



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.

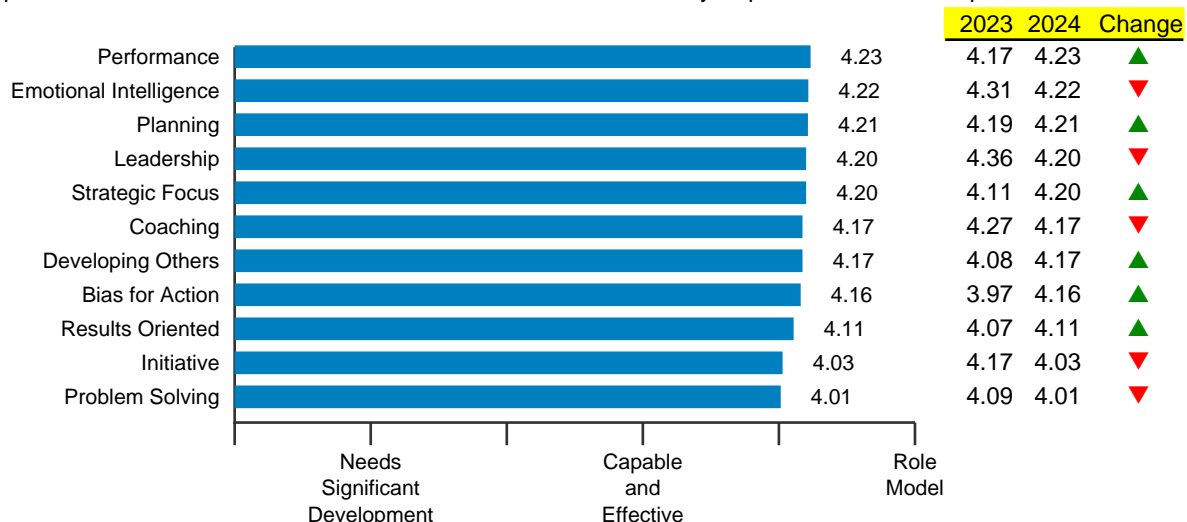
What to Do with Your Feedback

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

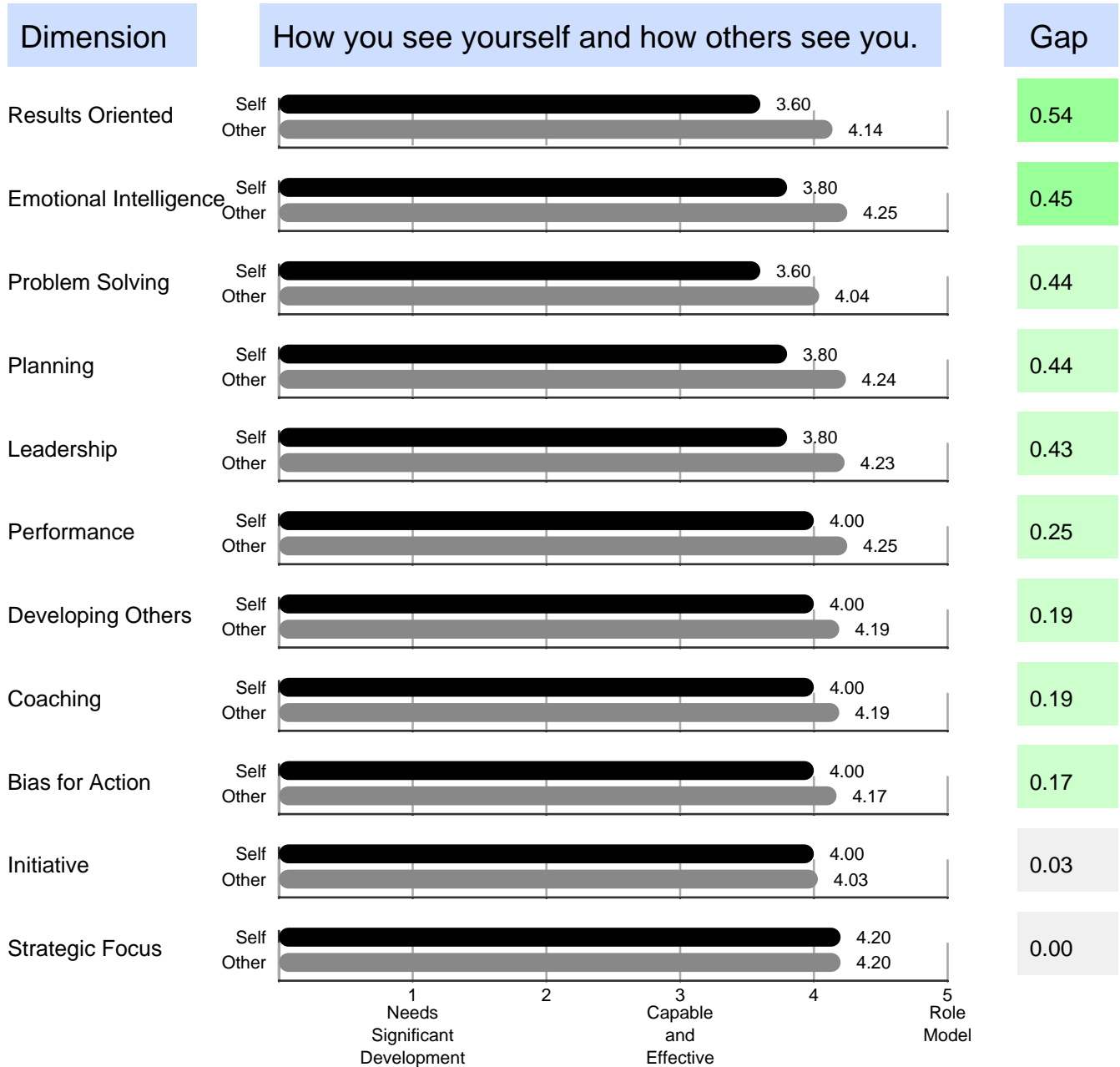
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Emotional Intelligence

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. Is able to express themselves clearly.	15	4.13	80.0	20%	47%	33%		
2. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.33	100.0		67%	33%		
3. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.33	93.3	7%	53%	40%		
4. Accurately perceives the emotional reactions of others.	15	4.07	86.7	13%	67%	20%		
5. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	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. Is able to express themselves clearly.	4.00	4.13	+0.13 ▲
2. Is attentive to emotional cues and interprets others' feelings correctly.	4.40	4.33	-0.07 ▼
3. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	4.47	4.33	-0.13 ▼
4. Accurately perceives the emotional reactions of others.	4.47	4.07	-0.40 ▼
5. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	4.20	4.21	+0.01 ▲

Leadership

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. Demonstrates leadership and courage in critical situations.	15	4.33	93.3	7%	53%		40%	
7. Sets a high level of performance expectations and challenges others to do the same.	15	4.33	86.7	13%	40%		47%	
8. Motivates and challenges employees to attain a shared vision.	15	4.07	80.0	20%	53%		27%	
9. Holds others accountable for their actions.	15	4.13	80.0	20%	47%		33%	
10. Is a highly effective supervisor.	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. Demonstrates leadership and courage in critical situations.	4.13	4.33	+0.20 ▲
7. Sets a high level of performance expectations and challenges others to do the same.	4.33	4.33	
8. Motivates and challenges employees to attain a shared vision.	4.20	4.07	-0.13 ▼
9. Holds others accountable for their actions.	4.67	4.13	-0.53 ▼
10. Is a highly effective supervisor.	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	Level of Skill					
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5	
11. ...Produce Quality	15	4.67	100.0	33%		67%			
12. Effectively organizes resources and plans	15	4.20	86.7	7%	7%	47%		40%	
13. Listens and responds to issues and problems	14	3.64	57.1	14%		29%		36%	21%
14. Able to organize work.	14	4.14	85.7	7%	7%	50%		36%	
15. Works effectively in the department.	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. ...Produce Quality	4.20	4.67	+0.47 ▲
12. Effectively organizes resources and plans	3.93	4.20	+0.27 ▲
13. Listens and responds to issues and problems	4.47	3.64	-0.82 ▼
14. Able to organize work.	4.00	4.14	+0.14 ▲
15. Works effectively in the department.	4.27	4.47	+0.20 ▲

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 Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Motivates others to achieve or exceed goals	15	4.00	66.7	7%	27%	27%	40%	
17. Completes work on time	15	3.87	66.7		33%	47%	20%	
18. Completes a large volume of work.	15	4.20	86.7	7%	7%	47%	40%	
19. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.33	86.7		13%	40%	47%	
20. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	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. Motivates others to achieve or exceed goals	3.64	4.00	+0.36 ▲
17. Completes work on time	4.33	3.87	-0.47 ▼
18. Completes a large volume of work.	3.93	4.20	+0.27 ▲
19. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	4.33	4.33	
20. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.60	4.40	+0.80 ▲

Problem Solving

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. Is a good problem solver and decision maker	15	3.93	73.3	27%		53%		20%
22. Implements effective solutions to critical problems.	15	4.00	66.7	13%	20%	20%		47%
23. Understands the root causes of problems.	15	4.07	80.0	20%		53%		27%
24. Makes judgments based upon relevant information.	15	4.00	73.3	13%	13%	33%		40%
25. Identifies fresh approaches and shows a willingness to question traditional assumptions.	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. Is a good problem solver and decision maker	4.20	3.93	-0.27 ▼
22. Implements effective solutions to critical problems.	4.20	4.00	-0.20 ▼
23. Understands the root causes of problems.	4.13	4.07	-0.07 ▼
24. Makes judgments based upon relevant information.	3.80	4.00	+0.20 ▲
25. Identifies fresh approaches and shows a willingness to question traditional assumptions.	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. Completes tasks without having to be told to do so.	15	4.00	80.0	7%	13%	53%		27%
27. Addresses small problems before they become big ones.	15	3.67	66.7	20%	13%	47%		20%
28. Initiates draft documents for the director.	15	4.40	86.7	13%	33%	53%		
29. Initiates important conversation topics at meetings.	15	4.07	80.0	20%		53%		27%
30. Looks for opportunities to move projects forward.	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. Completes tasks without having to be told to do so.	4.47	4.00	-0.47 ▼
27. Addresses small problems before they become big ones.	4.00	3.67	-0.33 ▼
28. Initiates draft documents for the director.	4.33	4.40	+0.07 ▲
29. Initiates important conversation topics at meetings.	4.07	4.07	
30. Looks for opportunities to move projects forward.	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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Identifies the steps needed to accomplish the results.	15	4.27	93.3	7%	60%			33%
32. Holds self and others accountable for achieving results.	14	4.14	92.9	7%	71%			21%
33. Views obstacles as opportunities to improve self.	15	4.27	100.0		73%			27%
34. Holds others accountable for producing high quality work.	15	4.40	93.3	7%	47%			47%
35. Prioritizes goals to complete those in urgent need first.	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 steps needed to accomplish the results.	4.27	4.27	
32. Holds self and others accountable for achieving results.	4.20	4.14	-0.06 ▼
33. Views obstacles as opportunities to improve self.	3.67	4.27	+0.60 ▲
34. Holds others accountable for producing high quality work.	4.00	4.40	+0.40 ▲
35. Prioritizes goals to complete those in urgent need first.	4.20	3.47	-0.73 ▼

Developing 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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Tries to ensure employees are ready to move to the next level.	15	4.20	93.3	7%	67%			27%
37. Recognizes and celebrates accomplishments of others.	15	4.27	93.3	7%	60%			33%
38. Sets performance objectives for subordinates that encourages development opportunities.	15	4.00	80.0	20%	60%			20%
39. Creates opportunities for professional development.	15	4.07	86.7	7%	7%	60%		27%
40. Provides constructive feedback to others.	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. Tries to ensure employees are ready to move to the next level.	4.00	4.20	+0.20 ▲
37. Recognizes and celebrates accomplishments of others.	4.21	4.27	+0.05 ▲
38. Sets performance objectives for subordinates that encourages development opportunities.	4.07	4.00	-0.07 ▼
39. Creates opportunities for professional development.	3.87	4.07	+0.20 ▲
40. Provides constructive feedback to others.	4.27	4.33	+0.07 ▲

Coaching

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
41. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.93	80.0	13%	7%	53%		27%
42. Meets regularly with employees to coach them on areas that will enhance their performance	15	4.33	93.3	7%		47%		47%
43. Conducts regular performance appraisals and feedback.	15	4.13	86.7	13%		60%		27%
44. Develops the skills and capabilities of others.	15	4.20	100.0			80%		20%
45. Helps employees to maintain high personal standards.	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. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.87	3.93	+0.07 ▲
42. Meets regularly with employees to coach them on areas that will enhance their performance	4.13	4.33	+0.20 ▲
43. Conducts regular performance appraisals and feedback.	4.20	4.13	-0.07 ▼
44. Develops the skills and capabilities of others.	4.87	4.20	-0.67 ▼
45. Helps employees to maintain high personal standards.	4.27	4.27	

Strategic 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
46. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	15	4.40	93.3	7%	47%	47%		
47. Identifies and understands competitors in the marketplace.	15	4.20	93.3	7%	67%		27%	
48. Creates a SWOT matrix to help analyze data.	15	4.07	86.7	13%	53%		33%	
49. Creates a vision for the organization based on how the organization should appear in the future.	15	4.27	93.3	7%	53%		40%	
50. Identifies and focuses resources on strategic growth opportunities.	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. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	4.13	4.40	+0.27 ▲
47. Identifies and understands competitors in the marketplace.	4.07	4.20	+0.13 ▲
48. Creates a SWOT matrix to help analyze data.	4.00	4.07	+0.07 ▲
49. Creates a vision for the organization based on how the organization should appear in the future.	4.13	4.27	+0.13 ▲
50. Identifies and focuses resources on strategic growth opportunities.	4.20	4.07	-0.13 ▼

Planning

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. Makes strategic and tactical decisions to guide the logistics process.	15	4.33	93.3	7%	47%	47%		
52. Able to stay organized and focused using excellent planning skills.	15	4.13	86.7	13%	60%	27%		
53. Determines staffing needs for the project/department.	15	4.33	100.0		67%	33%		
54. Establishes and monitors timeframes and timelines.	15	4.27	93.3	7%	60%	33%		
55. Develops strategic plans for ensuring competitiveness in the marketplace.	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. Makes strategic and tactical decisions to guide the logistics process.	4.13	4.33	+0.20 ▲
52. Able to stay organized and focused using excellent planning skills.	4.40	4.13	-0.27 ▼
53. Determines staffing needs for the project/department.	4.07	4.33	+0.27 ▲
54. Establishes and monitors timeframes and timelines.	4.07	4.27	+0.20 ▲
55. Develops strategic plans for ensuring competitiveness in the marketplace.	4.27	4.00	-0.27 ▼

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?