



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

January 2025

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.

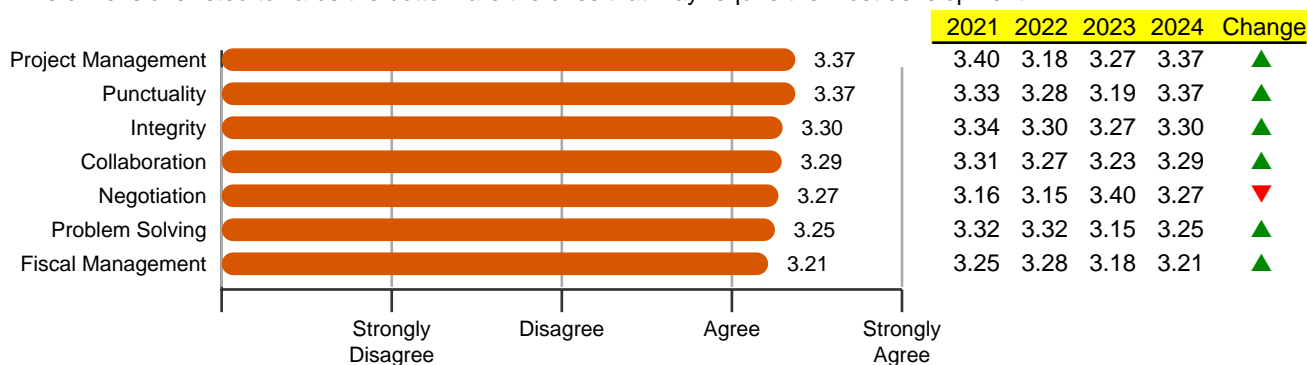
What to Do with Your Feedback

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 7 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.



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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Fosters an environment built upon trust.	15	3.20	86.7	13%	53%	33%	
2. Demonstrates sincerity in actions with others.	15	3.33	100.0		67%	33%	
3. Fosters a high standard of ethics and integrity.	15	3.33	93.3	7%	53%	40%	
4. Demonstrates honesty and truthfulness at all times.	15	3.27	93.3	7%	60%	33%	
5. Follows tasks to completion.	14	3.21	85.7	14%	50%	36%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
6. Establishes relationships of trust, honesty, fairness, and integrity.	15	3.47	100.0		53%	47%	
7. Does what was promised.	15	3.40	93.3	7%	47%	47%	
8. Accepts responsibility for mistakes.	15	3.20	86.7	13%	53%	33%	
9. Protects the integrity and confidentiality of information	15	3.27	86.7	13%	47%	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	2021	2022	2023	2024	Change
1. Fosters an environment built upon trust.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Demonstrates sincerity in actions with others.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Fosters a high standard of ethics and integrity.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Demonstrates honesty and truthfulness at all times.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Follows tasks to completion.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Establishes relationships of trust, honesty, fairness, and integrity.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Does what was promised.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Accepts responsibility for mistakes.	3.40	3.40	3.20	3.20	
9. Protects the integrity and confidentiality of information	3.53	3.40	3.60	3.27	-0.33 ▼

Punctuality

Adheres to schedules and timelines. Starts meetings, workday, and assigned tasks on time.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Invoices clients on a timely basis.	15	3.20	93.3	7%	67%		27%
11. Avoids making personal phone calls during working hours.	15	3.67	100.0		33%	67%	
12. Arrives to meetings on time.	15	3.40	93.3	7%	47%		47%
13. Maintains an efficient schedule of activities.	15	3.13	86.7	13%	60%		27%
14. Conducts appointments at scheduled start time.	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
10. Invoices clients on a timely basis.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Avoids making personal phone calls during working hours.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Arrives to meetings on time.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Maintains an efficient schedule of activities.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Conducts appointments at scheduled start time.	3.20	3.13	3.00	3.47	+0.47 ▲

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Determines the roles for project team members.	15	3.53	100.0			47%	53%
16. Determines the project scope.	15	3.47	93.3	7%	40%		53%
17. Inspires others to accomplish goals and objectives.	15	2.93	73.3	27%		53%	20%
18. Implements risk mitigation strategies to help move the project to successful completion.	15	3.40	93.3	7%	47%		47%
19. Conducts a risk assessment for each phase of the project.	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
15. Determines the roles for project team members.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Determines the project scope.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Inspires others to accomplish goals and objectives.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Implements risk mitigation strategies to help move the project to successful completion.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Conducts a risk assessment for each phase of the project.	3.13	2.87	3.53	3.53	

Problem Solving

Able to efficiently identify, determine cause, propose and implement solutions to solve problems in the workplace.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
20. Ability to develop innovative solutions to problems.	15	3.47	100.0		53%	47%	
21. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	3.00	80.0	20%	60%		20%
22. Ability to solve problems at root cause rather than at symptom level.	15	3.53	100.0		47%	53%	
23. Understands the root causes of problems.	15	3.13	86.7	13%	60%		27%
24. Finds creative ways to get things done with limited resources.	15	3.13	80.0	7%	13%	40%	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	2021	2022	2023	2024	Change
20. Ability to develop innovative solutions to problems.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Ability to solve problems at root cause rather than at symptom level.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Understands the root causes of problems.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Finds creative ways to get things done with limited resources.	3.33	3.47	3.33	3.13	-0.20 ▼

Collaboration

Collaboration involves working together with others to achieve a shared goal or address a mutual challenge. It includes joint decision-making to reach consensus, exchanging information, and valuing feedback. Effective collaboration thrives on minimizing conflicts, cooperating towards a shared effort, and being committed to participating, mutual respect, and building trust.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Clearly articulates the importance of collaboration in the department's values and vision.	15	3.07	86.7	13%	67%	20%	
26. Facilitates resolving differences to strengthen team unity.	15	3.20	93.3	7%	60%	33%	
27. Readily shares information with other group members.	15	3.40	93.3	7%	47%	47%	
28. Makes decisions with other members of the group.	15	3.60	93.3	7%	27%	67%	
29. Allows various stakeholders to contribute their expertise to the solution of a problem.	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
25. Clearly articulates the importance of collaboration in the department's values and vision.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Facilitates resolving differences to strengthen team unity.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Readily shares information with other group members.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Makes decisions with other members of the group.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Allows various stakeholders to contribute their expertise to the solution of a problem.	3.21	3.20	3.20	3.20	

Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Controls emotional responses to maintain a productive atmosphere.	14	3.00	92.9	7%	79%		14%
31. Understands the other person's needs, concerns, and motivations.	15	3.33	93.3	7%	53%	40%	
32. Is prepared to walk away if core interests are not met.	14	3.29	100.0		71%	29%	
33. Clearly explains the issues and interests at the start of negotiations.	15	3.27	100.0		73%	27%	
34. Changes communication styles to meet the listener's needs.	15	3.47	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	2021	2022	2023	2024	Change
30. Controls emotional responses to maintain a productive atmosphere.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Understands the other person's needs, concerns, and motivations.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Is prepared to walk away if core interests are not met.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Clearly explains the issues and interests at the start of negotiations.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Changes communication styles to meet the listener's needs.	3.33	3.00	3.53	3.47	-0.07 ▼

Fiscal Management

Maintains appropriate financial controls and budgets.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Effective in using Company's resources.	15	3.13	86.7	13%	60%	27%	
36. Develops budgets and plans for various programs and initiatives.	15	3.20	93.3	7%	67%	27%	
37. Provides budgeting and accounting support to the Company.	15	3.33	93.3	7%	53%	40%	
38. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.07	86.7	13%	67%	20%	
39. Monitors spending.	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
35. Effective in using Company's resources.	3.20	3.27	3.13	3.13	
36. Develops budgets and plans for various programs and initiatives.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Provides budgeting and accounting support to the Company.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Ensures others follow the correct rules and regulations on fiscal matters.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Monitors spending.	3.20	3.27	3.00	3.33	+0.33 ▲