

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.

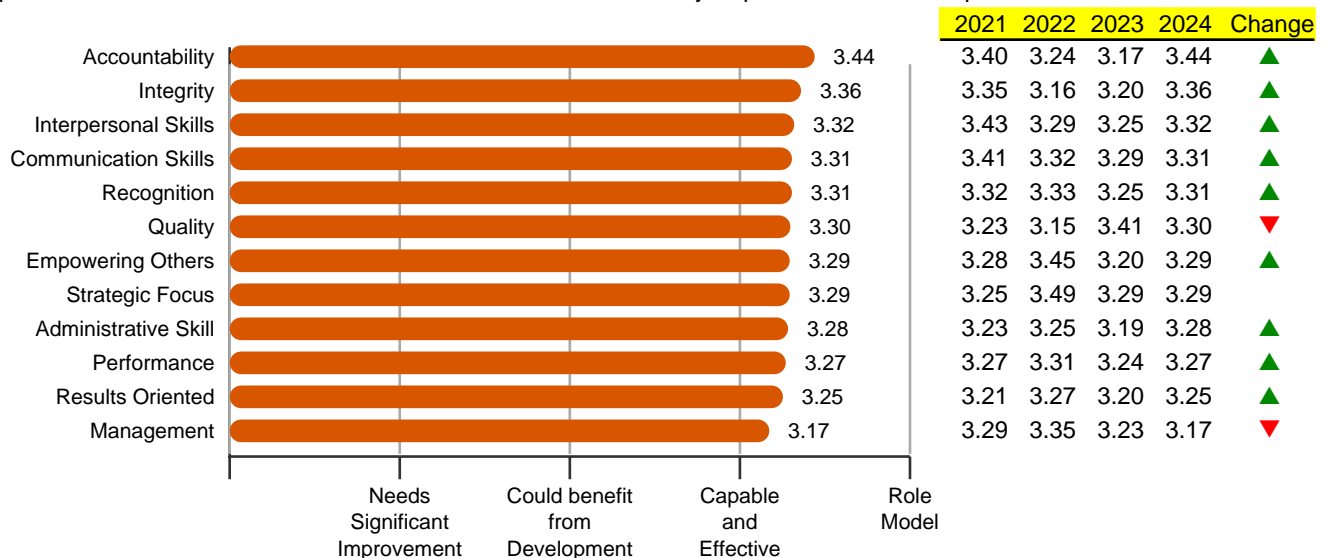
What to Do with Your Feedback

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

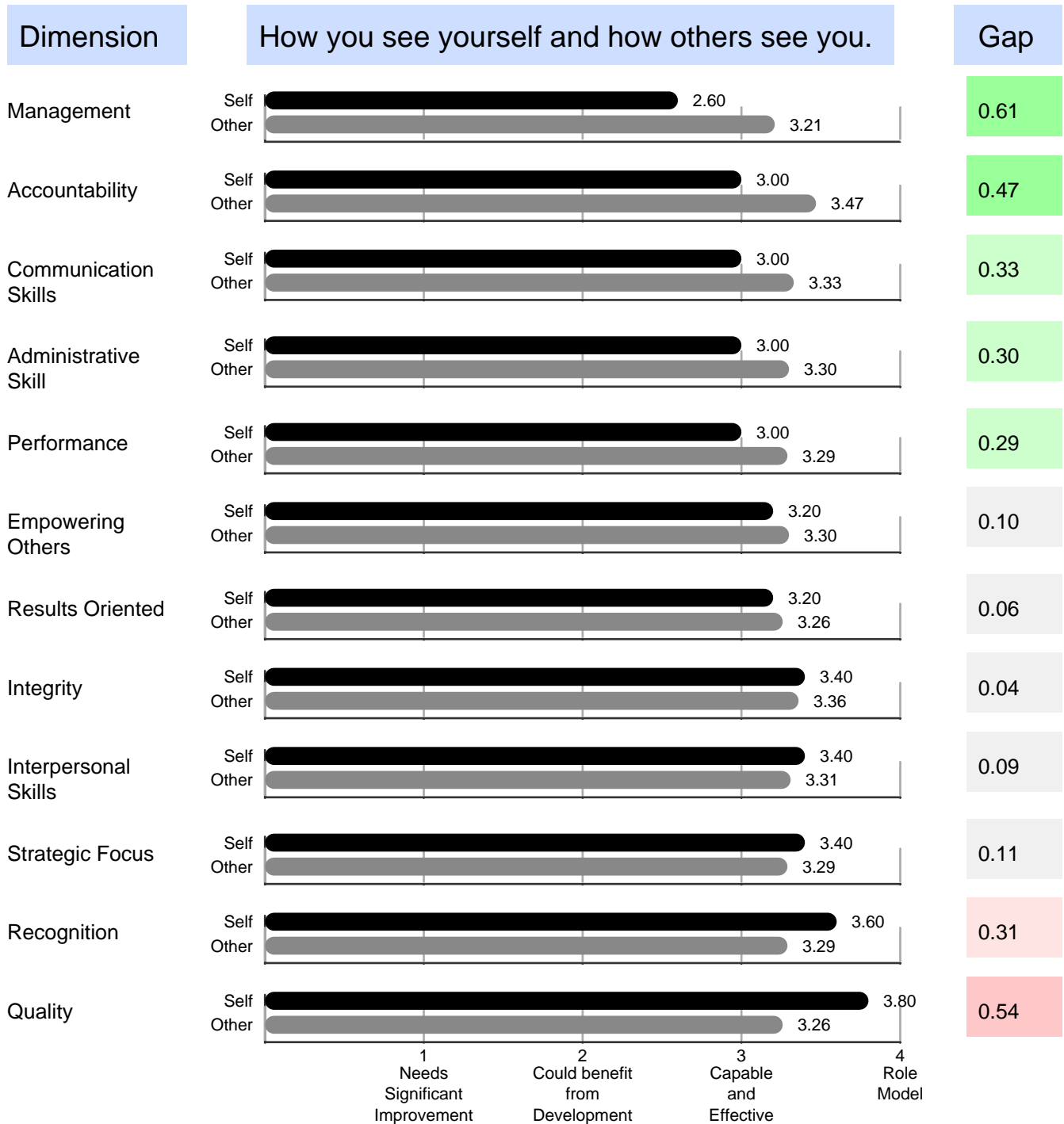
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

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

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
1. Works well in this position.	15	3.20	86.7	13%	53%	33%	
2. Sets a high standard for job performance.	15	3.33	100.0		67%	33%	
3. ...Produce Quality	15	3.33	93.3	7%	53%	40%	
4. Effectively organizes resources and plans	15	3.27	93.3	7%	60%	33%	
5. Has great overall performance	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. Works well in this position.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Sets a high standard for job performance.	3.27	3.40	3.40	3.33	-0.07 ▼
3. ...Produce Quality	3.40	3.40	3.27	3.33	+0.07 ▲
4. Effectively organizes resources and plans	3.47	3.33	3.40	3.27	-0.13 ▼
5. Has great overall performance	3.00	3.20	3.13	3.21	+0.08 ▲

Communication Skills

Communication skills mean being able to adapt your communication to the audience. To be available, attentive, open for feedback, responsive. To be clear, succinct, and effective. To be able to communicate with superiors and to coach subordinates. To share information in a professional and timely manner. To have expertise, energy, and persuasiveness.

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. Provides straightforward and brief directions.	15	3.47	100.0		53%		47%
7. Transforms complicated ideas into simple ones.	15	3.40	93.3	7%	47%		47%
8. Adapts language and terminology to meet the needs of the audience.	15	3.20	86.7	13%	53%		33%
9. Makes the complex simple.	15	3.27	86.7	13%	47%		40%
10. Keeps open and regular communication with others.	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. Provides straightforward and brief directions.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Transforms complicated ideas into simple ones.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Adapts language and terminology to meet the needs of the audience.	3.40	3.40	3.20	3.20	
9. Makes the complex simple.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Keeps open and regular communication with others.	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. Requires employees to submit monthly reports of the work they performed.	15	3.67	100.0	33%	67%		
12. Takes responsibility for results.	15	3.40	93.3	7%	47%	47%	
13. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.	15	3.13	86.7	13%	60%	27%	
14. Takes responsibility for seeing the project through to completion.	15	3.47	100.0	53%	47%		
15. Consistently exhibits professionalism in interactions with employees.	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. Requires employees to submit monthly reports of the work they performed.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Takes responsibility for results.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Takes responsibility for seeing the project through to completion.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Consistently exhibits professionalism in interactions with employees.	3.67	3.27	3.20	3.53	+0.33 ▲

Integrity

Behaves in an ethical and fair way consistent with professional standards and rules of conduct. Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities.

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. Does what was promised.	15	3.47	93.3	7%	40%	53%	
17. Protects the integrity and confidentiality of information	15	2.93	73.3	27%	53%		20%
18. Fosters a high standard of ethics and integrity.	15	3.40	93.3	7%	47%	47%	
19. Fosters an environment built upon trust.	15	3.53	100.0		47%	53%	
20. Demonstrates sincerity in actions with others.	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. Does what was promised.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Protects the integrity and confidentiality of information	3.40	3.20	3.33	2.93	-0.40 ▼
18. Fosters a high standard of ethics and integrity.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Fosters an environment built upon trust.	3.13	2.87	3.53	3.53	
20. Demonstrates sincerity in actions with others.	3.40	3.20	2.87	3.47	+0.60 ▲

Management

Effectively manages other employees. Offers guidance/goals and performance measures.

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. Sets an example for others to follow	15	3.00	80.0	20%	60%	20%	
22. Delegate tasks effectively	15	3.53	100.0	47%	53%		
23. Is ready to offer help	15	3.13	86.7	13%	60%	27%	
24. Makes you feel enthusiastic about your work	15	3.13	80.0	7%	13%	40%	40%
25. Keep staff informed about what is happening in the company	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. Sets an example for others to follow	3.47	3.13	3.20	3.00	-0.20 ▼
22. Delegate tasks effectively	3.20	3.33	3.07	3.53	+0.47 ▲
23. Is ready to offer help	3.20	3.47	3.27	3.13	-0.13 ▼
24. Makes you feel enthusiastic about your work	3.33	3.47	3.33	3.13	-0.20 ▼
25. Keep staff informed about what is happening in the company	3.27	3.33	3.27	3.07	-0.20 ▼

Administrative Skill

Skilled in completing administrative tasks in an office environment.

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. Has strong technical/computer skills.	15	3.20	93.3	7%	60%	33%	
27. Accurately implements contract provisions.	15	3.40	93.3	7%	47%	47%	
28. Enthusiastic about taking on challenging projects.	15	3.60	93.3	7%	27%	67%	
29. Takes responsibility for decisions.	15	3.20	86.7	13%	53%	33%	
30. Implements and uses performance measures.	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. Has strong technical/computer skills.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Accurately implements contract provisions.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Enthusiastic about taking on challenging projects.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Takes responsibility for decisions.	3.21	3.20	3.20	3.20	
30. Implements and uses performance measures.	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. Implements appropriate training to maintain high quality standards.	15	3.33	93.3	7%	53%	40%	
32. Provides advice and guidance to team members on improving quality controls.	14	3.29	100.0		71%	29%	
33. Investigates critical incidents that impact quality.	15	3.27	100.0		73%	27%	
34. Implements quality control feedback loops to enhance services and products.	15	3.47	93.3	7%	40%	53%	
35. Verifies the operators have the necessary equipment and supplies to ensure high quality.	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. Implements appropriate training to maintain high quality standards.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Provides advice and guidance to team members on improving quality controls.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Investigates critical incidents that impact quality.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Implements quality control feedback loops to enhance services and products.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Verifies the operators have the necessary equipment and supplies to ensure high quality.	3.20	3.27	3.13	3.13	

Results Oriented

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes. Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

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. Makes sure employees have the resources they need to achieve their results.	15	3.20	93.3	7%	67%		27%
37. Determines the best approach to achieving the expected results.	15	3.33	93.3	7%	53%		40%
38. Determines the parts of the project that need completed first.	15	3.07	86.7	13%	67%		20%
39. Is a high achiever.	15	3.33	100.0		67%		33%
40. Willing to take on new assignments to help increase production.	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. Makes sure employees have the resources they need to achieve their results.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Determines the best approach to achieving the expected results.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Determines the parts of the project that need completed first.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Is a high achiever.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Willing to take on new assignments to help increase production.	3.00	3.20	3.27	3.33	+0.07 ▲

Interpersonal Skills

Interpersonal Skills are the wide range of abilities that facilitate interactions with others through communication, empathy, honesty. These skills help you to build, develop and maintain strong/effective relationships with others and to relate to people of diverse backgrounds. To engage and inspire others. Individuals with high interpersonal skills treat others with courtesy, sensitivity, and respect.

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. Considers the other individual's point of view.	15	3.33	93.3	7%	53%	40%	
42. Assists employees that need help.	15	3.40	93.3	7%	47%	47%	
43. Values the opinions of others.	15	3.13	86.7	13%	60%	27%	
44. Gives constructive feedback on performance reviews.	15	3.27	100.0		73%	27%	
45. Respectful of the opinions and ideas of others.	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. Considers the other individual's point of view.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Assists employees that need help.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Values the opinions of others.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Gives constructive feedback on performance reviews.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Respectful of the opinions and ideas of others.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. Gives responsibility for making important decisions to employees.	15	3.40	93.3	7%	47%	47%	
47. Gives new tasks to employees.	15	3.20	93.3	7%	67%	27%	
48. Sets clear goals for others to accomplish.	15	3.20	93.3	7%	60%	33%	
49. Includes others in the decision making process.	15	3.47	100.0		53%	47%	
50. Gives employees important tasks to expand their career options.	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. Gives responsibility for making important decisions to employees.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Gives new tasks to employees.	3.33	3.40	3.20	3.20	
48. Sets clear goals for others to accomplish.	3.60	3.33	3.20	3.20	
49. Includes others in the decision making process.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Gives employees important tasks to expand their career options.	3.20	3.67	3.27	3.20	-0.07 ▼

Recognition

Recognizes the work and contributions 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
51. Lets employees know when they have done well	15	3.53	100.0		47%	53%	
52. Says "thank you" to show appreciation for work of others.	15	3.27	93.3	7%	60%		33%
53. Recognizes the abilities and skills of self and others	15	3.33	100.0		67%		33%
54. Readily shares credit and gives others opportunity for visibility.	15	3.40	93.3	7%	47%		47%
55. Makes people around them feel appreciated and valued.	15	3.00	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	2021	2022	2023	2024	Change
51. Lets employees know when they have done well	3.47	3.47	3.13	3.53	+0.40 ▲
52. Says "thank you" to show appreciation for work of others.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Recognizes the abilities and skills of self and others	3.20	3.20	3.13	3.33	+0.20 ▲
54. Readily shares credit and gives others opportunity for visibility.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Makes people around them feel appreciated and valued.	3.27	3.40	3.27	3.00	-0.27 ▼

Strategic Focus

Strategic Focus is the ability to analyze the business environment, think strategically and identify issues. To create a strategy, implement it, and lead the department/organization in adopting the changes 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
56. Develops a corporate strategy to establish business operations in different locations.	15	3.53	100.0	47%	53%		
57. Uses strategic thinking to make better strategic decisions.	15	2.93	86.7	13%	80%	7%	
58. Understands & contributes to development of strategic goals.	15	3.53	93.3	7%	33%	60%	
59. Strategically positions resources to meet the needs of field based employees.	15	3.33	93.3	7%	53%	40%	
60. Identifies sources for developing a global competitive advantage for the company.	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
56. Develops a corporate strategy to establish business operations in different locations.	3.13	3.47	3.13	3.53	+0.40 ▲
57. Uses strategic thinking to make better strategic decisions.	3.13	3.53	3.20	2.93	-0.27 ▼
58. Understands & contributes to development of strategic goals.	3.27	3.27	3.33	3.53	+0.20 ▲
59. Strategically positions resources to meet the needs of field based employees.	3.33	3.53	3.33	3.33	
60. Identifies sources for developing a global competitive advantage for the company.	3.40	3.67	3.47	3.13	-0.33 ▼