

Feedback Results  
Your CompanyName Here  
2024

Sample Employee

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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.

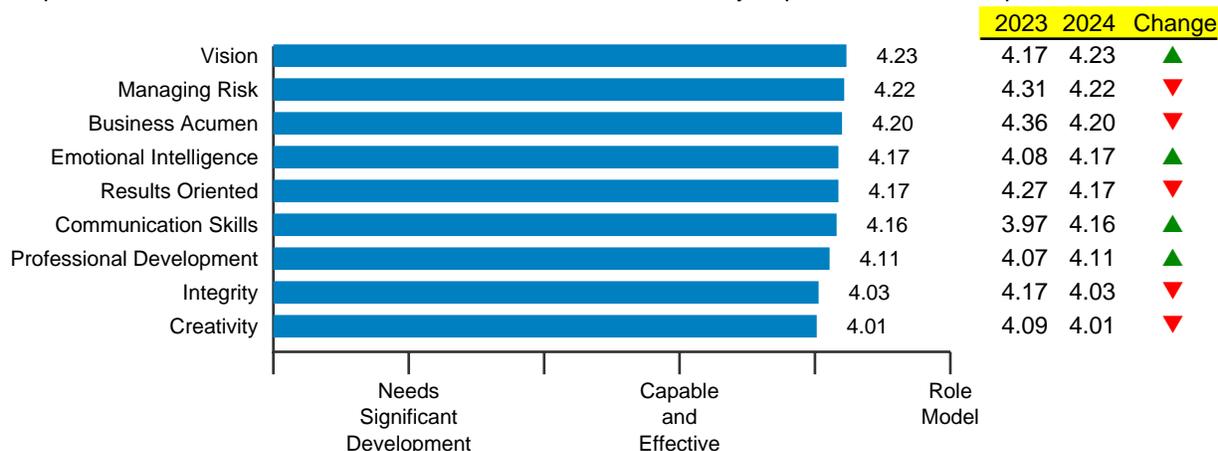
## What to Do with Your Feedback

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

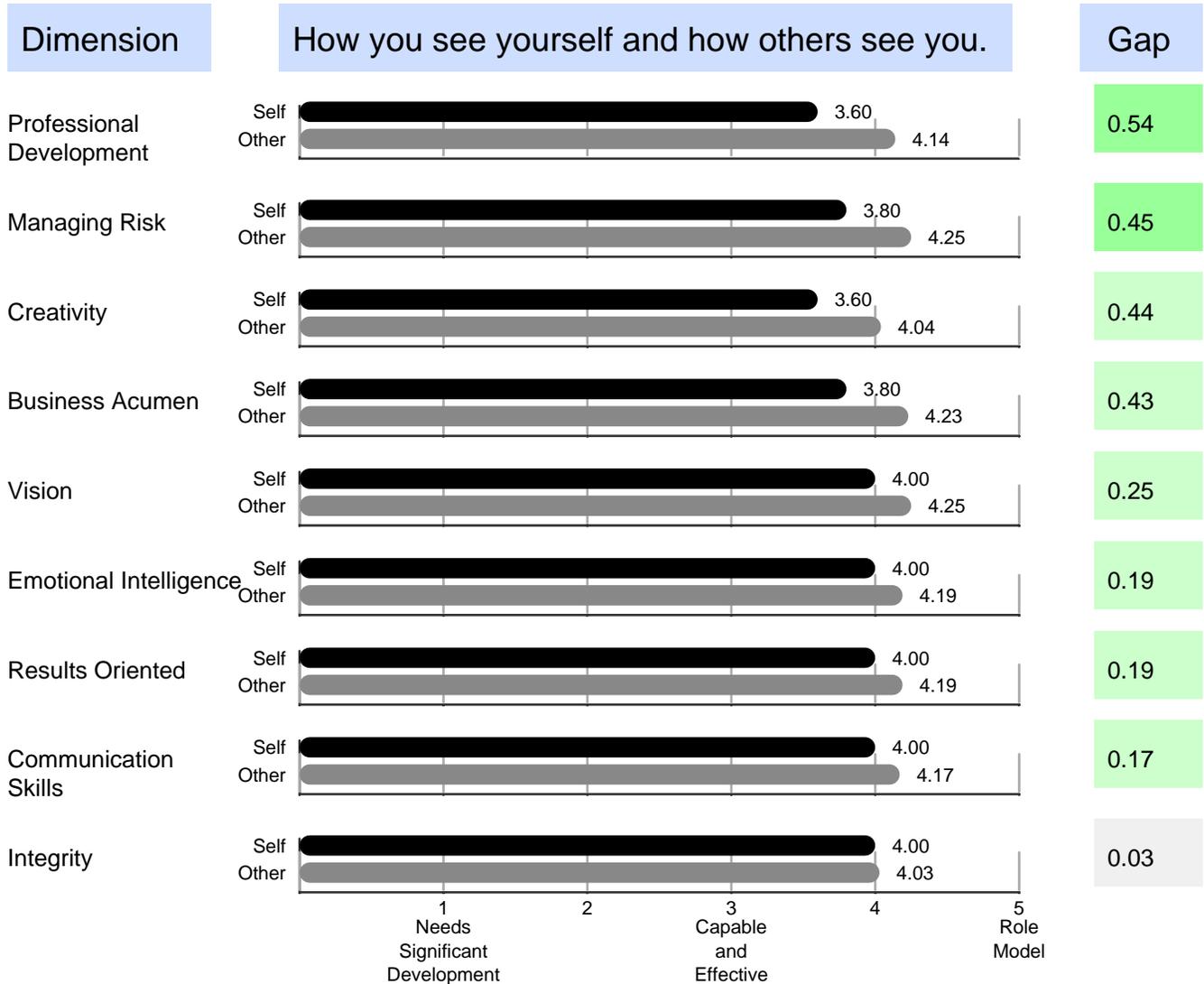
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



# Managing Risk

## 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. I understand how to meet regulatory compliance.	15	4.13	80.0	20%	47%	33%		
2. I take calculated risks by effectively recognizing and managing them.	15	4.33	100.0		67%	33%		
3. I evaluate the impact of certain events on the attainment of corporate objectives.	15	4.33	93.3	7%	53%	40%		
4. I adopt a risk-based approach to establishing systems of internal controls.	15	4.07	86.7	13%	67%	20%		
5. You create contingency plans.	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. I understand how to meet regulatory compliance.	4.00	4.13	+0.13 ▲
2. I take calculated risks by effectively recognizing and managing them.	4.40	4.33	-0.07 ▼
3. I evaluate the impact of certain events on the attainment of corporate objectives.	4.47	4.33	-0.13 ▼
4. I adopt a risk-based approach to establishing systems of internal controls.	4.47	4.07	-0.40 ▼
5. You create contingency plans.	4.20	4.21	+0.01 ▲

## Business Acumen

### 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
6. You maintain currency with laws, regulations, policies, procedures, trends, and developments.	15	4.33	93.3	7%	53%		40%	
7. You periodically assess the current market environment.	15	4.33	86.7	13%	40%		47%	
8. You understand impacts of domestic & global market events & issues.	15	4.07	80.0	20%	53%		27%	
9. You understand complex issues and problems.	15	4.13	80.0	20%	47%		33%	
10. I know how to use financial information to make an impact on the organization.	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. You maintain currency with laws, regulations, policies, procedures, trends, and developments.	4.13	4.33	+0.20 ▲
7. You periodically assess the current market environment.	4.33	4.33	
8. You understand impacts of domestic & global market events & issues.	4.20	4.07	-0.13 ▼
9. You understand complex issues and problems.	4.67	4.13	-0.53 ▼
10. I know how to use financial information to make an impact on the organization.	4.47	4.13	-0.33 ▼

## Vision

### 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. I provide vision and strategies to the team.	15	4.67	100.0					
12. I enable employees to commit to the departmental vision.	15	4.20	86.7					
13. I recognize potential challenges and devise comprehensive strategies to navigate and mitigate these difficulties.	14	3.64	57.1					
14. You lead employees in new directions.	14	4.14	85.7					
15. You craft strategic plans that embody the organization's shared vision.	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. I provide vision and strategies to the team.	4.20	4.67	+0.47 ▲
12. I enable employees to commit to the departmental vision.	3.93	4.20	+0.27 ▲
13. I recognize potential challenges and devise comprehensive strategies to navigate and mitigate these difficulties.	4.47	3.64	-0.82 ▼
14. You lead employees in new directions.	4.00	4.14	+0.14 ▲
15. You craft strategic plans that embody the organization's shared vision.	4.27	4.47	+0.20 ▲

## Communication 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. You use ideas and perspectives to persuade others.	15	4.00	66.7	7%	27%	27%	40%	
17. You accurately attends to/understands ideas which are exchanged.	15	3.87	66.7		33%	47%	20%	
18. I mark my status as "available" to signal I am open for communication.	15	4.20	86.7	7%	7%	47%	40%	
19. You speak clearly, fluently, and in a compelling manner to both individuals and groups.	15	4.33	86.7		13%	40%	47%	
20. You make the complex simple.	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. You use ideas and perspectives to persuade others.	3.64	4.00	+0.36 ▲
17. You accurately attends to/understands ideas which are exchanged.	4.33	3.87	-0.47 ▼
18. I mark my status as "available" to signal I am open for communication.	3.93	4.20	+0.27 ▲
19. You speak clearly, fluently, and in a compelling manner to both individuals and groups.	4.33	4.33	
20. You make the complex simple.	3.60	4.40	+0.80 ▲

## Creativity

### 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. You are creative.	15	3.93	73.3	27%		53%		20%
22. You develop solutions to challenging problems.	15	4.00	66.7	13%	20%	20%		47%
23. You create a lot of new ideas.	15	4.07	80.0	20%		53%		27%
24. You add value to the department/organization.	15	4.00	73.3	13%	13%	33%		40%
25. You are creative and inspirational.	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. You are creative.	4.20	3.93	-0.27 ▼
22. You develop solutions to challenging problems.	4.20	4.00	-0.20 ▼
23. You create a lot of new ideas.	4.13	4.07	-0.07 ▼
24. You add value to the department/organization.	3.80	4.00	+0.20 ▲
25. You are creative and inspirational.	4.13	4.07	-0.07 ▼

## 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
26. You follow tasks to completion.	15	4.00	80.0	7%	13%	53%	27%	
27. You demonstrate sincerity in actions with others.	15	3.67	66.7	20%	13%	47%	20%	
28. You protect the integrity and confidentiality of information	15	4.40	86.7	13%	33%	53%		
29. You establish relationships of trust, honesty, fairness, and integrity.	15	4.07	80.0	20%	53%	27%		
30. You maintain strong relationships with others.	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. You follow tasks to completion.	4.47	4.00	-0.47 ▼
27. You demonstrate sincerity in actions with others.	4.00	3.67	-0.33 ▼
28. You protect the integrity and confidentiality of information	4.33	4.40	+0.07 ▲
29. You establish relationships of trust, honesty, fairness, and integrity.	4.07	4.07	
30. You maintain strong relationships with others.	4.00	4.00	

## Professional Development

### 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
31. You are contributing fully to the extent of your skills	15	4.27	93.3	7%	60%	33%		
32. You quickly acquire and apply new knowledge and skills when needed	14	4.14	92.9	7%	71%	21%		
33. You allow employees to fully participate in employee training and professional development.	15	4.27	100.0		73%	27%		
34. You keep yourself up-to-date of technical/professional issues	15	4.40	93.3	7%	47%	47%		
35. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	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. You are contributing fully to the extent of your skills	4.27	4.27	
32. You quickly acquire and apply new knowledge and skills when needed	4.20	4.14	-0.06 ▼
33. You allow employees to fully participate in employee training and professional development.	3.67	4.27	+0.60 ▲
34. You keep yourself up-to-date of technical/professional issues	4.00	4.40	+0.40 ▲
35. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	4.20	3.47	-0.73 ▼

## 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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. You help to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.20	93.3	7%	67%			27%
37. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.27	93.3	7%	60%			33%
38. You are able to understand others' points of view.	15	4.00	80.0	20%	60%			20%
39. You are able to manage your own emotions.	15	4.07	86.7	7%	7%	60%		27%
40. You are able to control your own emotions.	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. You help to make decisions and solve problems using knowledge about how others will react in certain situations.	4.00	4.20	+0.20 ▲
37. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.	4.21	4.27	+0.05 ▲
38. You are able to understand others' points of view.	4.07	4.00	-0.07 ▼
39. You are able to manage your own emotions.	3.87	4.07	+0.20 ▲
40. You are able to control your own emotions.	4.27	4.33	+0.07 ▲

## 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
41. I prioritize tasks to best achieve the results.	15	3.93	80.0	13%	7%	53%	27%	
42. You concentrate efforts on the most urgent needs.	15	4.33	93.3	7%		47%	47%	
43. You stay focused on solving problems and getting work done.	15	4.13	86.7		13%	60%	27%	
44. I persist in seeking objectives despite obstacles or setbacks.	15	4.20	100.0			80%	20%	
45. You work toward achievement of goals even when confronted with obstacles.	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. I prioritize tasks to best achieve the results.	3.87	3.93	+0.07 ▲
42. You concentrate efforts on the most urgent needs.	4.13	4.33	+0.20 ▲
43. You stay focused on solving problems and getting work done.	4.20	4.13	-0.07 ▼
44. I persist in seeking objectives despite obstacles or setbacks.	4.87	4.20	-0.67 ▼
45. You work toward achievement of goals even when confronted with obstacles.	4.27	4.27	

## 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?