

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.

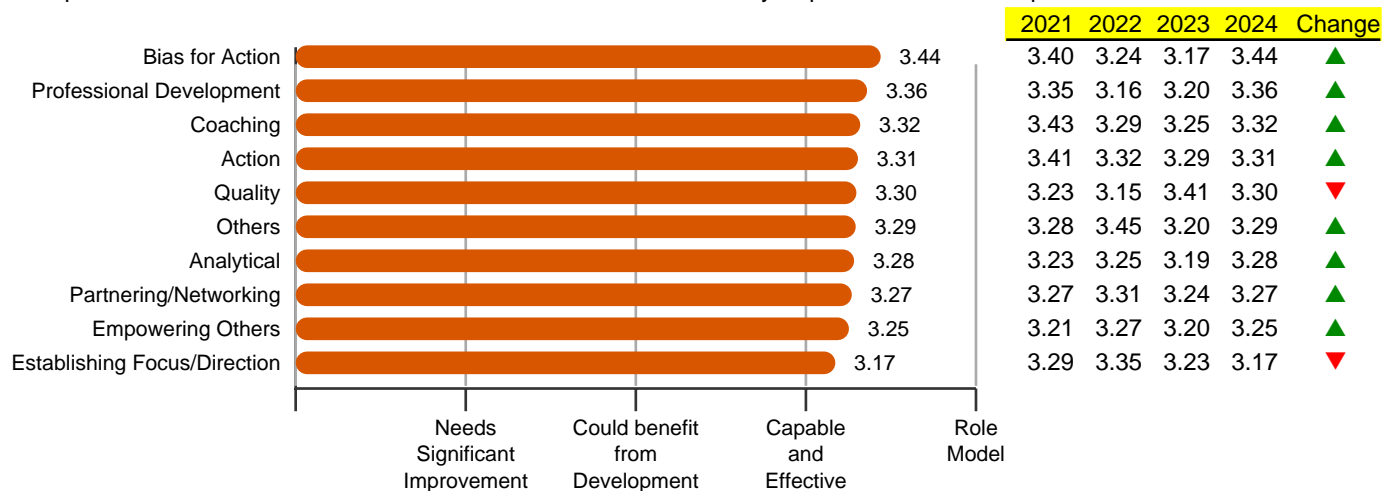
What to Do with Your Feedback

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

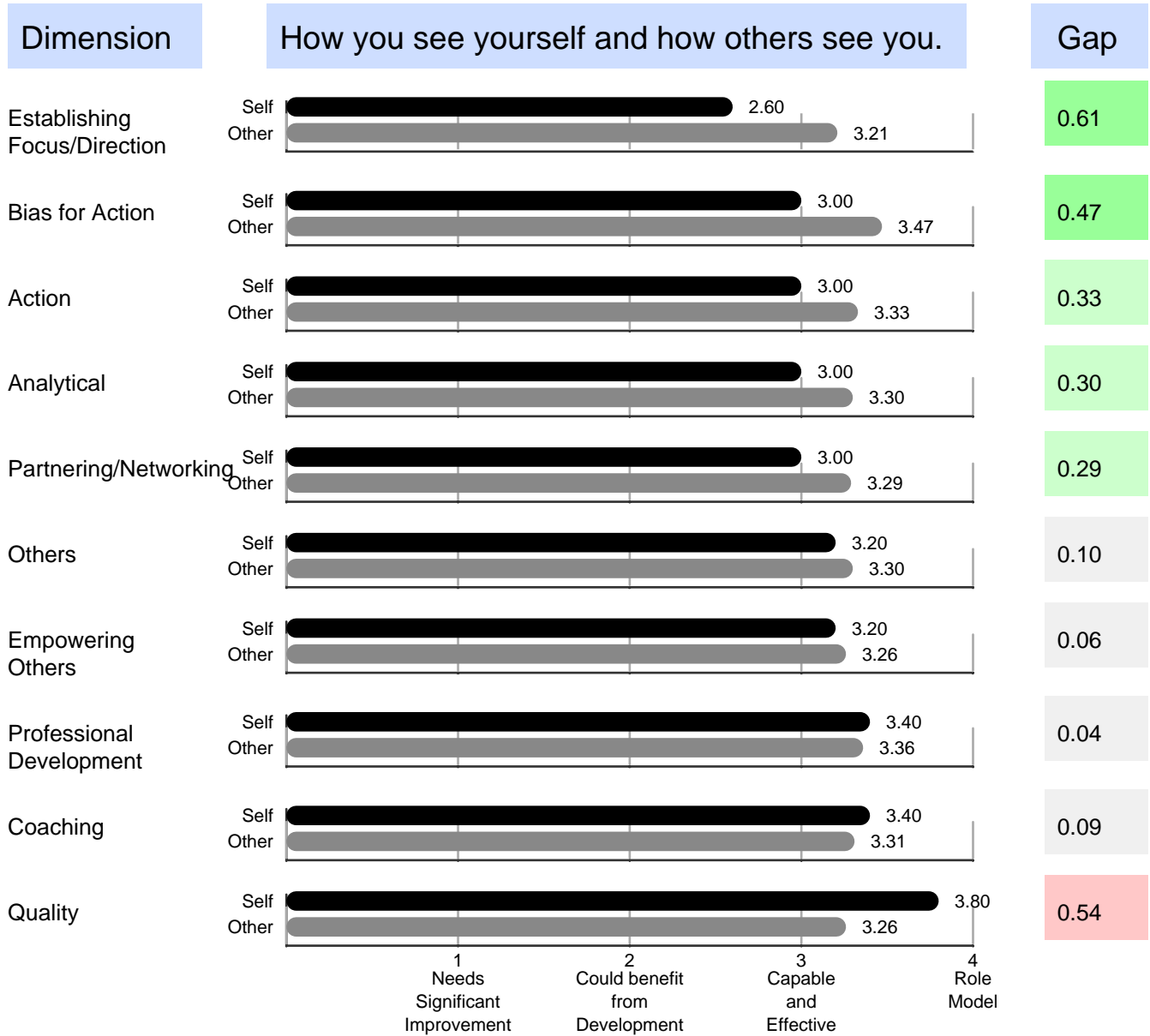
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Partnering/Networking

Partnering/Networking involves expanding associations with individuals and organizations to enhance business operations. This competency includes building alliances, collaborating with industry peers, growing one's network, and forming new relationships by finding common ground, sharing information, and pooling resources. It often involves partnering with those who offer complementary services or working across organizational boundaries.

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. Supports strategic alliances to combine strengths of both parties.	15	3.20	86.7	13%	53%		33%
2. Works to combine the unique strengths of each partner to develop new products or services.	15	3.33	100.0		67%		33%
3. Is comfortable working in partnership with colleagues from other departments.	15	3.33	93.3	7%	53%		40%
4. Engages with partners that offer complementary services and competencies.	15	3.27	93.3	7%	60%		33%
5. Engages in collaborative training sessions or workshops to build skills across organizations.	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. Supports strategic alliances to combine strengths of both parties.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Works to combine the unique strengths of each partner to develop new products or services.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Is comfortable working in partnership with colleagues from other departments.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Engages with partners that offer complementary services and competencies.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Engages in collaborative training sessions or workshops to build skills across organizations.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Delegates tasks and assignments to subordinates as soon as a request has been made.	15	3.47	100.0		53%	47%	
7. Takes action when opportunities arise.	15	3.40	93.3	7%	47%	47%	
8. Completes tasks despite obstacles encountered.	15	3.20	86.7	13%	53%	33%	
9. Addresses performance issues quickly.	15	3.27	86.7	13%	47%	40%	
10. Takes corrective action when necessary.	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. Delegates tasks and assignments to subordinates as soon as a request has been made.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Takes action when opportunities arise.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Completes tasks despite obstacles encountered.	3.40	3.40	3.20	3.20	
9. Addresses performance issues quickly.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Takes corrective action when necessary.	3.33	3.47	3.27	3.20	-0.07 ▼

Bias for Action

Has a desire/preference to act immediately to accomplish tasks. Would rather act now than later. Unafraid of making decisions in uncertainty.

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. Displays high energy and enthusiasm on consistent basis.	15	3.67	100.0	33%	67%		
12. Completes a large volume of work.	15	3.40	93.3	7%	47%	47%	
13. Identifies ways to simplify work processes and reduce cycle times	15	3.13	86.7	13%	60%	27%	
14. Encourages risk taking and experimentation to improve performance	15	3.47	100.0	53%	47%		
15. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	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. Displays high energy and enthusiasm on consistent basis.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Completes a large volume of work.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Identifies ways to simplify work processes and reduce cycle times	3.20	3.21	3.40	3.13	-0.27 ▼
14. Encourages risk taking and experimentation to improve performance	3.20	3.13	3.00	3.47	+0.47 ▲
15. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.67	3.27	3.20	3.53	+0.33 ▲

Professional Development

Improvement through specialized training and participating in advanced professional courses.

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. Quickly acquire and apply new knowledge and skills when needed	15	3.47	93.3	7%	40%	53%	
17. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.93	73.3	27%	53%		20%
18. Seeks opportunities for continuous learning.	15	3.40	93.3	7%	47%	47%	
19. Encourages employees to take courses relevant to their job.	15	3.53	100.0		47%	53%	
20. Allows employees to fully participate in employee training and professional development.	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. Quickly acquire and apply new knowledge and skills when needed	3.33	3.00	3.07	3.47	+0.40 ▲
17. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.40	3.20	3.33	2.93	-0.40 ▼
18. Seeks opportunities for continuous learning.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Encourages employees to take courses relevant to their job.	3.13	2.87	3.53	3.53	
20. Allows employees to fully participate in employee training and professional development.	3.40	3.20	2.87	3.47	+0.60 ▲

Establishing Focus/Direction

Establishes the focus/direction of employees within the department/division/organization.
Aligns mission and goals 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. Functions well under stress, deadlines, and/or significant workloads.	15	3.00	80.0	20%	60%		20%
22. Makes sure that employees understand how their work relates to organizational goals.	15	3.53	100.0		47%	53%	
23. Makes sure that employees understand and identify with the team's mission.	15	3.13	86.7	13%	60%		27%
24. Aligns the department's goals with the goals of the organization.	15	3.13	80.0	7%	13%	40%	40%
25. Maintains focus when handling several problems or tasks simultaneously.	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. Functions well under stress, deadlines, and/or significant workloads.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Makes sure that employees understand how their work relates to organizational goals.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Makes sure that employees understand and identify with the team's mission.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Aligns the department's goals with the goals of the organization.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Maintains focus when handling several problems or tasks simultaneously.	3.27	3.33	3.27	3.07	-0.20 ▼

Analytical

Skilled in or using analysis especially in thinking or reasoning to solve problems quickly and effectively.

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. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.20	93.3	7%	60%	33%	
27. Implements data validation techniques and methods.	15	3.40	93.3	7%	47%	47%	
28. Prioritizes various actions to be taken when solving a problem.	15	3.60	93.3	7%	27%	67%	
29. Analyzes issues and reduces them to their component parts.	15	3.20	86.7	13%	53%	33%	
30. Asks the "right" questions to size up or evaluate situations.	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. Analyzes data and information from several sources and arrives at logical conclusions.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Implements data validation techniques and methods.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Prioritizes various actions to be taken when solving a problem.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Analyzes issues and reduces them to their component parts.	3.21	3.20	3.20	3.20	
30. Asks the "right" questions to size up or evaluate situations.	2.87	3.27	3.07	3.00	-0.07 ▼

Quality

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

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. Is innovative and creative in response to issues involving quality of the products.	15	3.33	93.3	7%	53%	40%	
32. Quickly identifies critical issues impacting quality.	14	3.29	100.0		71%	29%	
33. Ensures high consistency across batches or production runs.	15	3.27	100.0		73%	27%	
34. Creates a culture of quality standards in the workplace.	15	3.47	93.3	7%	40%	53%	
35. Effectively works with Quality Control (QC) engineers.	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. Is innovative and creative in response to issues involving quality of the products.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Quickly identifies critical issues impacting quality.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Ensures high consistency across batches or production runs.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Creates a culture of quality standards in the workplace.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Effectively works with Quality Control (QC) engineers.	3.20	3.27	3.13	3.13	

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
36. Encourages employees to think outside the box.	15	3.20	93.3	7%	67%		27%
37. Ensures employees understand what is being assigned to them.	15	3.33	93.3	7%	53%		40%
38. Assigns important tasks to subordinates.	15	3.07	86.7	13%	67%		20%
39. Values the expertise that others bring to the team.	15	3.33	100.0		67%		33%
40. Allows the team to take responsibility for the project.	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. Encourages employees to think outside the box.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Ensures employees understand what is being assigned to them.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Assigns important tasks to subordinates.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Values the expertise that others bring to the team.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Allows the team to take responsibility for the project.	3.00	3.20	3.27	3.33	+0.07 ▲

Coaching

Mentors and guides 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
41. Helps employees to maintain high personal standards.	15	3.33	93.3	7%	53%	40%	
42. Conducts regular performance appraisals and feedback.	15	3.40	93.3	7%	47%	47%	
43. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.13	86.7	13%	60%	27%	
44. Addresses employee behavior problems effectively.	15	3.27	100.0		73%	27%	
45. Meets regularly with employees to coach them on areas that will enhance their performance	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. Helps employees to maintain high personal standards.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Conducts regular performance appraisals and feedback.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Addresses employee behavior problems effectively.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Meets regularly with employees to coach them on areas that will enhance their performance	3.20	3.33	3.13	3.47	+0.33 ▲

Others

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
46. Respects the opinions of other employees.	15	3.40	93.3	7%	47%	47%	
47. Works effectively with people from other departments.	15	3.20	93.3	7%	67%	27%	
48. Able to see issues from others' perspectives.	15	3.20	93.3	7%	60%	33%	
49. Consistently demonstrates ability and willingness to trust others.	15	3.47	100.0		53%	47%	
50. ...treats others with respect and dignity.	15	3.20	86.7	13%	53%	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
46. Respects the opinions of other employees.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Works effectively with people from other departments.	3.33	3.40	3.20	3.20	
48. Able to see issues from others' perspectives.	3.60	3.33	3.20	3.20	
49. Consistently demonstrates ability and willingness to trust others.	3.00	3.47	3.13	3.47	+0.33 ▲
50. ...treats others with respect and dignity.	3.20	3.67	3.27	3.20	-0.07 ▼