

Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 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.

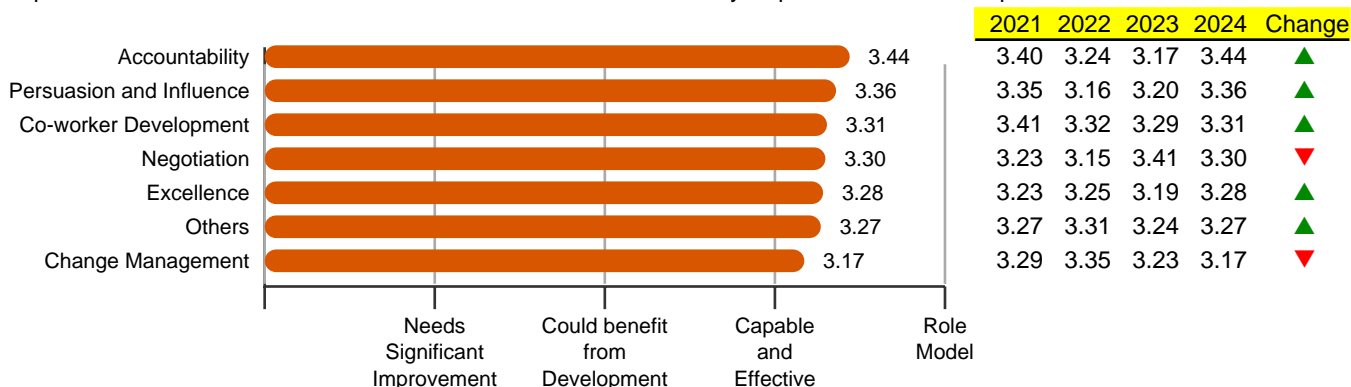
What to Do with Your Feedback

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

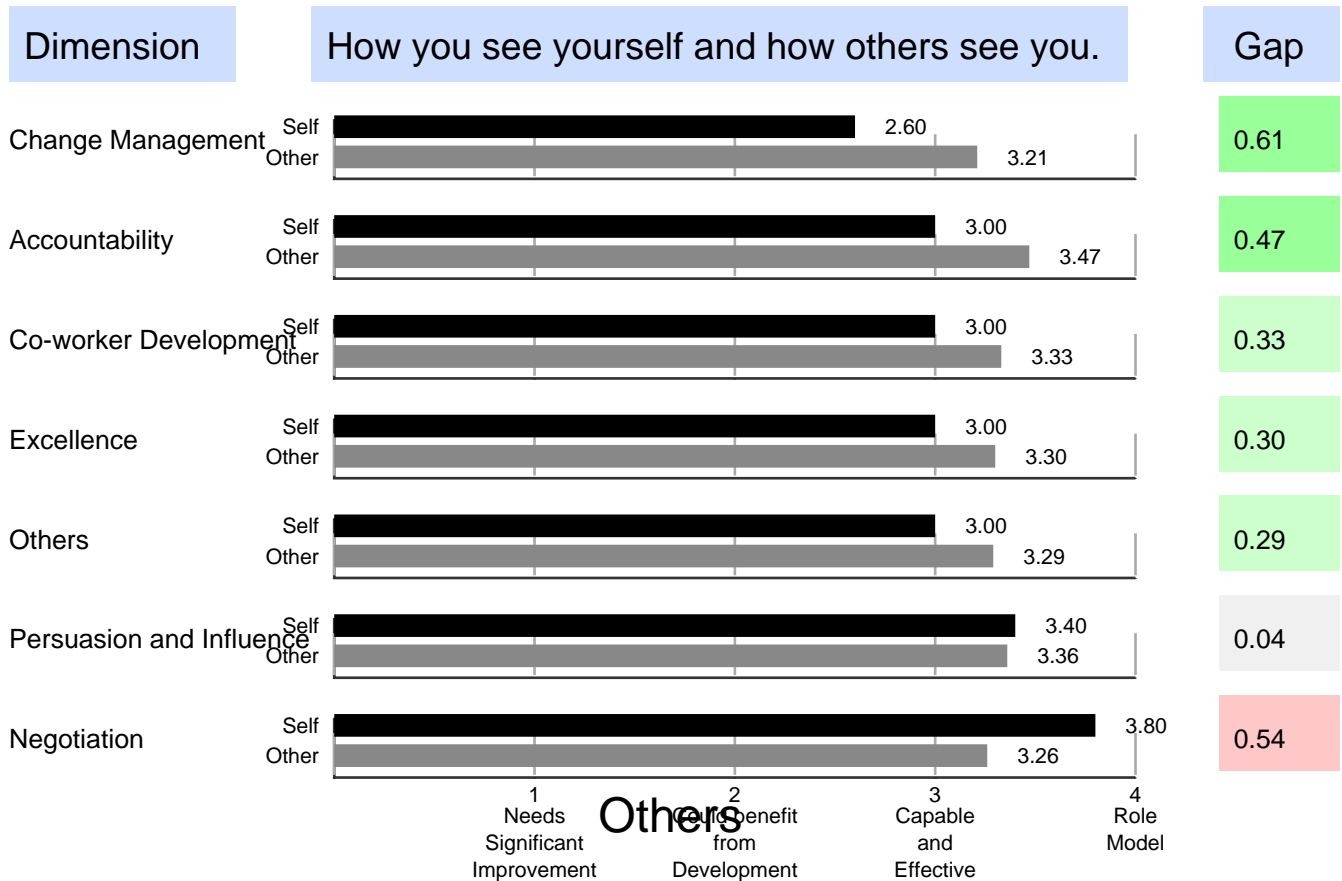
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Works well with other employees.

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. Helpful	15	3.20	86.7	13%	53%	33%	
2. Constructively receives criticism and suggestions from others.	15	3.33	100.0		67%	33%	
3. Respects the opinions of other employees.	15	3.33	93.3	7%	53%	40%	
4. Supports the efforts of other employees in implementing solutions to problems.	15	3.27	93.3	7%	60%	33%	
5. Forms working relationships with employees from other departments.	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. Helpful	3.20	3.20	3.00	3.20	+0.20 ▲
2. Constructively receives criticism and suggestions from others.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Respects the opinions of other employees.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Supports the efforts of other employees in implementing solutions to problems.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Forms working relationships with employees from other departments.	3.00	3.20	3.13	3.21	+0.08 ▲

Co-worker Development

Invests in the professional development of 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Works to identify root causes of performance problems	15	3.47	100.0		53%	47%	
7. Gives others development opportunities through project assignments and increased job responsibilities	15	3.40	93.3	7%	47%	47%	
8. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.20	86.7	13%	53%	33%	
9. Provides ongoing feedback to co-workers on their development progress	15	3.27	86.7	13%	47%	40%	
10. Adapts coaching and mentoring approach to meet the style or needs of individuals	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. Works to identify root causes of performance problems	3.40	3.13	3.07	3.47	+0.40 ▲
7. Gives others development opportunities through project assignments and increased job responsibilities	3.40	3.20	3.33	3.40	+0.07 ▲
8. Sets and clearly communicates expectations, performance goals, and measurements to others	3.40	3.40	3.20	3.20	
9. Provides ongoing feedback to co-workers on their development progress	3.53	3.40	3.60	3.27	-0.33 ▼
10. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.33	3.47	3.27	3.20	-0.07 ▼

Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

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. Is someone you can trust.	15	3.67	100.0	33%	67%		
12. Willingly accepts the obligation to complete the task.	15	3.40	93.3	7%	47%	47%	
13. Able to complete required tasks on time and delivered expected results.	15	3.13	86.7	13%	60%	27%	
14. Consistently strives to complete work on time or ahead of schedule.	15	3.47	100.0		53%	47%	
15. Accepts personal responsibility for their actions.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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Item	2021	2022	2023	2024	Change
11. Is someone you can trust.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Willingly accepts the obligation to complete the task.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Able to complete required tasks on time and delivered expected results.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Consistently strives to complete work on time or ahead of schedule.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Accepts personal responsibility for their actions.	3.67	3.27	3.20	3.53	+0.33 ▲

Persuasion and Influence

Able to persuade and influence others to obtain certain objectives and goals.

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. Develops a good rapport with others.	15	3.47	93.3	7%	40%	53%	
17. Has excellent influencing/negotiating skills.	15	2.93	73.3	27%	53%	20%	
18. Communicates effectively with others.	15	3.40	93.3	7%	47%	47%	
19. Understanding what others need.	15	3.53	100.0		47%	53%	
20. Seeks to obtain consensus or compromise.	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. Develops a good rapport with others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Has excellent influencing/negotiating skills.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Communicates effectively with others.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Understanding what others need.	3.13	2.87	3.53	3.53	
20. Seeks to obtain consensus or compromise.	3.40	3.20	2.87	3.47	+0.60 ▲

Change Management

Supports organizational efforts to improve processes and procedures. Adapts to new processes as needed.

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. Adopts changes to set and example for others to follow.	15	3.00	80.0	20%	60%		20%
22. Facilitates change with minimal resistance.	15	3.53	100.0		47%	53%	
23. Assists others in understanding changes to the organization.	15	3.13	86.7	13%	60%		27%
24. Effective in implementing new organizational vision and values.	15	3.13	80.0	7%	13%	40%	40%
25. Effective in dealing with ambiguous and challenging situations.	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. Adopts changes to set and example for others to follow.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Facilitates change with minimal resistance.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Assists others in understanding changes to the organization.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Effective in implementing new organizational vision and values.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Effective in dealing with ambiguous and challenging situations.	3.27	3.33	3.27	3.07	-0.20 ▼

Excellence

Is excellent in performing their job duties and tasks.

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. Is planful and organized.	15	3.20	93.3	7%	60%	33%	
27. Demonstrates the analytical skills to do their job.	15	3.40	93.3	7%	47%	47%	
28. Produces high quality work.	15	3.60	93.3	7%	27%	67%	
29. Keeps themselves and others focused on constant improvement.	15	3.20	86.7	13%	53%	33%	
30. Takes a lot of pride in their work.	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. Is planful and organized.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Demonstrates the analytical skills to do their job.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Produces high quality work.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Keeps themselves and others focused on constant improvement.	3.21	3.20	3.20	3.20	
30. Takes a lot of pride in their work.	2.87	3.27	3.07	3.00	-0.07 ▼

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Manages emotions to reduce the impact of negativity.	15	3.33	93.3	7%	53%	40%	
32. Is resolute when stating priorities and non-negotiables.	14	3.29	100.0		71%	29%	
33. Is an effective negotiator, fostering positive relationships and achieving good outcomes.	15	3.27	100.0		73%	27%	
34. Is aware of and manages own emotions and understands the emotions of others which helps in navigating tense situations and in finding common ground.	15	3.47	93.3	7%	40%	53%	
35. Able to adapt to changing situations.	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. Manages emotions to reduce the impact of negativity.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Is resolute when stating priorities and non-negotiables.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is an effective negotiator, fostering positive relationships and achieving good outcomes.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is aware of and manages own emotions and understands the emotions of others which helps in navigating tense situations and in finding common ground.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Able to adapt to changing situations.	3.20	3.27	3.13	3.13	