

Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

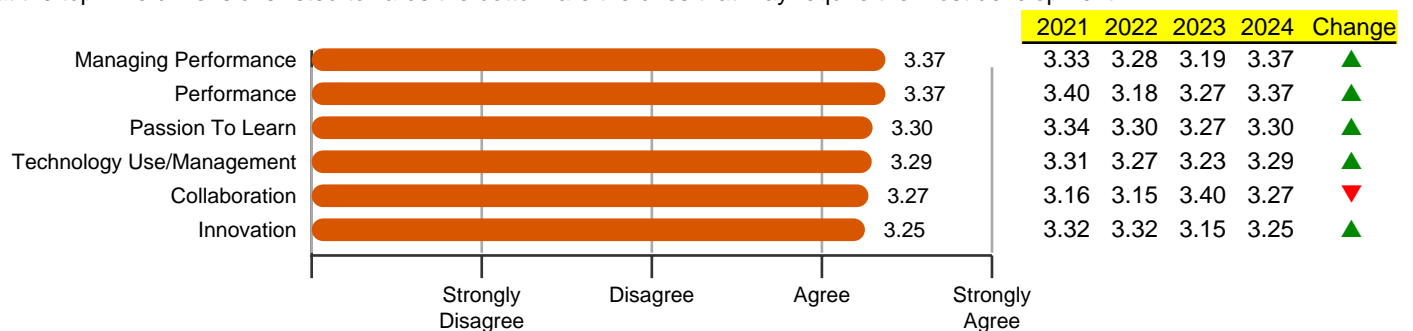
## What to Do with Your Feedback

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

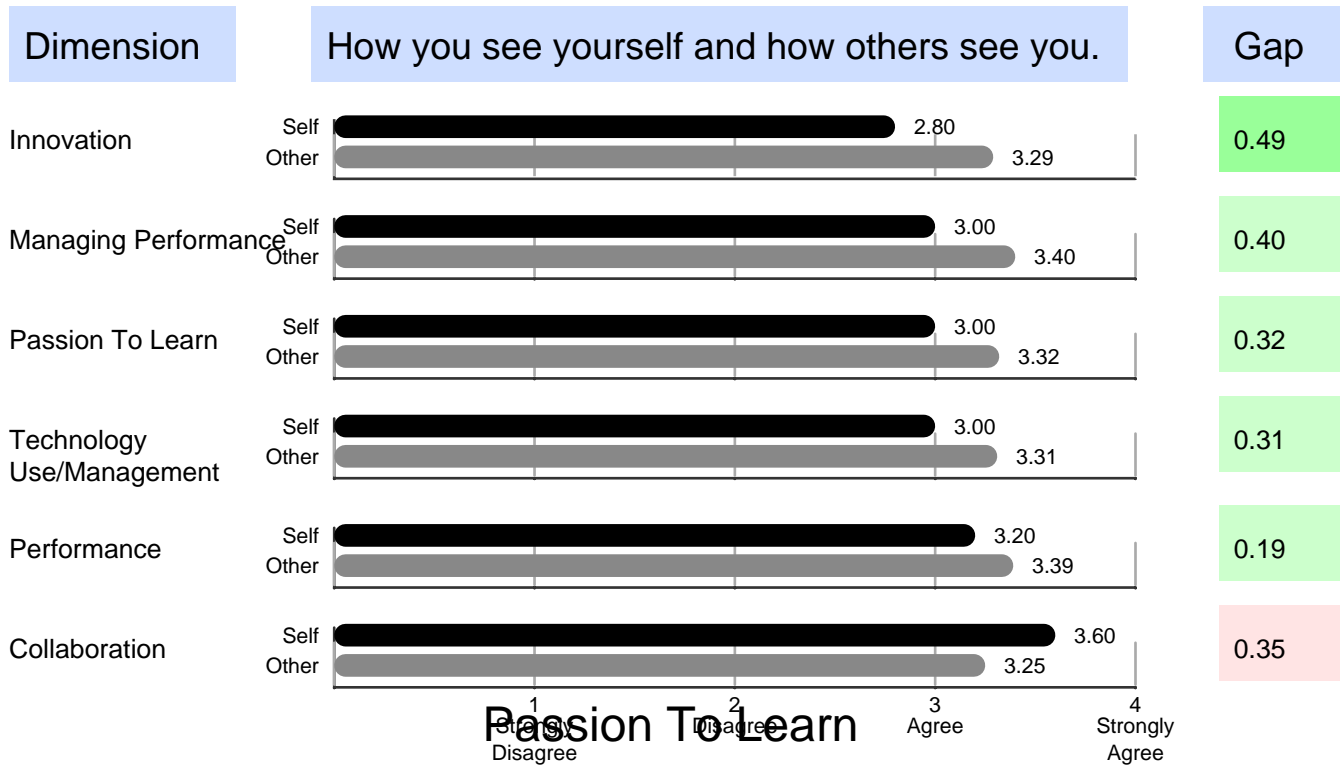
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 6 principal dimensions of leadership.

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.



High level of curiosity and committed to their 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Enhances value to the company through additional training and development.	15	3.20	86.7	13%	53%	33%	
2. Demonstrates a willingness to participate in continuing education courses.	15	3.33	100.0		67%	33%	
3. Stays up-to-date on emerging technologies.	15	3.33	93.3	7%	53%	40%	
4. Will participate in training classes even if offered outside of normal working hours.	15	3.27	93.3	7%	60%	33%	
5. Creates an environment that supports personal development and exploration.	14	3.21	85.7	14%	50%	36%	
6. Is committed to enhancing their own knowledge and skills.	15	3.47	100.0		53%	47%	
7. Holds self and associates accountable for goal achievement.	15	3.40	93.3	7%	47%	47%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
8. Embraces new technology and procedures.	15	3.20	86.7	13%	53%	33%	
9. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.27	86.7	13%	47%	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	2021	2022	2023	2024	Change
1. Enhances value to the company through additional training and development.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Demonstrates a willingness to participate in continuing education courses.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Stays up-to-date on emerging technologies.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Will participate in training classes even if offered outside of normal working hours.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Creates an environment that supports personal development and exploration.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Is committed to enhancing their own knowledge and skills.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Holds self and associates accountable for goal achievement.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Embraces new technology and procedures.	3.40	3.40	3.20	3.20	
9. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.53	3.40	3.60	3.27	-0.33 ▼

## Managing Performance

Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

### 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Places employees on probation if they fail to meet minimum performance standards.	15	3.20	93.3	7%	67%	27%	
11. Sets and maintains high standards for self and others.	15	3.67	100.0	33%	67%		
12. Implements remediation plans that include specific performance goals in areas most in need of improvement.	15	3.40	93.3	7%	47%	47%	
13. Ensures the eligibility of the proposed award recipient.	15	3.13	86.7	13%	60%	27%	
14. Increases responsibilities for high performing individuals.	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
10. Places employees on probation if they fail to meet minimum performance standards.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Sets and maintains high standards for self and others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Implements remediation plans that include specific performance goals in areas most in need of improvement.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Ensures the eligibility of the proposed award recipient.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Increases responsibilities for high performing individuals.	3.20	3.13	3.00	3.47	+0.47 ▲

# 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Sets a high standard for job performance.	15	3.53	100.0			47%	53%
16. Effectively organizes resources and plans	15	3.47	93.3	7%	40%		53%
17. Has great overall performance	15	2.93	73.3	27%		53%	20%
18. Effective in performing his/her job.	15	3.40	93.3	7%	47%		47%
19. ...Overall Performance	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
15. Sets a high standard for job performance.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Effectively organizes resources and plans	3.33	3.00	3.07	3.47	+0.40 ▲
17. Has great overall performance	3.40	3.20	3.33	2.93	-0.40 ▼
18. Effective in performing his/her job.	3.47	3.53	3.20	3.40	+0.20 ▲
19. ...Overall Performance	3.13	2.87	3.53	3.53	

## Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

### 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
20. Facilitates ongoing technical training and development to enable employees to contribute to innovative solutions.	15	3.47	100.0		53%	47%	
21. Improves on ideas of others.	15	3.00	80.0	20%	60%		20%
22. Identifies fresh approaches to solving problems.	15	3.53	100.0		47%	53%	
23. Champions changes within the organization.	15	3.13	86.7	13%	60%		27%
24. Creates new and imaginative approaches to work-related issues.	15	3.13	80.0	7%	13%	40%	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	2021	2022	2023	2024	Change
20. Facilitates ongoing technical training and development to enable employees to contribute to innovative solutions.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Improves on ideas of others.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Identifies fresh approaches to solving problems.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Champions changes within the organization.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Creates new and imaginative approaches to work-related issues.	3.33	3.47	3.33	3.13	-0.20 ▼

## Technology Use/Management

Uses technology (computers/tablets/smart phones/scanners/printers) to perform required 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Proficient in the use of technical systems and processes.	15	3.07	86.7	13%	67%		20%
26. Supports technical training and development of employees.	15	3.20	93.3	7%	60%		33%
27. Adopts the implementation of new technology into the workplace.	15	3.40	93.3	7%	47%		47%
28. Maximizes the use of new technology to deliver products and services.	15	3.60	93.3	7%	27%	67%	
29. Supports employee training and development initiatives regarding implementation of technology.	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
25. Proficient in the use of technical systems and processes.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Supports technical training and development of employees.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Adopts the implementation of new technology into the workplace.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Maximizes the use of new technology to deliver products and services.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Supports employee training and development initiatives regarding implementation of technology.	3.21	3.20	3.20	3.20	



## Collaboration

Collaboration involves working together with others to achieve a shared goal or address a mutual challenge. It includes joint decision-making to reach consensus, exchanging information, and valuing feedback. Effective collaboration thrives on minimizing conflicts, cooperating towards a shared effort, and being committed to participating, mutual respect, and building trust.

### 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Strengthens relationships with suppliers to improve contract and price negotiation terms.	14	3.00	92.9	7%	79%		14%
31. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	15	3.33	93.3	7%	53%	40%	
32. Works with others to resolve issues facing the company.	14	3.29	100.0		71%		29%
33. Creates a culture that fosters and values collaboration.	15	3.27	100.0		73%		27%
34. Views others as valued partners.	15	3.47	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	2021	2022	2023	2024	Change
30. Strengthens relationships with suppliers to improve contract and price negotiation terms.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Works with others to resolve issues facing the company.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Creates a culture that fosters and values collaboration.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Views others as valued partners.	3.33	3.00	3.53	3.47	-0.07 ▼