

Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

January 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.

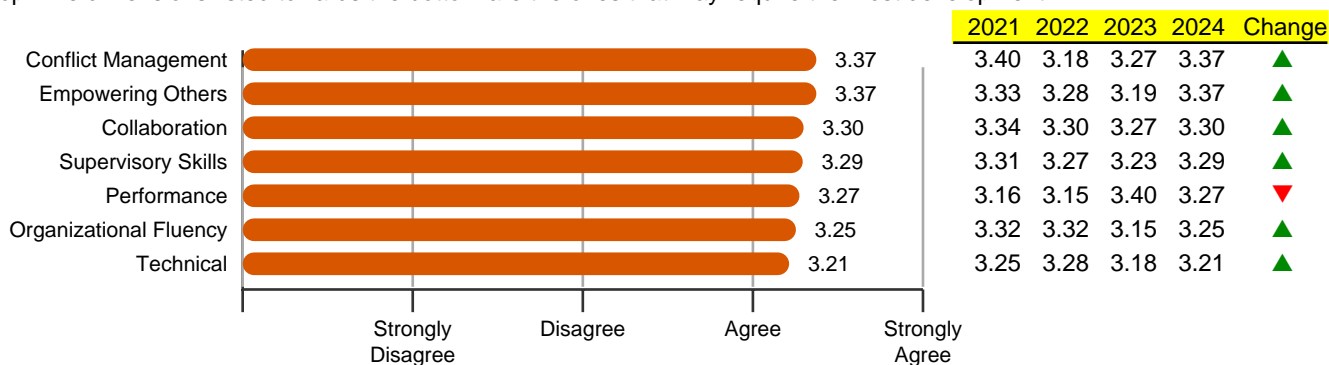
What to Do with Your Feedback

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

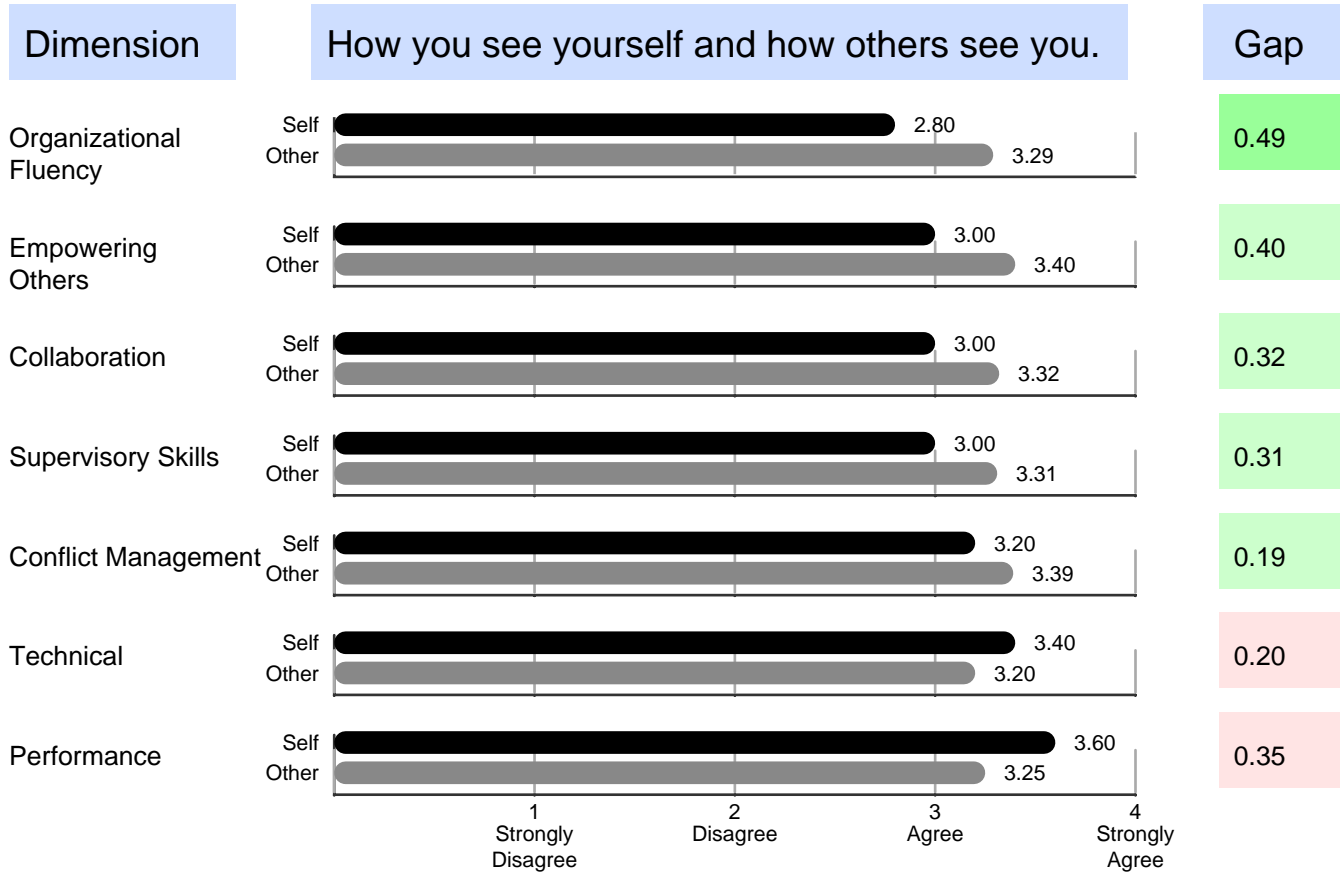
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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
1. Is tactful, compassionate and sensitive to the needs of others.	15	3.20	86.7	13%	53%	33%	
2. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	15	3.33	100.0		67%	33%	
3. Works with others to develop strategies to identify needs and priorities.	15	3.33	93.3	7%	53%	40%	
4. Creates an environment where others feel comfortable sharing knowledge and information.	15	3.27	93.3	7%	60%	33%	
5. Works with others to resolve issues facing the company.	14	3.21	85.7	14%	50%	36%	
6. Creates a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	15	3.47	100.0		53%	47%	
7. Fosters a collaborative work environment where mutual inspiration leads to innovative problem-solving.	15	3.40	93.3	7%	47%	47%	
8. Understands that collaboration often leads to more innovative and effective solutions.	15	3.20	86.7	13%	53%	33%	
9. Effectively uses digital tools do you use to improve collaboration in the department.	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. Is tactful, compassionate and sensitive to the needs of others.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Works with others to develop strategies to identify needs and priorities.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Creates an environment where others feel comfortable sharing knowledge and information.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Works with others to resolve issues facing the company.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Creates a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Fosters a collaborative work environment where mutual inspiration leads to innovative problem-solving.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Understands that collaboration often leads to more innovative and effective solutions.	3.40	3.40	3.20	3.20	
9. Effectively uses digital tools do you use to improve collaboration in the department.	3.53	3.40	3.60	3.27	-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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Set clear goals for assignments.	15	3.20	93.3	7%	67%		27%
11. Values the expertise that others bring to the team.	15	3.67	100.0		33%	67%	
12. Considers ideas from employees that may challenge traditional ways of doing the job.	15	3.40	93.3	7%	47%		47%
13. Values the input from others.	15	3.13	86.7	13%	60%		27%
14. Recognizes and rewards employees who make important decisions and take action when necessary.	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. Set clear goals for assignments.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Values the expertise that others bring to the team.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Considers ideas from employees that may challenge traditional ways of doing the job.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Values the input from others.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Recognizes and rewards employees who make important decisions and take action when necessary.	3.20	3.13	3.00	3.47	+0.47 ▲

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Identifies the root sources of conflict.	15	3.53	100.0			47%	53%
16. Actively engages both parties to voluntarily collaborate and resolve their differences.	15	3.47	93.3	7%	40%		53%
17. Shares competing viewpoints to expand viewpoints.	15	2.93	73.3	27%		53%	20%
18. Deals effectively with employee grievances.	15	3.40	93.3	7%	47%		47%
19. Investigates opportunities to achieve mutually beneficial solutions to conflicts.	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. Identifies the root sources of conflict.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Actively engages both parties to voluntarily collaborate and resolve their differences.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Shares competing viewpoints to expand viewpoints.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Deals effectively with employee grievances.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Investigates opportunities to achieve mutually beneficial solutions to conflicts.	3.13	2.87	3.53	3.53	

Organizational Fluency

Able to work within the department/division/organization. Understand how different parts of the business interact.

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. Understands the current organizational culture.	15	3.47	100.0		53%	47%	
21. Able to use corporate politics to advance department objectives.	15	3.00	80.0	20%	60%		20%
22. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.53	100.0		47%	53%	
23. Adept at navigating within the culture of the department.	15	3.13	86.7	13%	60%		27%
24. Gets things done through the department.	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. Understands the current organizational culture.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Able to use corporate politics to advance department objectives.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Adept at navigating within the culture of the department.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Gets things done through the department.	3.33	3.47	3.33	3.13	-0.20 ▼

Supervisory Skills

Supervisors can create and sustain an engaging work environment; inspire and foster creativity, trust, and a positive workplace climate; make decisions and allocate resources; enforce discipline and conduct performance reviews. This is done by delegating tasks, resolving personnel issues, coordinating schedules and timelines, establishing good rapport with employees.

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. Uses metrics and benchmarks established by the department.	15	3.07	86.7	13%	67%	20%	
26. Effective in resolving conflicts to mutual satisfaction of the parties.	15	3.20	93.3	7%	60%	33%	
27. Successfully mediates conflicts between employees.	15	3.40	93.3	7%	47%	47%	
28. Oversees employees to make sure their work is performed up to standard.	15	3.60	93.3	7%	27%	67%	
29. Seeks to enhance the performance of employees under their supervision.	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. Uses metrics and benchmarks established by the department.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Effective in resolving conflicts to mutual satisfaction of the parties.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Successfully mediates conflicts between employees.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Oversees employees to make sure their work is performed up to standard.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Seeks to enhance the performance of employees under their supervision.	3.21	3.20	3.20	3.20	

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
30. Has great overall performance	14	3.00	92.9	7%	79%		14%
31. Works well in this position.	15	3.33	93.3	7%	53%		40%
32. Shown significant improvement in job performance.	14	3.29	100.0		71%		29%
33. Listens and responds to issues and problems	15	3.27	100.0		73%		27%
34. Effective in performing his/her job.	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. Has great overall performance	2.87	3.27	3.07	3.00	-0.07 ▼
31. Works well in this position.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Shown significant improvement in job performance.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Listens and responds to issues and problems	3.07	3.33	3.33	3.27	-0.07 ▼
34. Effective in performing his/her job.	3.33	3.00	3.53	3.47	-0.07 ▼

Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

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
35. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.13	86.7	13%	60%	27%	
36. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.20	93.3	7%	67%	27%	
37. Willingly shares information and expertise; sought out as resource by others	15	3.33	93.3	7%	53%	40%	
38. Seeks information from others as needed.	15	3.07	86.7	13%	67%	20%	
39. Demonstrates mastery of the technical competencies required in his/her work.	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
35. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.20	3.27	3.13	3.13	
36. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Willingly shares information and expertise; sought out as resource by others	3.20	3.27	3.07	3.33	+0.26 ▲
38. Seeks information from others as needed.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Demonstrates mastery of the technical competencies required in his/her work.	3.20	3.27	3.00	3.33	+0.33 ▲