

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.

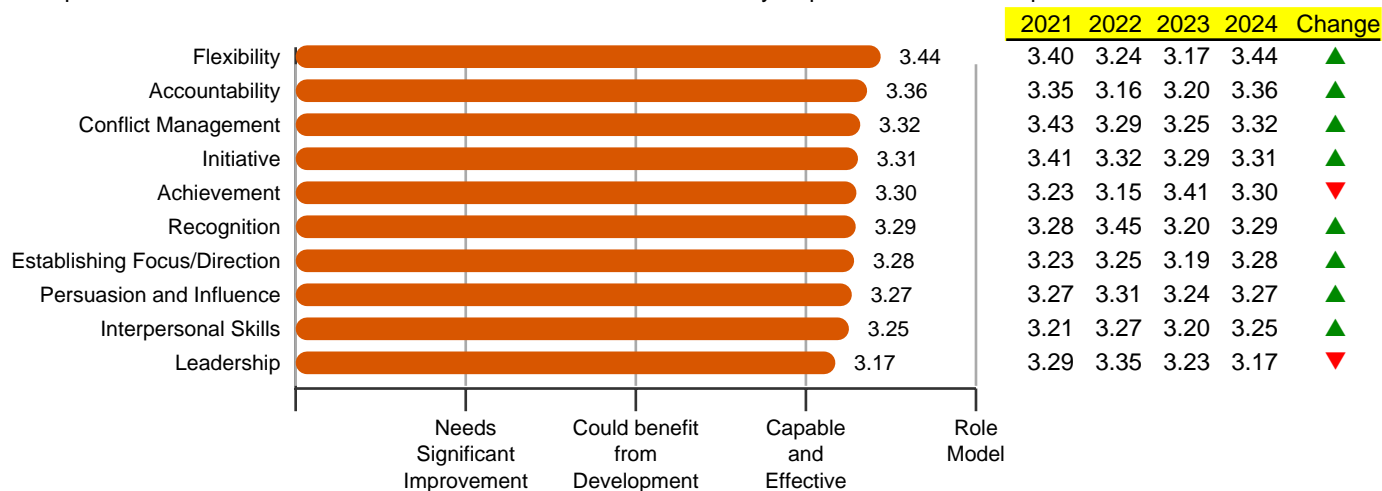
What to Do with Your Feedback

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

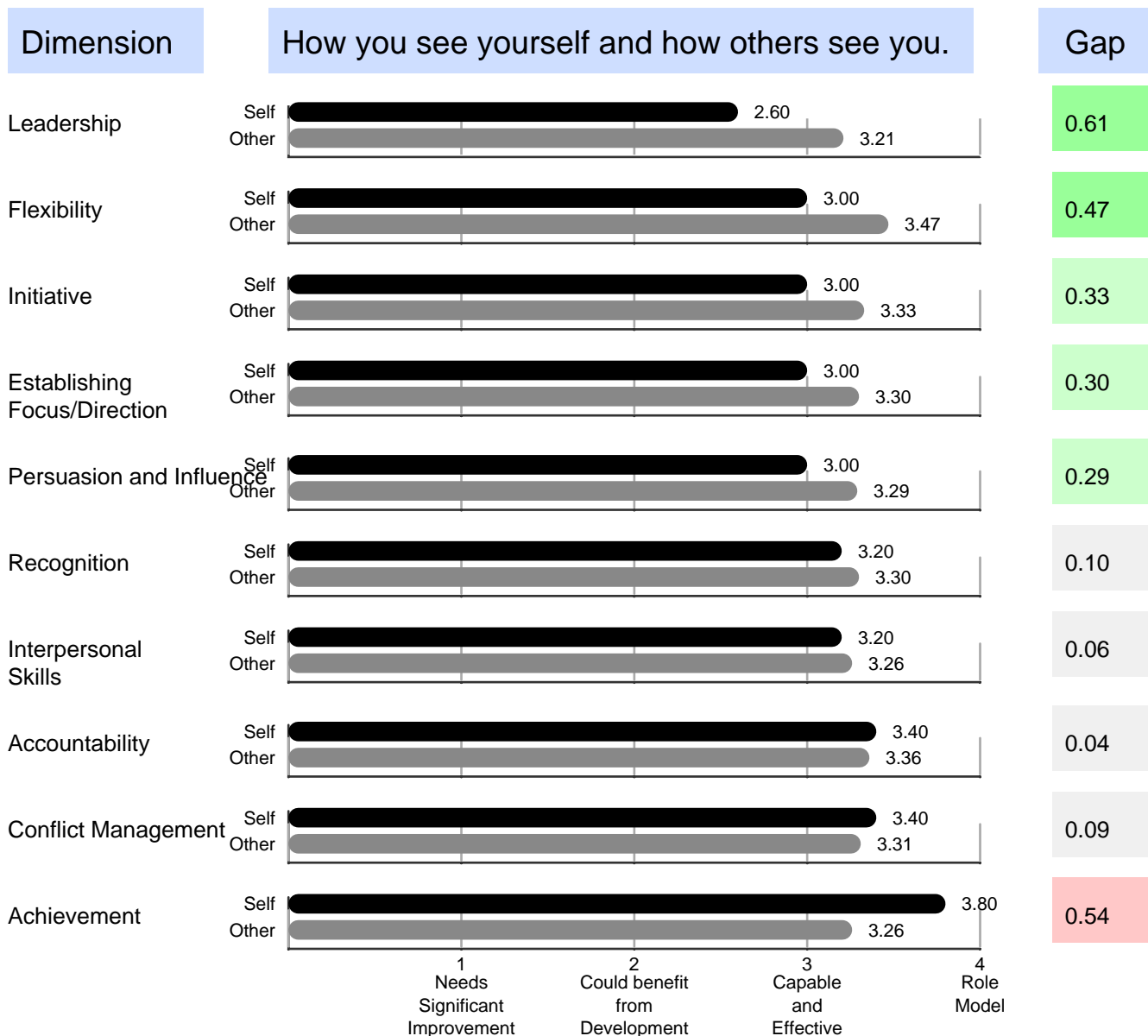
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



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
1. You have excellent influencing/negotiating skills.	15	3.20	86.7	13%	53%	33%	
2. You attempt to persuade others rather than simply control them.	15	3.33	100.0		67%	33%	
3. You are able to express own goals and needs.	15	3.33	93.3	7%	53%	40%	
4. You ensure stakeholders are involved in the decision making process.	15	3.27	93.3	7%	60%	33%	
5. You persuade others to consider alternative points of view.	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. You have excellent influencing/negotiating skills.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You attempt to persuade others rather than simply control them.	3.27	3.40	3.40	3.33	-0.07 ▼
3. You are able to express own goals and needs.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You ensure stakeholders are involved in the decision making process.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You persuade others to consider alternative points of view.	3.00	3.20	3.13	3.21	+0.08 ▲

Initiative

Initiative is the ability to take appropriate actions and work proactively, often independently, and motivated by a desire to perform above expectations without being prompted by others to do so. Someone with initiative is a self-starter who independently takes advantage of opportunities and is motivated with a tenacious work ethic to be impactful.

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. I will continue to work on a problem even in the face of obstacles.	15	3.47	100.0		53%	47%	
7. You take corrective action to address performance deficiencies/issues.	15	3.40	93.3	7%	47%	47%	
8. I take corrective action to rectify issues.	15	3.20	86.7	13%	53%	33%	
9. You guide strategic initiatives to advance the department/organization.	15	3.27	86.7	13%	47%	40%	
10. I initiate projects that have an impact on the department.	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. I will continue to work on a problem even in the face of obstacles.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You take corrective action to address performance deficiencies/issues.	3.40	3.20	3.33	3.40	+0.07 ▲
8. I take corrective action to rectify issues.	3.40	3.40	3.20	3.20	
9. You guide strategic initiatives to advance the department/organization.	3.53	3.40	3.60	3.27	-0.33 ▼
10. I initiate projects that have an impact on the department.	3.33	3.47	3.27	3.20	-0.07 ▼

Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

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. You foster an environment that prioritizes adaptability, ongoing enhancement, and creative thinking.	15	3.67	100.0		33%	67%	
12. You are open to the perspectives/viewpoints of others.	15	3.40	93.3	7%	47%	47%	
13. You support a flexible culture that values continuous improvement and innovation.	15	3.13	86.7	13%	60%	27%	
14. You adapt workflows according to changing needs.	15	3.47	100.0		53%	47%	
15. I am able to change or adjust processes to accommodate changes in equipment or supplies.	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. You foster an environment that prioritizes adaptability, ongoing enhancement, and creative thinking.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You are open to the perspectives/viewpoints of others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You support a flexible culture that values continuous improvement and innovation.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You adapt workflows according to changing needs.	3.20	3.13	3.00	3.47	+0.47 ▲
15. I am able to change or adjust processes to accommodate changes in equipment or supplies.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. You hold employees accountable for their participation in solving department problems and issues.	15	3.47	93.3	7%	40%	53%	
17. You accept personal responsibility for the timeliness of work.	15	2.93	73.3	27%	53%	20%	
18. You take full responsibility for team's lack of progress.	15	3.40	93.3	7%	47%	47%	
19. You define roles, rights, and responsibilities of employees.	15	3.53	100.0		47%	53%	
20. You take responsibility for the direction of the team.	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. You hold employees accountable for their participation in solving department problems and issues.	3.33	3.00	3.07	3.47	+0.40 ▲
17. You accept personal responsibility for the timeliness of work.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You take full responsibility for team's lack of progress.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You define roles, rights, and responsibilities of employees.	3.13	2.87	3.53	3.53	
20. You take responsibility for the direction of the team.	3.40	3.20	2.87	3.47	+0.60 ▲

Leadership

Effectively leads the department/division/organization. Leads and/or directs others in the completing of 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
21. You lead team to set goals, solve problems, and accomplish tasks.	15	3.00	80.0	20%	60%		20%
22. You provide resources to enable individuals to develop professionally.	15	3.53	100.0		47%	53%	
23. You set a high level of performance expectations and challenges others to do the same.	15	3.13	86.7	13%	60%		27%
24. You demonstrate leadership and courage in critical situations.	15	3.13	80.0	7%	13%	40%	40%
25. You hold others accountable for your actions.	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. You lead team to set goals, solve problems, and accomplish tasks.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You provide resources to enable individuals to develop professionally.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You set a high level of performance expectations and challenges others to do the same.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You demonstrate leadership and courage in critical situations.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You hold others accountable for your actions.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. You maintain focus when handling several problems or tasks simultaneously.	15	3.20	93.3	7%	60%	33%	
27. You help guide employees with prioritizing tasks.	15	3.40	93.3	7%	47%	47%	
28. You function well under stress, deadlines, and/or significant workloads.	15	3.60	93.3	7%	27%	67%	
29. You align the department's goals with the goals of the organization.	15	3.20	86.7	13%	53%	33%	
30. You set appropriate goals for employees.	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. You maintain focus when handling several problems or tasks simultaneously.	3.53	3.33	3.33	3.20	-0.13 ▼
27. You help guide employees with prioritizing tasks.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You function well under stress, deadlines, and/or significant workloads.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You align the department's goals with the goals of the organization.	3.21	3.20	3.20	3.20	
30. You set appropriate goals for employees.	2.87	3.27	3.07	3.00	-0.07 ▼

Achievement

A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

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. You successfully complete the orientation training program.	15	3.33	93.3	7%	53%	40%	
32. You accept setbacks and challenges as improvement opportunities	14	3.29	100.0		71%	29%	
33. You take immediate action of projects that fall behind schedule.	15	3.27	100.0		73%	27%	
34. I take calculated risks to achieve significant rewards.	15	3.47	93.3	7%	40%	53%	
35. You use established goals and performance measures to keep track of performance.	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. You successfully complete the orientation training program.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You accept setbacks and challenges as improvement opportunities	3.40	3.07	3.60	3.29	-0.31 ▼
33. You take immediate action of projects that fall behind schedule.	3.07	3.33	3.33	3.27	-0.07 ▼
34. I take calculated risks to achieve significant rewards.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You use established goals and performance measures to keep track of performance.	3.20	3.27	3.13	3.13	

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
36. I maintain a high degree of honesty and integrity.	15	3.20	93.3	7%	67%		27%
37. I am a highly respected individual in the company.	15	3.33	93.3	7%	53%		40%
38. I respect other members of the team/department.	15	3.07	86.7	13%	67%		20%
39. You maintain open and regular communication with others.	15	3.33	100.0		67%		33%
40. You are honest about owning up to mistakes made.	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. I maintain a high degree of honesty and integrity.	3.53	3.20	3.33	3.20	-0.13 ▼
37. I am a highly respected individual in the company.	3.20	3.27	3.07	3.33	+0.26 ▲
38. I respect other members of the team/department.	3.13	3.40	3.33	3.07	-0.27 ▼
39. You maintain open and regular communication with others.	3.20	3.27	3.00	3.33	+0.33 ▲
40. You are honest about owning up to mistakes made.	3.00	3.20	3.27	3.33	+0.07 ▲

Conflict Management

Conflict management is the process of effectively resolving disputes by addressing underlying issues, preventing escalation, and ensuring clear communication. It involves finding common ground, fostering compromise, and actively listening to all parties. Successful conflict managers facilitate collaboration, recognize diverse perspectives, and remain open to change. They are responsive, persuasive, analytical, strategic, and inquisitive, ensuring a balanced and constructive approach to conflict resolution.

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. I promote openness and urge individuals to explore various options for resolving the conflict.	15	3.33	93.3	7%	53%	40%	
42. I seek to reduce the scarcity of limited resources by sourcing materials from new locations.	15	3.40	93.3	7%	47%	47%	
43. I ensure that the basic needs of each party are satisfied.	15	3.13	86.7	13%	60%	27%	
44. You persuade others to accept personal transformation.	15	3.27	100.0		73%	27%	
45. I explore the feasibility of alternative solutions to resolve conflicts.	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. I promote openness and urge individuals to explore various options for resolving the conflict.	3.47	3.20	2.93	3.33	+0.40 ▲
42. I seek to reduce the scarcity of limited resources by sourcing materials from new locations.	3.27	3.53	3.13	3.40	+0.27 ▲
43. I ensure that the basic needs of each party are satisfied.	3.87	3.13	3.20	3.13	-0.07 ▼
44. You persuade others to accept personal transformation.	3.33	3.27	3.87	3.27	-0.60 ▼
45. I explore the feasibility of alternative solutions to resolve conflicts.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. You let employees know when they have done well	15	3.40	93.3	7%	47%	47%	
47. You find opportunities to recognize others.	15	3.20	93.3	7%	67%	27%	
48. You say "thank you" to show appreciation for work of others.	15	3.20	93.3	7%	60%	33%	
49. You recognize team members who offer a significant contribution to a project.	15	3.47	100.0		53%	47%	
50. You recognize the abilities and skills of self and others	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. You let employees know when they have done well	3.27	3.40	3.20	3.40	+0.20 ▲
47. You find opportunities to recognize others.	3.33	3.40	3.20	3.20	
48. You say "thank you" to show appreciation for work of others.	3.60	3.33	3.20	3.20	
49. You recognize team members who offer a significant contribution to a project.	3.00	3.47	3.13	3.47	+0.33 ▲
50. You recognize the abilities and skills of self and others	3.20	3.67	3.27	3.20	-0.07 ▼