.	15	3.40	93.3	7%	47%	47%	
47. You are able to balance the needs of multiple stakeholders in developing the plan for the division.	15	3.20	93.3	7%	67%		27%
48. You understand the process for developing strategic plans for the organization.	15	3.20	93.3	7%	60%		33%
49. I can develop a detailed plan outlining tasks, resources, timelines, and deliverables.	15	3.47	100.0		53%		47%
50. You set the appropriate sequence of tasks to efficiently achieve the goal.	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. I can effectively use logistics planning to reduce supply delays.	3.27	3.40	3.20	3.40	+0.20 ▲
47. You are able to balance the needs of multiple stakeholders in developing the plan for the division.	3.33	3.40	3.20	3.20	
48. You understand the process for developing strategic plans for the organization.	3.60	3.33	3.20	3.20	
49. I can develop a detailed plan outlining tasks, resources, timelines, and deliverables.	3.00	3.47	3.13	3.47	+0.33 ▲
50. You set the appropriate sequence of tasks to efficiently achieve the goal.	3.20	3.67	3.27	3.20	-0.07 ▼