



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.

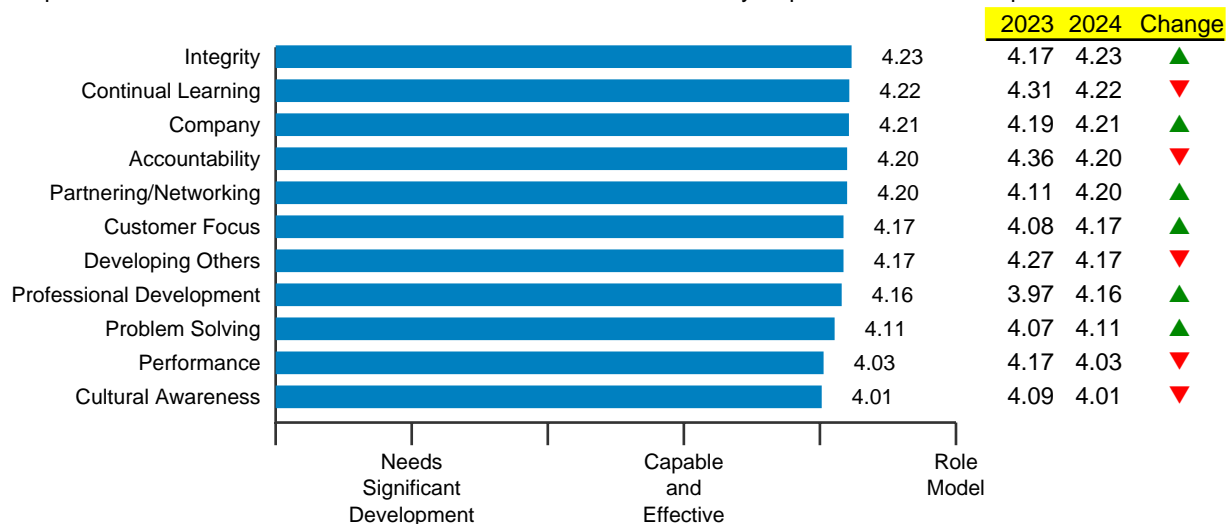
## What to Do with Your Feedback

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

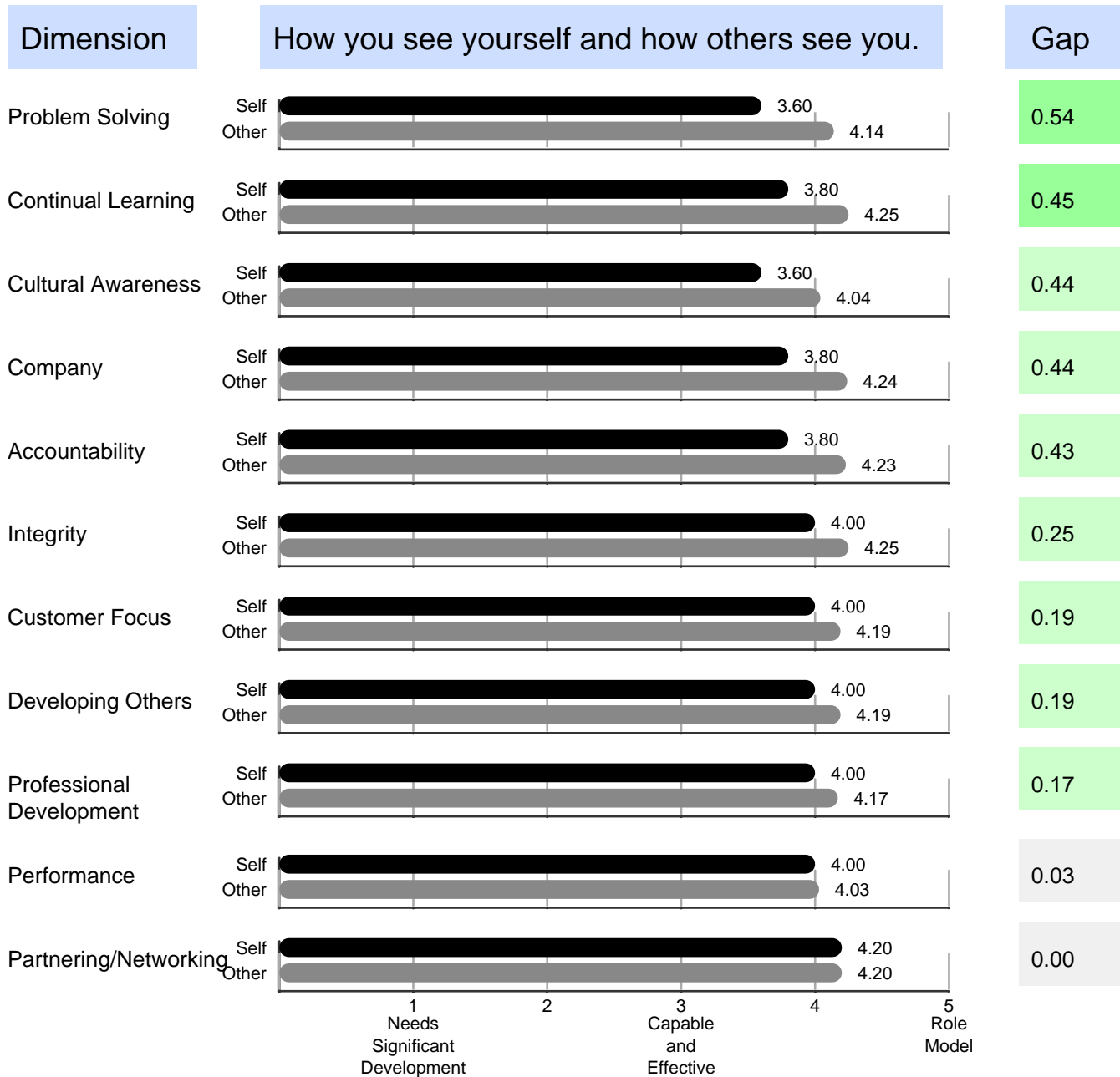
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



## Continual 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Participates in regular training offered.	15	4.13	80.0	20%	47%	33%		
2. Sets relevant learning objectives and goals.	15	4.33	100.0		67%	33%		
3. Pursues professional development opportunities when they arise.	15	4.33	93.3	7%	53%	40%		
4. Grasps new ideas, concepts, technical, or business knowledge.	15	4.07	86.7	13%	67%	20%		
5. Takes charge of their training and skills enhancement.	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. Participates in regular training offered.	4.00	4.13	+0.13 ▲
2. Sets relevant learning objectives and goals.	4.40	4.33	-0.07 ▼
3. Pursues professional development opportunities when they arise.	4.47	4.33	-0.13 ▼
4. Grasps new ideas, concepts, technical, or business knowledge.	4.47	4.07	-0.40 ▼
5. Takes charge of their training and skills enhancement.	4.20	4.21	+0.01 ▲

## Accountability

### 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
6. Can be counted on to do their role well.	15	4.33	93.3	7%	53%		40%	
7. Holds self and others accountable for meeting the deadline.	15	4.33	86.7	13%	40%		47%	
8. Takes full responsibility for team's lack of progress.	15	4.07	80.0	20%	53%		27%	
9. Maintains honesty and transparency in all communications.	15	4.13	80.0	20%	47%		33%	
10. Follows through on commitments made.	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. Can be counted on to do their role well.	4.13	4.33	+0.20 ▲
7. Holds self and others accountable for meeting the deadline.	4.33	4.33	
8. Takes full responsibility for team's lack of progress.	4.20	4.07	-0.13 ▼
9. Maintains honesty and transparency in all communications.	4.67	4.13	-0.53 ▼
10. Follows through on commitments made.	4.47	4.13	-0.33 ▼

## Integrity

### 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. Fosters an environment built upon trust.	15	4.67	100.0					
12. Accepts responsibility for mistakes.	15	4.20	86.7	7%	7%	47%	40%	
13. Does what was promised.	14	3.64	57.1	14%	29%	36%	21%	
14. Maintains strong relationships with others.	14	4.14	85.7	7%	7%	50%	36%	
15. Establishes relationships of trust, honesty, fairness, and integrity.	15	4.47	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	2023	2024	Change
11. Fosters an environment built upon trust.	4.20	4.67	+0.47 ▲
12. Accepts responsibility for mistakes.	3.93	4.20	+0.27 ▲
13. Does what was promised.	4.47	3.64	-0.82 ▼
14. Maintains strong relationships with others.	4.00	4.14	+0.14 ▲
15. Establishes relationships of trust, honesty, fairness, and integrity.	4.27	4.47	+0.20 ▲

## 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 (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
16. Quickly acquire and apply new knowledge and skills when needed	15	4.00	66.7	7%	27%	27%	40%	
17. Keep themselves up-to-date of technical/professional issues	15	3.87	66.7		33%	47%	20%	
18. Seeks opportunities for continuous learning.	15	4.20	86.7	7%	7%	47%	40%	
19. Contributing fully to the extent of their skills	15	4.33	86.7		13%	40%	47%	
20. Allows employees to fully participate in employee training and professional development.	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. Quickly acquire and apply new knowledge and skills when needed	3.64	4.00	+0.36 ▲
17. Keep themselves up-to-date of technical/professional issues	4.33	3.87	-0.47 ▼
18. Seeks opportunities for continuous learning.	3.93	4.20	+0.27 ▲
19. Contributing fully to the extent of their skills	4.33	4.33	
20. Allows employees to fully participate in employee training and professional development.	3.60	4.40	+0.80 ▲

## Cultural Awareness

### 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. Hires individuals with different cultural backgrounds for the department.	15	3.93	73.3	27%		53%		20%
22. Recognizes individual and cultural differences.	15	4.00	66.7	13%	20%	20%		47%
23. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	4.07	80.0	20%		53%		27%
24. Acknowledges their own biases in cultural interactions.	15	4.00	73.3	13%	13%	33%		40%
25. Avoids referring to stereotypes about others from different cultures.	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. Hires individuals with different cultural backgrounds for the department.	4.20	3.93	-0.27 ▼
22. Recognizes individual and cultural differences.	4.20	4.00	-0.20 ▼
23. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	4.13	4.07	-0.07 ▼
24. Acknowledges their own biases in cultural interactions.	3.80	4.00	+0.20 ▲
25. Avoids referring to stereotypes about others from different cultures.	4.13	4.07	-0.07 ▼



## 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
26. Sets a high standard for job performance.	15	4.00	80.0	7%	13%	53%	27%	
27. Effectively organizes resources and plans	15	3.67	66.7	20%	13%	47%	20%	
28. Has great overall performance	15	4.40	86.7	13%	33%	53%		
29. ...Produce Quality	15	4.07	80.0	20%	53%	27%		
30. Works well in this position.	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. Sets a high standard for job performance.	4.47	4.00	-0.47 ▼
27. Effectively organizes resources and plans	4.00	3.67	-0.33 ▼
28. Has great overall performance	4.33	4.40	+0.07 ▲
29. ...Produce Quality	4.07	4.07	
30. Works well in this position.	4.00	4.00	

## Problem Solving

### 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. Is a good problem solver and decision maker	15	4.27	93.3	7%	60%			33%
32. Able to balance the needs of different people in a solution to a problem.	14	4.14	92.9	7%	71%			21%
33. Skilled at quickly diagnosing issues, identifying root causes, and developing and implementing effective solutions in the workplace.	15	4.27	100.0		73%			27%
34. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	4.40	93.3	7%	47%			47%
35. Identifies and assesses all potential responses to a problem.	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. Is a good problem solver and decision maker	4.27	4.27	
32. Able to balance the needs of different people in a solution to a problem.	4.20	4.14	-0.06 ▼
33. Skilled at quickly diagnosing issues, identifying root causes, and developing and implementing effective solutions in the workplace.	3.67	4.27	+0.60 ▲
34. Identifies fresh approaches and shows a willingness to question traditional assumptions.	4.00	4.40	+0.40 ▲
35. Identifies and assesses all potential responses to a problem.	4.20	3.47	-0.73 ▼

## Customer Focus

### 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. Focuses on maintaining good relationships with customers.	15	4.20	93.3	7%		67%		27%
37. Has excellent communication with customers.	15	4.27	93.3	7%		60%		33%
38. Considers customers point of view when making decisions.	15	4.00	80.0		20%	60%		20%
39. Creates high quality products for the customers.	15	4.07	86.7	7%	7%	60%		27%
40. Identifies the most pressing needs of each customer.	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. Focuses on maintaining good relationships with customers.	4.00	4.20	+0.20 ▲
37. Has excellent communication with customers.	4.21	4.27	+0.05 ▲
38. Considers customers point of view when making decisions.	4.07	4.00	-0.07 ▼
39. Creates high quality products for the customers.	3.87	4.07	+0.20 ▲
40. Identifies the most pressing needs of each customer.	4.27	4.33	+0.07 ▲

## Developing 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
41. Sets performance objectives for subordinates that encourages development opportunities.	15	3.93	80.0	13%	7%	53%		27%
42. Supports the successes of other employees.	15	4.33	93.3	7%		47%		47%
43. Assigns tasks and responsibilities to develop skills of others.	15	4.13	86.7		13%	60%		27%
44. Assesses employees' developmental needs.	15	4.20	100.0			80%		20%
45. Encourages employees through recognition of positive changes in behavior.	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. Sets performance objectives for subordinates that encourages development opportunities.	3.87	3.93	+0.07 ▲
42. Supports the successes of other employees.	4.13	4.33	+0.20 ▲
43. Assigns tasks and responsibilities to develop skills of others.	4.20	4.13	-0.07 ▼
44. Assesses employees' developmental needs.	4.87	4.20	-0.67 ▼
45. Encourages employees through recognition of positive changes in behavior.	4.27	4.27	

## 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
46. Develops key business contacts at other companies.	15	4.40	93.3	7%	47%	47%		
47. Strives to cultivate and maintain a partnership based on trust and commitment in relationships.	15	4.20	93.3	7%	67%		27%	
48. Searches for a common solution to shared problems or issues.	15	4.07	86.7	13%	53%		33%	
49. Develops important industry contacts to facilitate business goals.	15	4.27	93.3	7%	53%		40%	
50. Collaborates effectively with team members to achieve shared objectives and meet collective needs.	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. Develops key business contacts at other companies.	4.13	4.40	+0.27 ▲
47. Strives to cultivate and maintain a partnership based on trust and commitment in relationships.	4.07	4.20	+0.13 ▲
48. Searches for a common solution to shared problems or issues.	4.00	4.07	+0.07 ▲
49. Develops important industry contacts to facilitate business goals.	4.13	4.27	+0.13 ▲
50. Collaborates effectively with team members to achieve shared objectives and meet collective needs.	4.20	4.07	-0.13 ▼

## Company

### 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
51. Understands the "basics" as to how [Company] functions/operates.	15	4.33	93.3	7%	47%		47%	
52. Attends [Company] gatherings and social events.	15	4.13	86.7	13%	60%		27%	
53. Impresses upon others the important aspects of [Company].	15	4.33	100.0		67%		33%	
54. Follows existing procedures and processes.	15	4.27	93.3	7%	60%		33%	
55. Understands how decisions impact other business units beyond their immediate department of work group.	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. Understands the "basics" as to how [Company] functions/operates.	4.13	4.33	+0.20 ▲
52. Attends [Company] gatherings and social events.	4.40	4.13	-0.27 ▼
53. Impresses upon others the important aspects of [Company].	4.07	4.33	+0.27 ▲
54. Follows existing procedures and processes.	4.07	4.27	+0.20 ▲
55. Understands how decisions impact other business units beyond their immediate department of work group.	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?