



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.

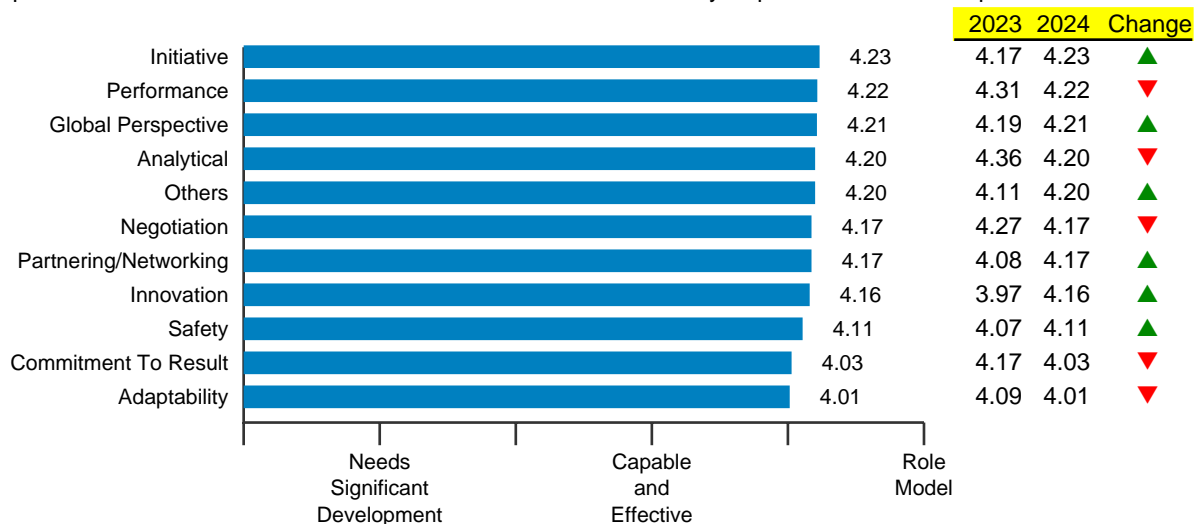
## What to Do with Your Feedback

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

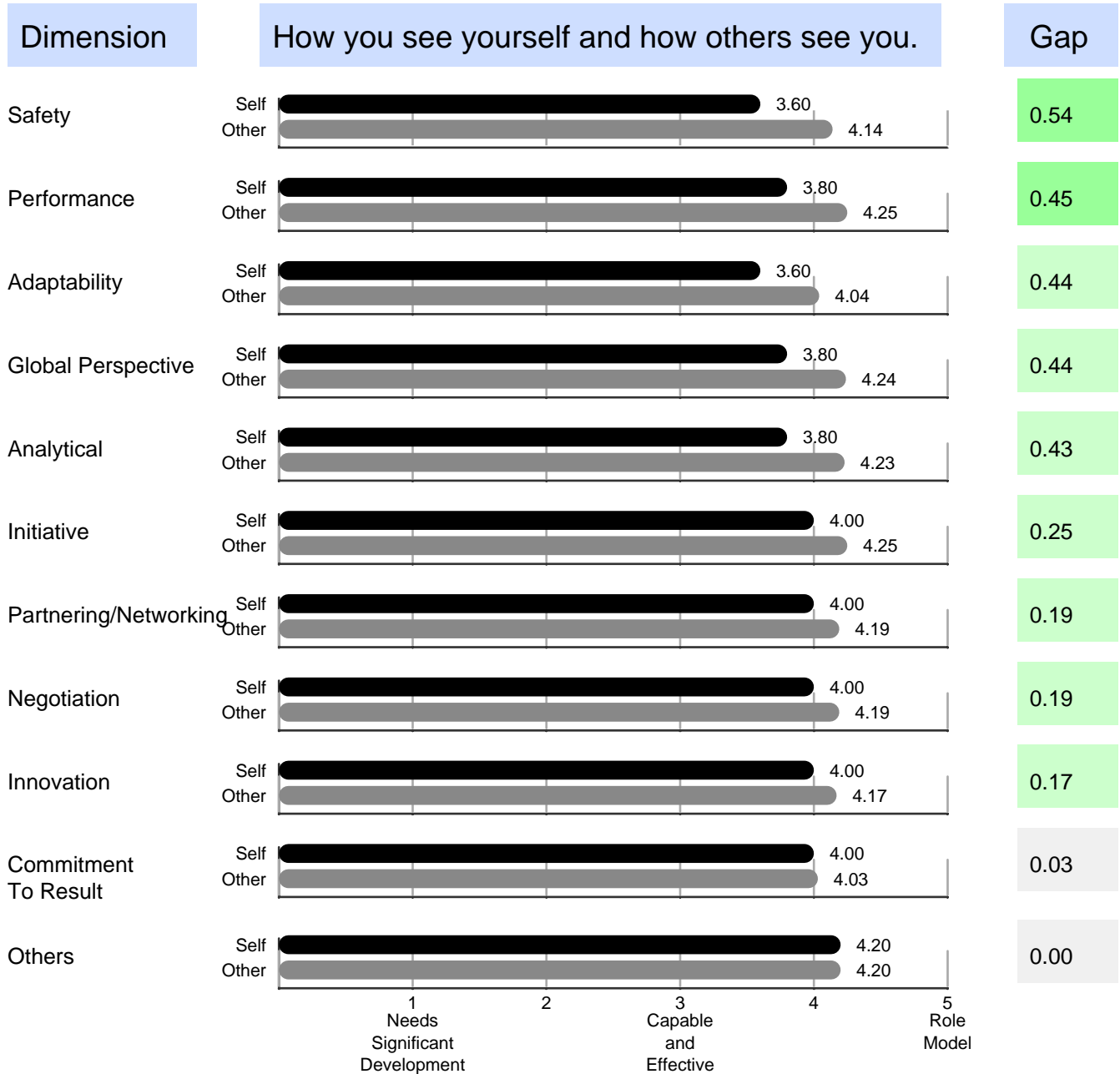
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



## 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 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
1. Able to organize work.	15	4.13	80.0	20%	47%	33%		
2. Effectively organizes resources and plans	15	4.33	100.0		67%	33%		
3. ...Overall Performance	15	4.33	93.3	7%	53%	40%		
4. Effective in performing his/her job.	15	4.07	86.7	13%	67%	20%		
5. Has great overall performance	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. Able to organize work.	4.00	4.13	+0.13 ▲
2. Effectively organizes resources and plans	4.40	4.33	-0.07 ▼
3. ...Overall Performance	4.47	4.33	-0.13 ▼
4. Effective in performing his/her job.	4.47	4.07	-0.40 ▼
5. Has great overall performance	4.20	4.21	+0.01 ▲

## Analytical

### 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
6. Identifies the root cause of a problem.	15	4.33	93.3	7%	53%		40%	
7. Asks the "right" questions to size up or evaluate situations.	15	4.33	86.7	13%	40%		47%	
8. Prioritizes various actions to be taken when solving a problem.	15	4.07	80.0	20%	53%		27%	
9. Uses appropriate techniques to solve problems.	15	4.13	80.0	20%	47%		33%	
10. Balances risks and costs with the rewards and probabilities of success when decisions.	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. Identifies the root cause of a problem.	4.13	4.33	+0.20 ▲
7. Asks the "right" questions to size up or evaluate situations.	4.33	4.33	
8. Prioritizes various actions to be taken when solving a problem.	4.20	4.07	-0.13 ▼
9. Uses appropriate techniques to solve problems.	4.67	4.13	-0.53 ▼
10. Balances risks and costs with the rewards and probabilities of success when decisions.	4.47	4.13	-0.33 ▼

## Initiative

### 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. Acts quickly when an opportunity becomes available.	15	4.67	100.0					
12. Informs the manager of any important changes in the equipment operation.	15	4.20	86.7					
13. Immediately informs the supervisor of any critical incidents.	14	3.64	57.1					
14. Confronts problems immediately without supervisor instructions.	14	4.14	85.7					
15. Is proactive and gets things done.	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. Acts quickly when an opportunity becomes available.	4.20	4.67	+0.47 ▲
12. Informs the manager of any important changes in the equipment operation.	3.93	4.20	+0.27 ▲
13. Immediately informs the supervisor of any critical incidents.	4.47	3.64	-0.82 ▼
14. Confronts problems immediately without supervisor instructions.	4.00	4.14	+0.14 ▲
15. Is proactive and gets things done.	4.27	4.47	+0.20 ▲

## Innovation

### 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. Solves problems with insight and understanding.	15	4.00	66.7	7%	27%	27%	40%	
17. Takes risks to advance important ideas.	15	3.87	66.7		33%	47%	20%	
18. Suggests new ideas at meetings.	15	4.20	86.7	7%	7%	47%	40%	
19. Finds creative ways to get things done with limited resources.	15	4.33	86.7		13%	40%	47%	
20. Creates improved methods or solutions for meeting goals and objectives.	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. Solves problems with insight and understanding.	3.64	4.00	+0.36 ▲
17. Takes risks to advance important ideas.	4.33	3.87	-0.47 ▼
18. Suggests new ideas at meetings.	3.93	4.20	+0.27 ▲
19. Finds creative ways to get things done with limited resources.	4.33	4.33	
20. Creates improved methods or solutions for meeting goals and objectives.	3.60	4.40	+0.80 ▲

## Adaptability

### 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
21. Is flexible when dealing with changes.	15	3.93	73.3	27%		53%		20%
22. Able to respond to incidents without stopping the workflow.	15	4.00	66.7	13%	20%	20%		47%
23. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	4.07	80.0	20%		53%		27%
24. Able to adapt to changes in technology and processes.	15	4.00	73.3	13%	13%	33%		40%
25. Adjusts to new plans and procedures.	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. Is flexible when dealing with changes.	4.20	3.93	-0.27 ▼
22. Able to respond to incidents without stopping the workflow.	4.20	4.00	-0.20 ▼
23. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	4.13	4.07	-0.07 ▼
24. Able to adapt to changes in technology and processes.	3.80	4.00	+0.20 ▲
25. Adjusts to new plans and procedures.	4.13	4.07	-0.07 ▼



## Commitment To Result

### 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
26. Maintains persistence and dedication to achieving results.	15	4.00	80.0	7%	13%	53%		27%
27. Encourages commitment in others to obtain results.	15	3.67	66.7	20%	13%	47%		20%
28. Able to focus on a task even when working alone.	15	4.40	86.7	13%	33%	53%		
29. Coordinates all department activities into a cohesive team effort.	15	4.07	80.0	20%		53%		27%
30. Committed to the team.	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. Maintains persistence and dedication to achieving results.	4.47	4.00	-0.47 ▼
27. Encourages commitment in others to obtain results.	4.00	3.67	-0.33 ▼
28. Able to focus on a task even when working alone.	4.33	4.40	+0.07 ▲
29. Coordinates all department activities into a cohesive team effort.	4.07	4.07	
30. Committed to the team.	4.00	4.00	

# Safety

## 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
31. Develops safety guidelines for the department.	15	4.27	93.3	7%	60%			33%
32. Participates in safety training when available.	14	4.14	92.9	7%	71%			21%
33. Participates in safety training as applicable.	15	4.27	100.0		73%			27%
34. Ensures that all supervisors are aware of regulatory and compliance measures.	15	4.40	93.3	7%	47%			47%
35. Develops a sustainable safety culture.	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. Develops safety guidelines for the department.	4.27	4.27	
32. Participates in safety training when available.	4.20	4.14	-0.06 ▼
33. Participates in safety training as applicable.	3.67	4.27	+0.60 ▲
34. Ensures that all supervisors are aware of regulatory and compliance measures.	4.00	4.40	+0.40 ▲
35. Develops a sustainable safety culture.	4.20	3.47	-0.73 ▼

## Partnering/Networking

### 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
36. Invests in other companies to form equity partnerships.	15	4.20	93.3	7%	67%			27%
37. Implements effective oversight of network activities.	15	4.27	93.3	7%	60%			33%
38. Promotes teamwork across departments, encouraging information exchange, and setting common goals.	15	4.00	80.0	20%	60%			20%
39. Identifies partnerships with overseas companies to expand market opportunities.	15	4.07	86.7	7%	7%	60%		27%
40. Ensures that lessons learned from the partnership are disseminated and built upon.	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. Invests in other companies to form equity partnerships.	4.00	4.20	+0.20 ▲
37. Implements effective oversight of network activities.	4.21	4.27	+0.05 ▲
38. Promotes teamwork across departments, encouraging information exchange, and setting common goals.	4.07	4.00	-0.07 ▼
39. Identifies partnerships with overseas companies to expand market opportunities.	3.87	4.07	+0.20 ▲
40. Ensures that lessons learned from the partnership are disseminated and built upon.	4.27	4.33	+0.07 ▲

## Negotiation

### 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
41. Demonstrates confidence in own position and can influence the other party's perception of proposals being offered.	15	3.93	80.0	13%	7%	53%		27%
42. Takes steps to control emotional responses to avoid making rash decisions.	15	4.33	93.3	7%		47%		47%
43. Fully grasps both party's interests and options.	15	4.13	86.7		13%	60%		27%
44. Finds shared interests and solutions that benefit all parties involved.	15	4.20	100.0			80%		20%
45. Listens to all sides without bias and makes fair decisions.	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. Demonstrates confidence in own position and can influence the other party's perception of proposals being offered.	3.87	3.93	+0.07 ▲
42. Takes steps to control emotional responses to avoid making rash decisions.	4.13	4.33	+0.20 ▲
43. Fully grasps both party's interests and options.	4.20	4.13	-0.07 ▼
44. Finds shared interests and solutions that benefit all parties involved.	4.87	4.20	-0.67 ▼
45. Listens to all sides without bias and makes fair decisions.	4.27	4.27	

## 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 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
46. Constructively receives criticism and suggestions from others.	15	4.40	93.3	7%	47%	47%		
47. Helpful	15	4.20	93.3	7%	67%		27%	
48. Able to see issues from others' perspectives.	15	4.07	86.7	13%	53%		33%	
49. Is able to see issues from others' perspectives.	15	4.27	93.3	7%	53%		40%	
50. Works effectively with people from other departments.	15	4.07	80.0	20%	53%		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
46. Constructively receives criticism and suggestions from others.	4.13	4.40	+0.27 ▲
47. Helpful	4.07	4.20	+0.13 ▲
48. Able to see issues from others' perspectives.	4.00	4.07	+0.07 ▲
49. Is able to see issues from others' perspectives.	4.13	4.27	+0.13 ▲
50. Works effectively with people from other departments.	4.20	4.07	-0.13 ▼

## Global Perspective

### 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
51. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	4.33	93.3	7%	47%	47%		
52. Understands how cultures differ and how these differences impact work behavior.	15	4.13	86.7	13%	60%		27%	
53. Can effectively deliver presentations to international clients.	15	4.33	100.0		67%		33%	
54. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	4.27	93.3	7%	60%		33%	
55. Is aware of the culture, behaviors, identities and beliefs of others.	15	4.00	80.0	20%	60%		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
51. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	4.13	4.33	+0.20 ▲
52. Understands how cultures differ and how these differences impact work behavior.	4.40	4.13	-0.27 ▼
53. Can effectively deliver presentations to international clients.	4.07	4.33	+0.27 ▲
54. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	4.07	4.27	+0.20 ▲
55. Is aware of the culture, behaviors, identities and beliefs of others.	4.27	4.00	-0.27 ▼

## 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?