



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.

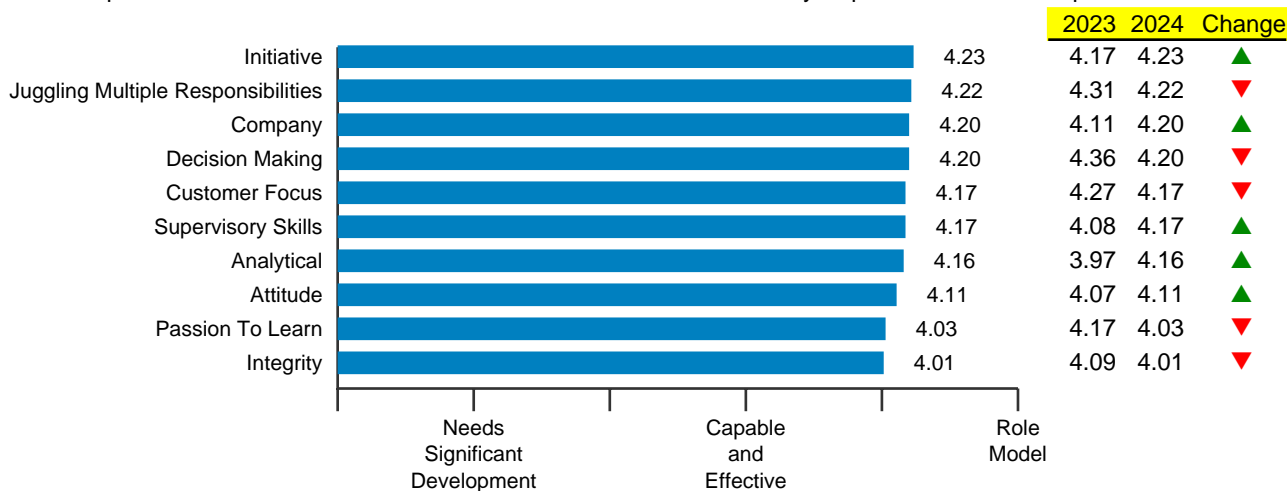
What to Do with Your Feedback

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

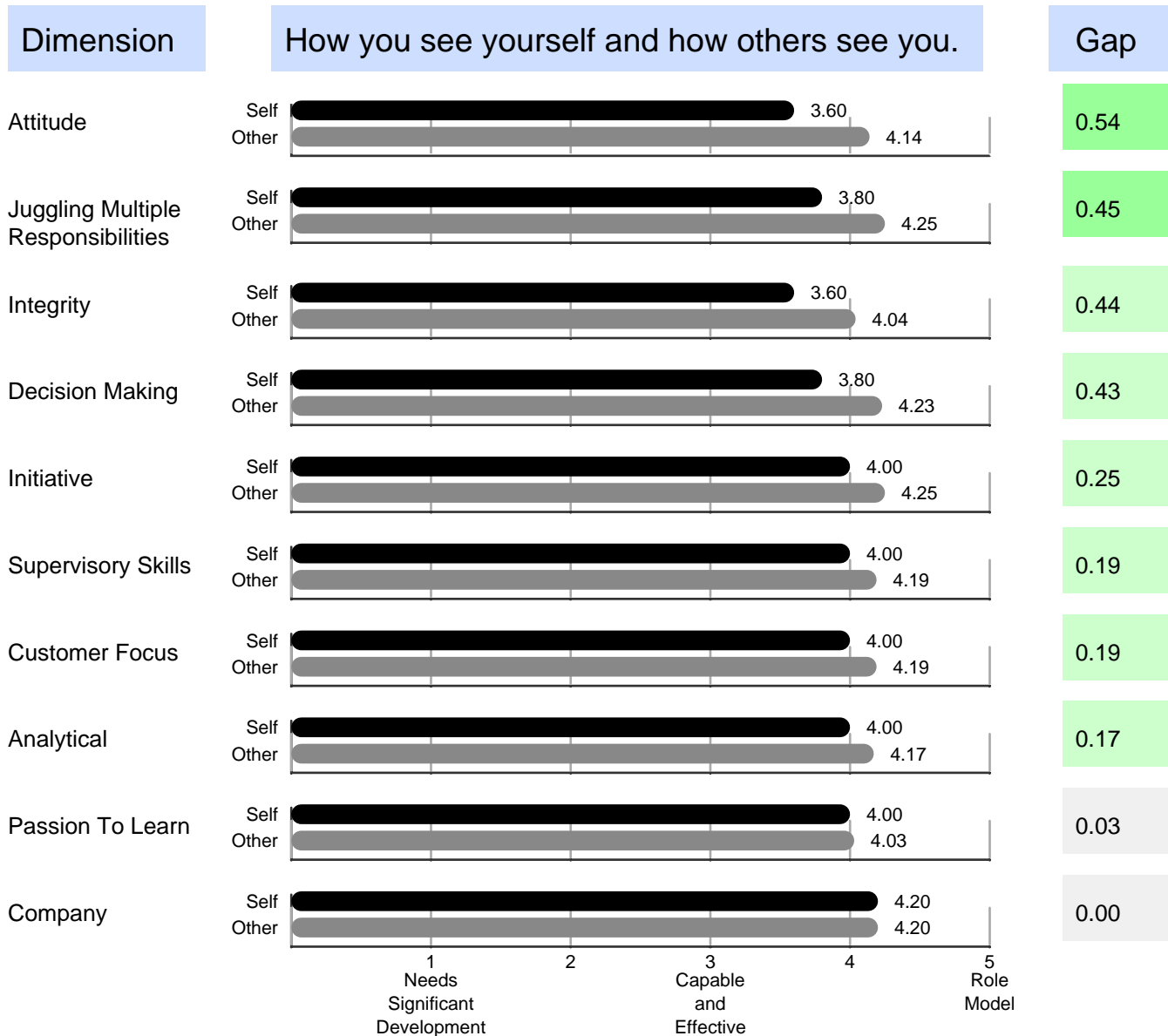
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Juggling Multiple Responsibilities

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. Uses a scheduler/planner to keep tasks organized and on time. | 15 | 4.13 | 80.0 | 20% | 47% | 33% | | |
| 2. Prioritizes tasks for efficiency. | 15 | 4.33 | 100.0 | | 67% | 33% | | |
| 3. Ensures that assignments are prioritized according to the needs of the department/company. | 15 | 4.33 | 93.3 | 7% | 53% | 40% | | |
| 4. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks. | 15 | 4.07 | 86.7 | 13% | 67% | 20% | | |
| 5. Ranks the importance of tasks to make sure critical tasks are completed first. | 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. Uses a scheduler/planner to keep tasks organized and on time. | 4.00 | 4.13 | +0.13 ▲ |
| 2. Prioritizes tasks for efficiency. | 4.40 | 4.33 | -0.07 ▼ |
| 3. Ensures that assignments are prioritized according to the needs of the department/company. | 4.47 | 4.33 | -0.13 ▼ |
| 4. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks. | 4.47 | 4.07 | -0.40 ▼ |
| 5. Ranks the importance of tasks to make sure critical tasks are completed first. | 4.20 | 4.21 | +0.01 ▲ |

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 Categories | | | | |
|---|----|------|------|---------------------------------|-----|-------------------------|-----|--------------|
| | | | | Needs Significant Development 1 | 2 | Capable and Effective 3 | 4 | Role Model 5 |
| 6. Willing to consider information from other sources. | 15 | 4.33 | 93.3 | 7% | 53% | | 40% | |
| 7. Evaluates information before making a final decision. | 15 | 4.33 | 86.7 | 13% | 40% | | 47% | |
| 8. Regularly evaluates information before making important decisions. | 15 | 4.07 | 80.0 | 20% | 53% | | 27% | |
| 9. Facilitates meetings with others to try to consider alternative courses of action. | 15 | 4.13 | 80.0 | 20% | 47% | | 33% | |
| 10. Takes into account the impact decisions will have on others. | 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. Willing to consider information from other sources. | 4.13 | 4.33 | +0.20 ▲ |
| 7. Evaluates information before making a final decision. | 4.33 | 4.33 | |
| 8. Regularly evaluates information before making important decisions. | 4.20 | 4.07 | -0.13 ▼ |
| 9. Facilitates meetings with others to try to consider alternative courses of action. | 4.67 | 4.13 | -0.53 ▼ |
| 10. Takes into account the impact decisions will have on others. | 4.47 | 4.13 | -0.33 ▼ |

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 |
| 11. Immediately works to complete goals well before their deadline. | 15 | 4.67 | 100.0 | | | | | |
| 12. Completes tasks without having to be told to do so. | 15 | 4.20 | 86.7 | | | | | |
| 13. Is proactive when preparing for potential problems or critical events. | 14 | 3.64 | 57.1 | | | | | |
| 14. Is an inspiration for others to perform above expectations. | 14 | 4.14 | 85.7 | | | | | |
| 15. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve. | 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. Immediately works to complete goals well before their deadline. | 4.20 | 4.67 | +0.47 ▲ |
| 12. Completes tasks without having to be told to do so. | 3.93 | 4.20 | +0.27 ▲ |
| 13. Is proactive when preparing for potential problems or critical events. | 4.47 | 3.64 | -0.82 ▼ |
| 14. Is an inspiration for others to perform above expectations. | 4.00 | 4.14 | +0.14 ▲ |
| 15. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve. | 4.27 | 4.47 | +0.20 ▲ |

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 |
| 16. Analyzes issues and reduces them to their component parts. | 15 | 4.00 | 66.7 | 7% | 27% | 27% | 40% | |
| 17. Selects the appropriate techniques for analysis. | 15 | 3.87 | 66.7 | | 33% | 47% | 20% | |
| 18. Asks the "right" questions to size up or evaluate situations. | 15 | 4.20 | 86.7 | 7% | 7% | 47% | 40% | |
| 19. Identifies problems and issues needing resolution. | 15 | 4.33 | 86.7 | | 13% | 40% | 47% | |
| 20. Implements data validation techniques and methods. | 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. Analyzes issues and reduces them to their component parts. | 3.64 | 4.00 | +0.36 ▲ |
| 17. Selects the appropriate techniques for analysis. | 4.33 | 3.87 | -0.47 ▼ |
| 18. Asks the "right" questions to size up or evaluate situations. | 3.93 | 4.20 | +0.27 ▲ |
| 19. Identifies problems and issues needing resolution. | 4.33 | 4.33 | 0.00 ▲ |
| 20. Implements data validation techniques and methods. | 3.60 | 4.40 | +0.80 ▲ |

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 | Level of Skill | | | | |
|---|----|------|------|---------------------------------|-----|-------------------------|---|--------------|
| | | | | Needs Significant Development 1 | 2 | Capable and Effective 3 | 4 | Role Model 5 |
| 21. Fosters an environment built upon trust. | 15 | 3.93 | 73.3 | 27% | | 53% | | 20% |
| 22. Develops trust and confidence from others. | 15 | 4.00 | 66.7 | 13% | 20% | 20% | | 47% |
| 23. Establishes relationships of trust, honesty, fairness, and integrity. | 15 | 4.07 | 80.0 | 20% | | 53% | | 27% |
| 24. Protects the integrity and confidentiality of information | 15 | 4.00 | 73.3 | 13% | 13% | 33% | | 40% |
| 25. Fosters a high standard of ethics and integrity. | 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. Fosters an environment built upon trust. | 4.20 | 3.93 | -0.27 ▼ |
| 22. Develops trust and confidence from others. | 4.20 | 4.00 | -0.20 ▼ |
| 23. Establishes relationships of trust, honesty, fairness, and integrity. | 4.13 | 4.07 | -0.07 ▼ |
| 24. Protects the integrity and confidentiality of information | 3.80 | 4.00 | +0.20 ▲ |
| 25. Fosters a high standard of ethics and integrity. | 4.13 | 4.07 | -0.07 ▼ |

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 | Level of Skill | | | | |
|--|----|------|------|---------------------------------|-----|-------------------------|---|--------------|
| | | | | Needs Significant Development 1 | 2 | Capable and Effective 3 | 4 | Role Model 5 |
| 26. Stays up-to-date on emerging technologies. | 15 | 4.00 | 80.0 | 7% | 13% | 53% | | 27% |
| 27. Creates an environment that supports personal development and exploration. | 15 | 3.67 | 66.7 | 20% | 13% | 47% | | 20% |
| 28. Inspires others to learn new things. | 15 | 4.40 | 86.7 | 13% | 33% | 53% | | |
| 29. Takes advantage of training opportunities when they arise. | 15 | 4.07 | 80.0 | 20% | | 53% | | 27% |
| 30. Is open minded and curious about learning new skills. | 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. Stays up-to-date on emerging technologies. | 4.47 | 4.00 | -0.47 ▼ |
| 27. Creates an environment that supports personal development and exploration. | 4.00 | 3.67 | -0.33 ▼ |
| 28. Inspires others to learn new things. | 4.33 | 4.40 | +0.07 ▲ |
| 29. Takes advantage of training opportunities when they arise. | 4.07 | 4.07 | |
| 30. Is open minded and curious about learning new skills. | 4.00 | 4.00 | |

Attitude

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. Contributes to a positive work environment. | 15 | 4.27 | 93.3 | 7% | 60% | | | 33% |
| 32. Shows by their actions that they trust in the positive intentions of others. | 14 | 4.14 | 92.9 | 7% | 71% | | | 21% |
| 33. Builds open and trusting relationships. | 15 | 4.27 | 100.0 | | 73% | | | 27% |
| 34. Visibly supports and encourages diversity in style and background. | 15 | 4.40 | 93.3 | 7% | 47% | | | 47% |
| 35. Contributes to a positive and fun work environment. | 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. Contributes to a positive work environment. | 4.27 | 4.27 | |
| 32. Shows by their actions that they trust in the positive intentions of others. | 4.20 | 4.14 | -0.06 ▼ |
| 33. Builds open and trusting relationships. | 3.67 | 4.27 | +0.60 ▲ |
| 34. Visibly supports and encourages diversity in style and background. | 4.00 | 4.40 | +0.40 ▲ |
| 35. Contributes to a positive and fun work environment. | 4.20 | 3.47 | -0.73 ▼ |

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 |
| 36. Provides clear expectations of outcomes during performance reviews. | 15 | 4.20 | 93.3 | 7% | 67% | | | 27% |
| 37. Is a calming force during stressful periods. | 15 | 4.27 | 93.3 | 7% | 60% | | | 33% |
| 38. Holds employees accountable for work assignments. | 15 | 4.00 | 80.0 | 20% | 60% | | | 20% |
| 39. Instructs employees on the proper way to perform tasks. | 15 | 4.07 | 86.7 | 7% | 7% | 60% | | 27% |
| 40. Fosters a positive work environment in the department. | 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. Provides clear expectations of outcomes during performance reviews. | 4.00 | 4.20 | +0.20 ▲ |
| 37. Is a calming force during stressful periods. | 4.21 | 4.27 | +0.05 ▲ |
| 38. Holds employees accountable for work assignments. | 4.07 | 4.00 | -0.07 ▼ |
| 39. Instructs employees on the proper way to perform tasks. | 3.87 | 4.07 | +0.20 ▲ |
| 40. Fosters a positive work environment in the department. | 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. Consistently meets customer's needs. | 15 | 3.93 | 80.0 | 13% | 7% | 53% | 27% | |
| 42. Focuses on providing excellent customer service. | 15 | 4.33 | 93.3 | 7% | | 47% | 47% | |
| 43. Puts customer's needs first. | 15 | 4.13 | 86.7 | 13% | | 60% | 27% | |
| 44. Gets feedback from the customer on a weekly basis. | 15 | 4.20 | 100.0 | | | 80% | 20% | |
| 45. Provides a high level of service to customers. | 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. Consistently meets customer's needs. | 3.87 | 3.93 | +0.07 ▲ |
| 42. Focuses on providing excellent customer service. | 4.13 | 4.33 | +0.20 ▲ |
| 43. Puts customer's needs first. | 4.20 | 4.13 | -0.07 ▼ |
| 44. Gets feedback from the customer on a weekly basis. | 4.87 | 4.20 | -0.67 ▼ |
| 45. Provides a high level of service to customers. | 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 | Level of Skill | | | | |
|--|----|------|------|---------------------------------|-----|-------------------------|-----|--------------|
| | | | | Needs Significant Development 1 | 2 | Capable and Effective 3 | 4 | Role Model 5 |
| 46. Impresses upon others the important aspects of [Company]. | 15 | 4.40 | 93.3 | 7% | 47% | 47% | | |
| 47. Follows existing procedures and processes. | 15 | 4.20 | 93.3 | 7% | 67% | | 27% | |
| 48. Attends [Company] gatherings and social events. | 15 | 4.07 | 86.7 | 13% | 53% | | 33% | |
| 49. Expresses loyalty and dedication to [Company] in interactions with others. | 15 | 4.27 | 93.3 | 7% | 53% | | 40% | |
| 50. Understands the use of [Company] products and services. | 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. Impresses upon others the important aspects of [Company]. | 4.13 | 4.40 | +0.27 ▲ |
| 47. Follows existing procedures and processes. | 4.07 | 4.20 | +0.13 ▲ |
| 48. Attends [Company] gatherings and social events. | 4.00 | 4.07 | +0.07 ▲ |
| 49. Expresses loyalty and dedication to [Company] in interactions with others. | 4.13 | 4.27 | +0.13 ▲ |
| 50. Understands the use of [Company] products and services. | 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?