

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.

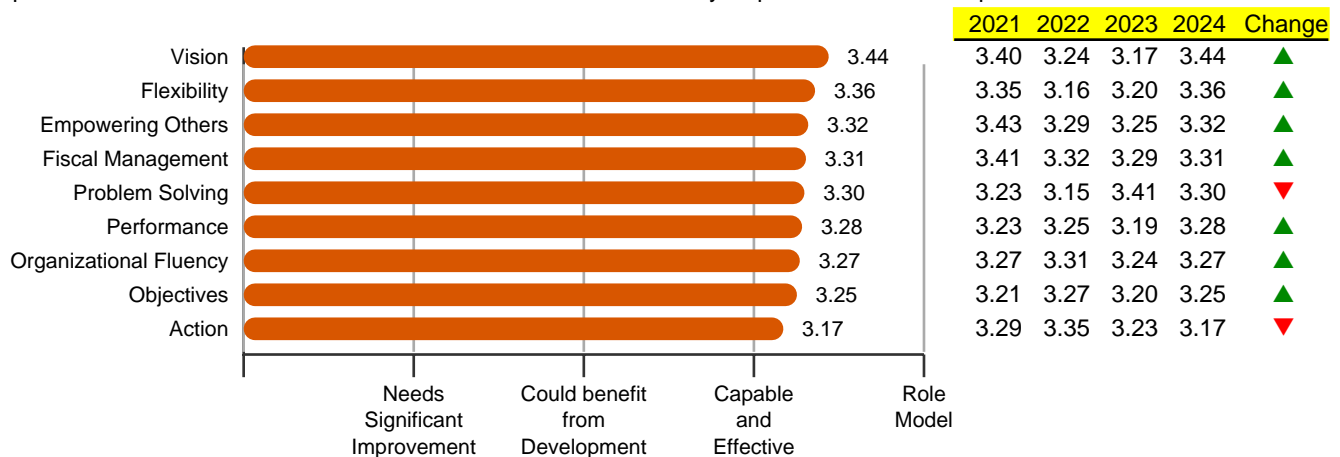
## What to Do with Your Feedback

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

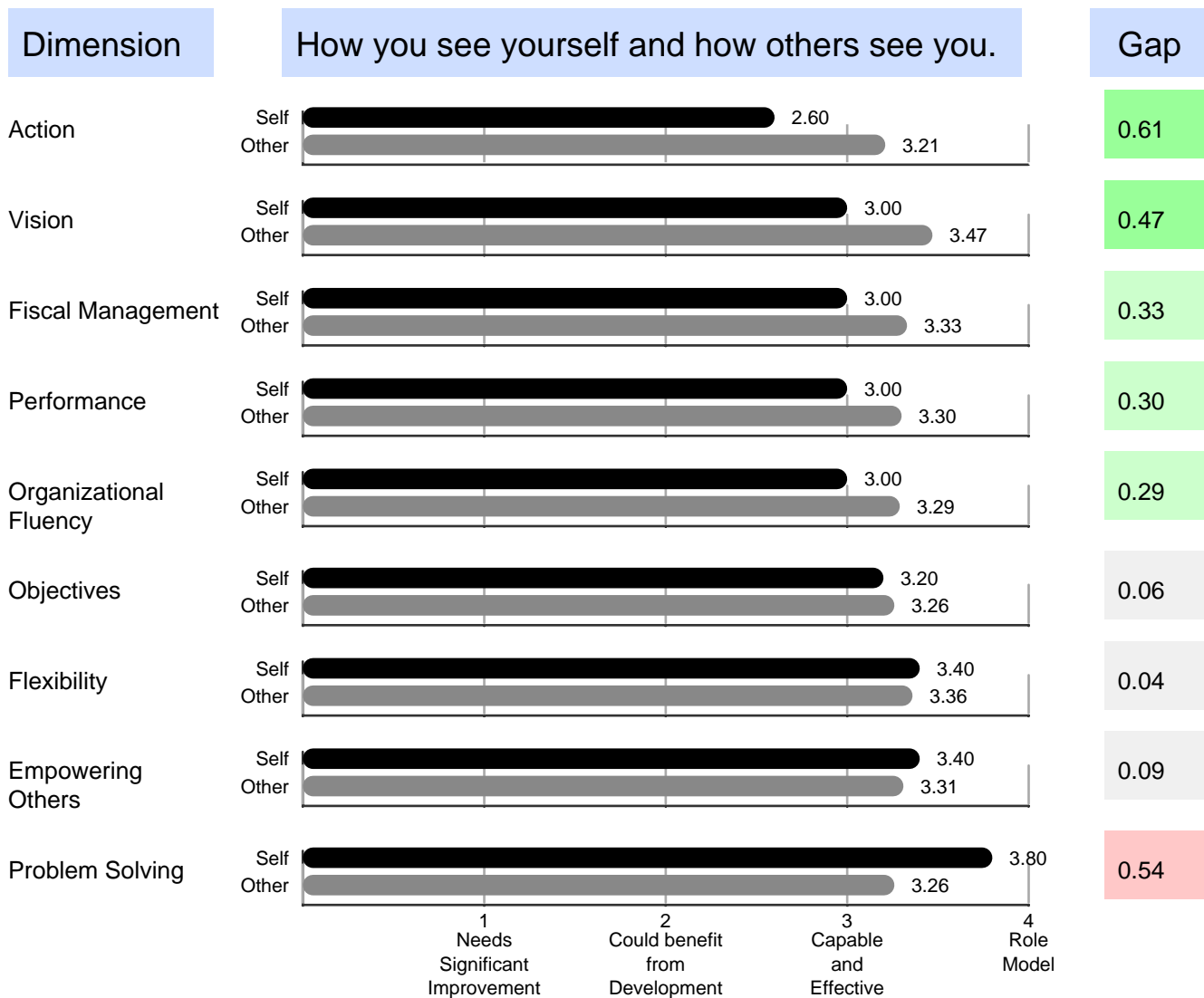
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



# Organizational Fluency

Able to work within the department/division/organization. Understand how different parts of the business interact.

## 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. Adept at navigating within the culture of the department.	15	3.20	86.7	13%	53%	33%	
2. Effective in communicating with others within the organization.	15	3.33	100.0		67%	33%	
3. Able to use corporate politics to advance department objectives.	15	3.33	93.3	7%	53%	40%	
4. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.27	93.3	7%	60%	33%	
5. Understands the current organizational culture.	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. Adept at navigating within the culture of the department.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Effective in communicating with others within the organization.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Able to use corporate politics to advance department objectives.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Understands the current organizational culture.	3.00	3.20	3.13	3.21	+0.08 ▲

# 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Effective in using Company's resources.	15	3.47	100.0		53%	47%	
7. Keeps excellent records for financial transparency.	15	3.40	93.3	7%	47%	47%	
8. Monitors spending.	15	3.20	86.7	13%	53%	33%	
9. Monitors expenses and verifies the need for items purchased.	15	3.27	86.7	13%	47%	40%	
10. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	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. Effective in using Company's resources.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Keeps excellent records for financial transparency.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Monitors spending.	3.40	3.40	3.20	3.20	
9. Monitors expenses and verifies the need for items purchased.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.33	3.47	3.27	3.20	-0.07 ▼

# Vision

Vision is the ability to create a unifying strategic path for employees. Vision can be aspirational and inspirational influencing employees toward a common goal. A vision may be implemented by a manager or delegated to the employees in the department/team for implementation. Vision must be communicated with clarity and consistency. A manager with vision may be prescient and able to more effectively solve problems.

## 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. Crafts a compelling vision that motivates employees to align their efforts with the organization's goals.	15	3.67	100.0	33%	67%		
12. Shapes the department's vision into actionable goals.	15	3.40	93.3	7%	47%	47%	
13. Focuses subordinates' work on critical aspects of the vision.	15	3.13	86.7	13%	60%	27%	
14. Guides employees to prioritize crucial components of the vision.	15	3.47	100.0	53%	47%		
15. Works to support the strategy of [Company]	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. Crafts a compelling vision that motivates employees to align their efforts with the organization's goals.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Shapes the department's vision into actionable goals.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Focuses subordinates' work on critical aspects of the vision.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Guides employees to prioritize crucial components of the vision.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Works to support the strategy of [Company]	3.67	3.27	3.20	3.53	+0.33 ▲

# Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

## 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. Regularly assesses current methods, welcomes feedback, and is willing to implement changes to improve efficiency and effectiveness.	15	3.47	93.3	7%	40%	53%	
17. Embraces uncertainty with confidence and creativity to find solutions amidst chaos.	15	2.93	73.3	27%	53%	20%	
18. Is open to and values diverse perspectives.	15	3.40	93.3	7%	47%	47%	
19. Encourages adaptability to utilize more efficient processes.	15	3.53	100.0		47%	53%	
20. Is flexible in solving difficult problems.	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. Regularly assesses current methods, welcomes feedback, and is willing to implement changes to improve efficiency and effectiveness.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Embraces uncertainty with confidence and creativity to find solutions amidst chaos.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Is open to and values diverse perspectives.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Encourages adaptability to utilize more efficient processes.	3.13	2.87	3.53	3.53	
20. Is flexible in solving difficult problems.	3.40	3.20	2.87	3.47	+0.60 ▲

## Action

An action oriented individual is someone who quickly and decisively executes assignments/tasks without delay by being proactive, ambitious, tenacious, resourceful and focused on achieving results. This individual prefers action rather than passivity, preempts potential issues, takes the initiative and goes above and beyond what is expected of them.

### 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. Starts immediately working on assignments.	15	3.00	80.0	20%	60%		20%
22. Effectively handles multiple complex issues simultaneously.	15	3.53	100.0		47%	53%	
23. Gladly accepts new challenges and works on them with urgency.	15	3.13	86.7	13%	60%		27%
24. Takes the initiative to address problems sooner rather than later.	15	3.13	80.0	7%	13%	40%	40%
25. Undertakes actions to achieve specific goals.	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. Starts immediately working on assignments.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Effectively handles multiple complex issues simultaneously.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Gladly accepts new challenges and works on them with urgency.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Takes the initiative to address problems sooner rather than later.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Undertakes actions to achieve specific goals.	3.27	3.33	3.27	3.07	-0.20 ▼



# Performance

Maintains high level of 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Effective in performing his/her job.	15	3.20	93.3	7%	60%	33%	
27. Sets a high standard for job performance.	15	3.40	93.3	7%	47%	47%	
28. Has great overall performance	15	3.60	93.3	7%	27%	67%	
29. Effectively organizes resources and plans	15	3.20	86.7	13%	53%	33%	
30. ...Overall Performance	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. Effective in performing his/her job.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Sets a high standard for job performance.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Has great overall performance	3.33	3.13	3.40	3.60	+0.20 ▲
29. Effectively organizes resources and plans	3.21	3.20	3.20	3.20	
30. ...Overall Performance	2.87	3.27	3.07	3.00	-0.07 ▼

# 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Actively seeks the root cause of a problem.	15	3.33	93.3	7%	53%	40%	
32. Solves problems using logic and insight.	14	3.29	100.0		71%	29%	
33. Implements effective solutions to critical problems.	15	3.27	100.0		73%	27%	
34. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	3.47	93.3	7%	40%	53%	
35. Ability to solve problems at root cause rather than at symptom level.	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. Actively seeks the root cause of a problem.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Solves problems using logic and insight.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Implements effective solutions to critical problems.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Ability to solve problems at root cause rather than at symptom level.	3.20	3.27	3.13	3.13	

# Objectives

Establishes and completes objectives.

## 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. Ability to establish realistic goals.	15	3.20	93.3	7%	67%		27%
37. Organizes and schedules events, activities, and resources.	15	3.33	93.3	7%	53%		40%
38. Encourages me to take on greater responsibility.	15	3.07	86.7	13%	67%		20%
39. Able to organize work.	15	3.33	100.0		67%		33%
40. Consistently provides me with timely feedback for improving my performance.	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. Ability to establish realistic goals.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Organizes and schedules events, activities, and resources.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Encourages me to take on greater responsibility.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Able to organize work.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Consistently provides me with timely feedback for improving my performance.	3.00	3.20	3.27	3.33	+0.07 ▲

## 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
41. Trusts employees to complete tasks assigned.	15	3.33	93.3	7%	53%	40%	
42. Views others in the department as valued assets to be trained and employed.	15	3.40	93.3	7%	47%	47%	
43. Encourages employees to take on greater responsibilities.	15	3.13	86.7	13%	60%	27%	
44. Gives employees the resources they need to complete the job.	15	3.27	100.0		73%	27%	
45. Assigns tasks that allow employees to use their critical thinking skills.	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. Trusts employees to complete tasks assigned.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Views others in the department as valued assets to be trained and employed.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Encourages employees to take on greater responsibilities.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Gives employees the resources they need to complete the job.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Assigns tasks that allow employees to use their critical thinking skills.	3.20	3.33	3.13	3.47	+0.33 ▲