

Feedback Results  
Your CompanyName Here  
2025

Sample Employee

---

Results Generated by HR-Survey

February 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.

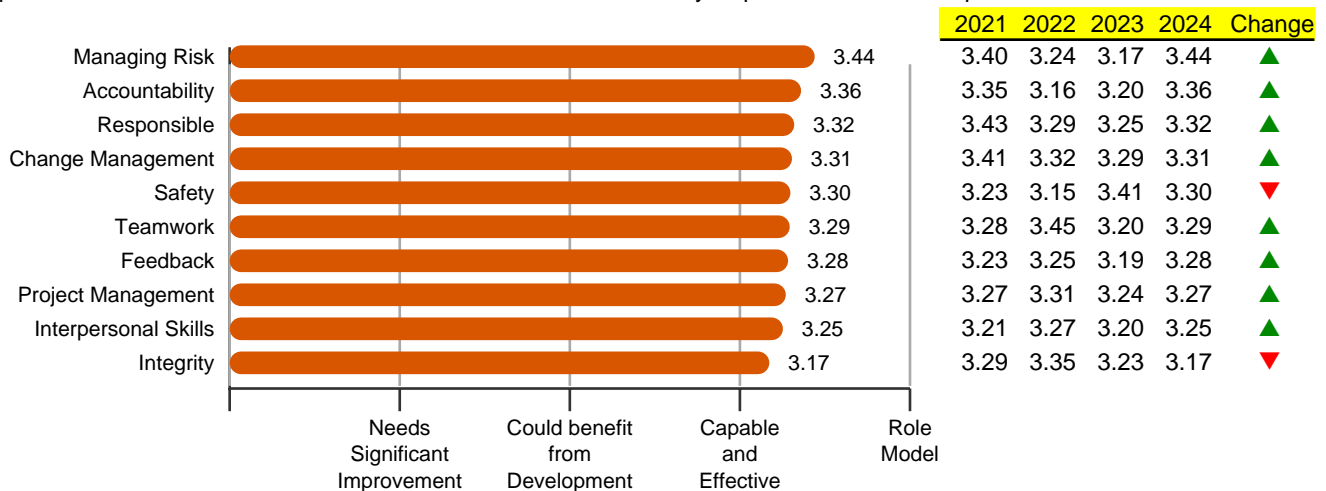
## What to Do with Your Feedback

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

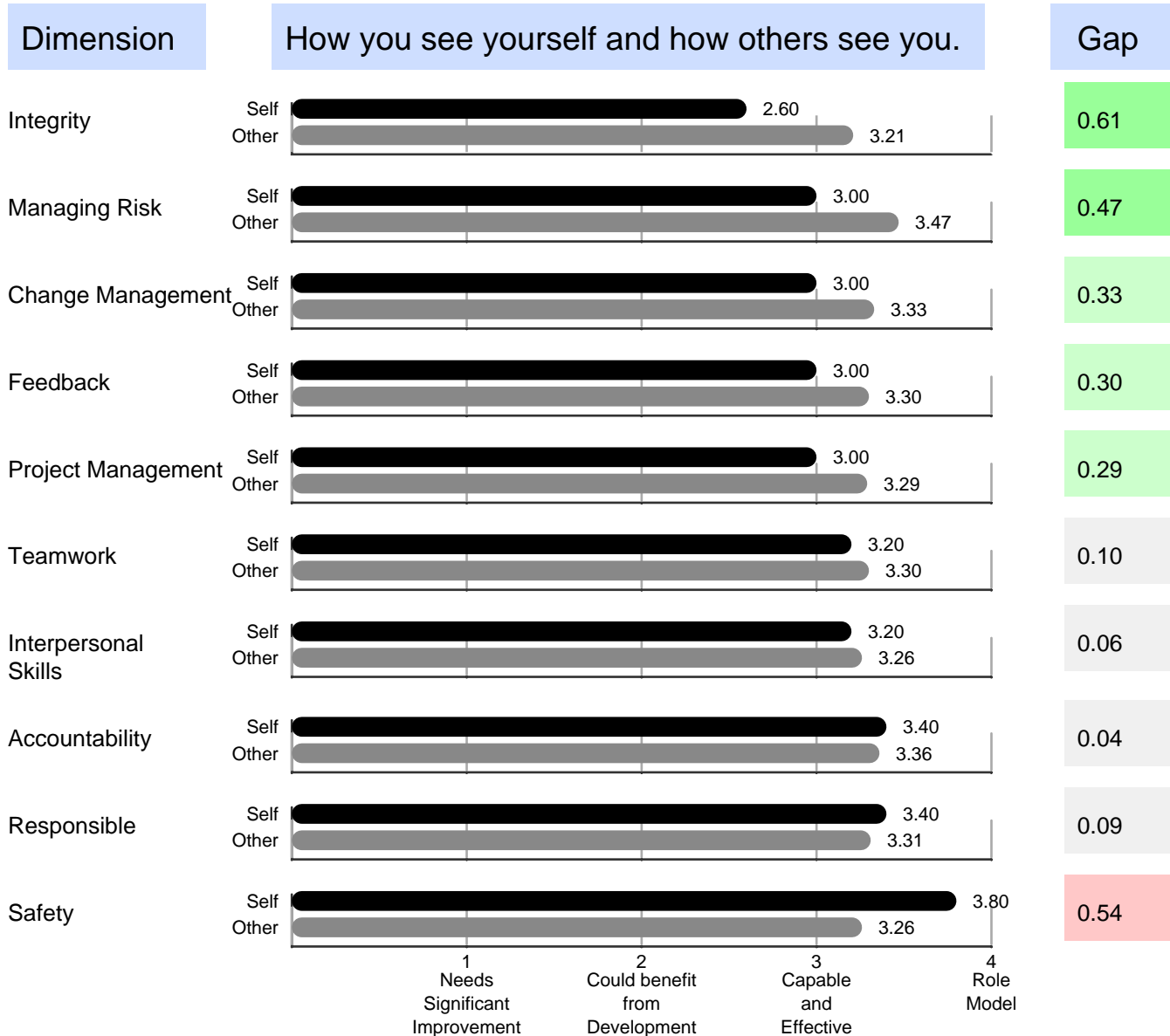
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



# Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

## 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. Outlines key project dates and milestones.	15	3.20	86.7	13%	53%		33%
2. Manages various facets of the project to keep it on track with the delivery date.	15	3.33	100.0		67%		33%
3. Assesses the ability of the organization to handle the project.	15	3.33	93.3	7%	53%		40%
4. Monitors timelines and milestones to ensure set benchmarks are met.	15	3.27	93.3	7%	60%		33%
5. Communicates the results of the project, at the conclusion, to all stakeholders.	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. Outlines key project dates and milestones.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Manages various facets of the project to keep it on track with the delivery date.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Assesses the ability of the organization to handle the project.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Monitors timelines and milestones to ensure set benchmarks are met.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Communicates the results of the project, at the conclusion, to all stakeholders.	3.00	3.20	3.13	3.21	+0.08 ▲

# Change Management

Supports organizational efforts to improve processes and procedures. Adapts to new processes 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
6. Facilitates change with minimal resistance.	15	3.47	100.0		53%		47%
7. Effective in dealing with ambiguous and challenging situations.	15	3.40	93.3	7%	47%		47%
8. Able to get team members to change their attitudes.	15	3.20	86.7	13%	53%		33%
9. Assists others in understanding changes to the organization.	15	3.27	86.7	13%	47%		40%
10. Addresses organizational and departmental resistance to changes.	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. Facilitates change with minimal resistance.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Effective in dealing with ambiguous and challenging situations.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Able to get team members to change their attitudes.	3.40	3.40	3.20	3.20	
9. Assists others in understanding changes to the organization.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Addresses organizational and departmental resistance to changes.	3.33	3.47	3.27	3.20	-0.07 ▼

## Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. Effective risk management can improve responsiveness to critical events and the information gathered can help improve strategic decision making.

### 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. Takes steps to reduce the occurrence of the risk events.	15	3.67	100.0	33%	67%		
12. Knows how to obtain desired results with minimal losses.	15	3.40	93.3	7%	47%	47%	
13. Develops policies for risk management.	15	3.13	86.7	13%	60%	27%	
14. Anticipates the consequences of different potential risk events.	15	3.47	100.0	53%	47%		
15. Creates dynamic and responsive enterprise risk management processes.	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. Takes steps to reduce the occurrence of the risk events.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Knows how to obtain desired results with minimal losses.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Develops policies for risk management.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Anticipates the consequences of different potential risk events.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Creates dynamic and responsive enterprise risk management processes.	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. Regularly completes tasks on time.	15	3.47	93.3	7%	40%	53%	
17. Takes charge of addressing and solving problems.	15	2.93	73.3	27%	53%		20%
18. Ensures that employee objectives are aligned with the organization's objectives.	15	3.40	93.3	7%	47%	47%	
19. Maintains honesty and transparency in all communications.	15	3.53	100.0		47%	53%	
20. Establishes who is responsible for various aspects of the project.	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. Regularly completes tasks on time.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Takes charge of addressing and solving problems.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Ensures that employee objectives are aligned with the organization's objectives.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Maintains honesty and transparency in all communications.	3.13	2.87	3.53	3.53	
20. Establishes who is responsible for various aspects of the project.	3.40	3.20	2.87	3.47	+0.60 ▲

## 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
21. Does what was promised.	15	3.00	80.0	20%	60%		20%
22. Demonstrates honesty and truthfulness at all times.	15	3.53	100.0	47%	53%		
23. Develops trust and confidence from others.	15	3.13	86.7	13%	60%		27%
24. Demonstrates sincerity in actions with others.	15	3.13	80.0	7% 13%	40%		40%
25. Maintains strong relationships with others.	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. Does what was promised.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Demonstrates honesty and truthfulness at all times.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Develops trust and confidence from others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Demonstrates sincerity in actions with others.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Maintains strong relationships with others.	3.27	3.33	3.27	3.07	-0.20 ▼



# Feedback

Accepts and provides evaluative or corrective information to improve 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
26. Considers other's opinion and suggestions.	15	3.20	93.3	7%	60%		33%
27. Is easy to approach with ideas and opinions.	15	3.40	93.3	7%	47%		47%
28. Actively seeks feedback from others.	15	3.60	93.3	7%	27%	67%	
29. Accepts the views of others.	15	3.20	86.7	13%	53%		33%
30. Open to the suggestions of others.	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. Considers other's opinion and suggestions.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Is easy to approach with ideas and opinions.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Actively seeks feedback from others.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Accepts the views of others.	3.21	3.20	3.20	3.20	
30. Open to the suggestions of others.	2.87	3.27	3.07	3.00	-0.07 ▼

# Safety

Works in a safe manner and promotes safe working conditions.

## 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. Encourages others to attend safety training.	15	3.33	93.3	7%	53%	40%	
32. Keeps accurate safety records.	14	3.29	100.0		71%		29%
33. Participates in safety training when available.	15	3.27	100.0		73%		27%
34. Supports safety programs and procedures.	15	3.47	93.3	7%	40%	53%	
35. Ensures compliance with safety regulations.	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. Encourages others to attend safety training.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Keeps accurate safety records.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Participates in safety training when available.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Supports safety programs and procedures.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Ensures compliance with safety regulations.	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. Expresses appreciation of other's work.	15	3.20	93.3	7%	67%		27%
37. Shows appreciation for other's work.	15	3.33	93.3	7%	53%		40%
38. Values the input from coworkers.	15	3.07	86.7	13%	67%		20%
39. Assists employees that need help.	15	3.33	100.0		67%		33%
40. Builds strong relationships with team members.	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. Expresses appreciation of other's work.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Shows appreciation for other's work.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Values the input from coworkers.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Assists employees that need help.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Builds strong relationships with team members.	3.00	3.20	3.27	3.33	+0.07 ▲

## Responsible

Takes responsibility for actions and sets a good example for 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
41. Sets a good example.	15	3.33	93.3	7%	53%		40%
42. Is a person you can trust.	15	3.40	93.3	7%	47%		47%
43. Sets a good example	15	3.13	86.7	13%	60%		27%
44. Responsible for setting the vision of the department.	15	3.27	100.0		73%		27%
45. Behavior is ethical and honest.	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. Sets a good example.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Is a person you can trust.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Sets a good example	3.87	3.13	3.20	3.13	-0.07 ▼
44. Responsible for setting the vision of the department.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Behavior is ethical and honest.	3.20	3.33	3.13	3.47	+0.33 ▲

## Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building.

To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members.

Some teams have a specified leader to help supervise or coach other team members.

### 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. Helps the team exercise good judgment by making sound and informed decisions.	15	3.40	93.3	7%	47%	47%	
47. Works well with other team members.	15	3.20	93.3	7%	67%		27%
48. Contributes to and supports team decision-making process	15	3.20	93.3	7%	60%		33%
49. Creates opportunities to learn with other team members	15	3.47	100.0		53%		47%
50. Encourages other team members to adopt new procedures.	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. Helps the team exercise good judgment by making sound and informed decisions.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Works well with other team members.	3.33	3.40	3.20	3.20	
48. Contributes to and supports team decision-making process	3.60	3.33	3.20	3.20	
49. Creates opportunities to learn with other team members	3.00	3.47	3.13	3.47	+0.33 ▲
50. Encourages other team members to adopt new procedures.	3.20	3.67	3.27	3.20	-0.07 ▼