

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.

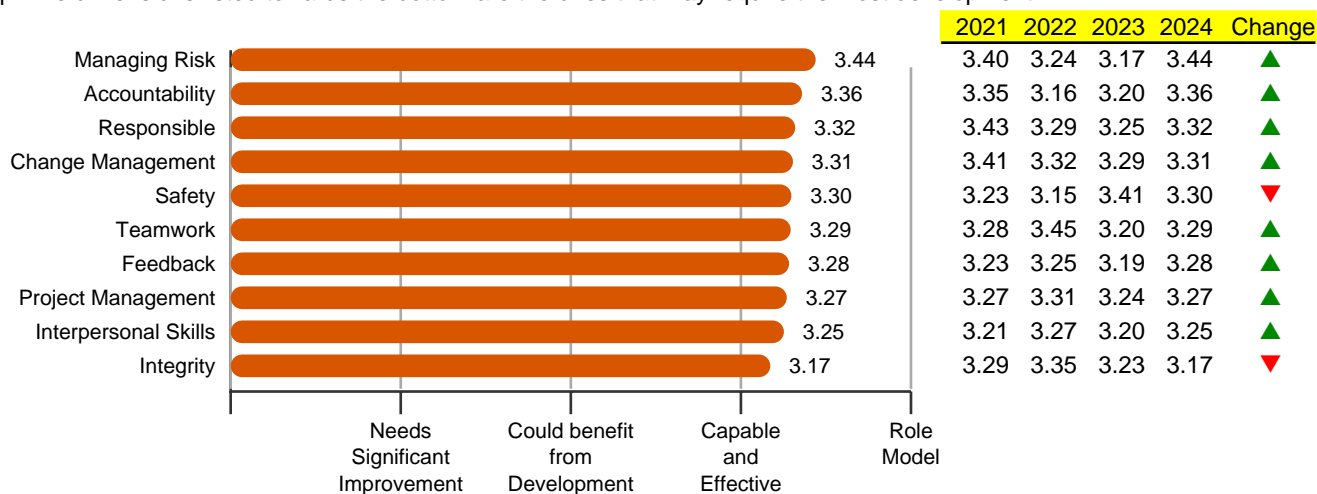
What to Do with Your Feedback

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

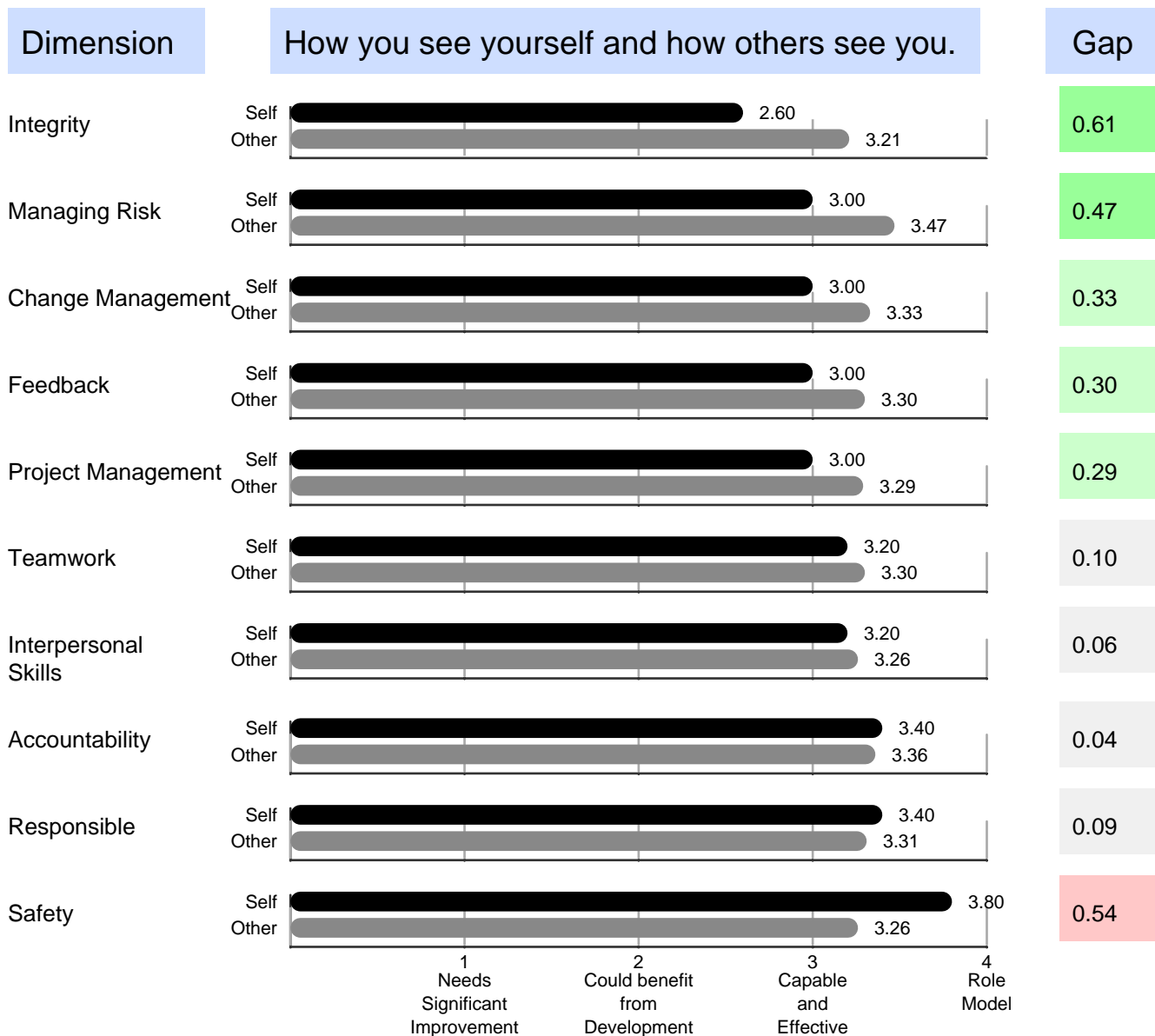
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



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. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	3.20	86.7	13%	53%	33%	
2. Documents the risk assessments for different parts of the project.	15	3.33	100.0		67%	33%	
3. Determines the roles for project team members.	15	3.33	93.3	7%	53%	40%	
4. Determines the correct order for the phases of the project.	15	3.27	93.3	7%	60%	33%	
5. Makes sure all team members understand their roles.	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. Organizes, plans, and directs resources to accomplish the goals and objectives.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Documents the risk assessments for different parts of the project.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Determines the roles for project team members.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Determines the correct order for the phases of the project.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Makes sure all team members understand their roles.	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. Adopts changes to set and example for others to follow.	15	3.47	100.0		53%	47%	
7. Addresses organizational and departmental resistance to changes.	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. Develops plans for following through on the changes.	15	3.27	86.7	13%	47%	40%	
10. Works cooperatively with others to implement 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. Adopts changes to set and example for others to follow.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Addresses organizational and departmental resistance to changes.	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. Develops plans for following through on the changes.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Works cooperatively with others to implement 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 risks to reduce the occurrence of, or minimize the impact of, adverse events or identify potential opportunities. Effective risk management can improve responsiveness to adverse events and the information gathered from risk management 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. Effectively responds to critical situations to reduce potential for losses.	15	3.67	100.0	33%	67%		
12. Establishes good controls over the process to better manage risks.	15	3.40	93.3	7%	47%	47%	
13. Minimizes the increase in costs due to global events or supply chain issues.	15	3.13	86.7	13%	60%	27%	
14. Accurately perceives potential risks in the workplace.	15	3.47	100.0	53%	47%		
15. Understands how to meet regulatory compliance.	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. Effectively responds to critical situations to reduce potential for losses.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Establishes good controls over the process to better manage risks.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Minimizes the increase in costs due to global events or supply chain issues.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Accurately perceives potential risks in the workplace.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Understands how to meet regulatory compliance.	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. Holds employees accountable for their participation in solving department problems and issues.	15	3.47	93.3	7%	40%	53%	
17. Follows through on commitments made.	15	2.93	73.3	27%	53%	20%	
18. Takes responsibility for seeing the project through to completion.	15	3.40	93.3	7%	47%	47%	
19. Ensures that employees are compensated fairly and in accordance with established policies.	15	3.53	100.0		47%	53%	
20. Holds employees responsible if expectations are not met.	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. Holds employees accountable for their participation in solving department problems and issues.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Follows through on commitments made.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Takes responsibility for seeing the project through to completion.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Ensures that employees are compensated fairly and in accordance with established policies.	3.13	2.87	3.53	3.53	
20. Holds employees responsible if expectations are not met.	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. Maintains strong relationships with others.	15	3.00	80.0	20%	60%		20%
22. Does what was promised.	15	3.53	100.0		47%	53%	
23. Develops trust and confidence from others.	15	3.13	86.7	13%	60%		27%
24. Protects the integrity and confidentiality of information	15	3.13	80.0	7%	13%	40%	40%
25. Accepts responsibility for mistakes.	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. Maintains strong relationships with others.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Does what was promised.	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. Protects the integrity and confidentiality of information	3.33	3.47	3.33	3.13	-0.20 ▼
25. Accepts responsibility for mistakes.	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. Asks others for their ideas and opinions.	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. Seeks feedback to enhance performance.	15	3.60	93.3	7%	27%	67%	
29. Looks to others for input.	15	3.20	86.7	13%	53%	33%	
30. Shares past experiences with others as learning opportunities.	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. Asks others for their ideas and opinions.	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. Seeks feedback to enhance performance.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Looks to others for input.	3.21	3.20	3.20	3.20	
30. Shares past experiences with others as learning opportunities.	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. Develops a sustainable safety culture.	15	3.33	93.3	7%	53%	40%	
32. Is aware of OSHA safety guidelines.	14	3.29	100.0		71%	29%	
33. Participates in safety training as applicable.	15	3.27	100.0		73%	27%	
34. Is not afraid to question a potential safety issue observed in the workplace.	15	3.47	93.3	7%	40%	53%	
35. Develops a culture of safety.	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. Develops a sustainable safety culture.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Is aware of OSHA safety guidelines.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Participates in safety training as applicable.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is not afraid to question a potential safety issue observed in the workplace.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Develops a culture of safety.	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. Respects other members of the team/department.	15	3.20	93.3	7%	67%		27%
37. Assists those in the department who need help in meeting performance metrics.	15	3.33	93.3	7%	53%		40%
38. Gives constructive feedback on performance reviews.	15	3.07	86.7	13%	67%		20%
39. Expresses appreciation of other's work.	15	3.33	100.0		67%		33%
40. Is a highly respected individual in the company.	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. Respects other members of the team/department.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Assists those in the department who need help in meeting performance metrics.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Gives constructive feedback on performance reviews.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Expresses appreciation of other's work.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Is a highly respected individual in the company.	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. Completes assigned work tasks.	15	3.33	93.3	7%	53%	40%	
42. Behavior is ethical and honest.	15	3.40	93.3	7%	47%	47%	
43. Responsible for setting the vision of the department.	15	3.13	86.7	13%	60%	27%	
44. Sets a good example	15	3.27	100.0		73%	27%	
45. Holds herself / himself accountable to goals / objectives	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. Completes assigned work tasks.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Behavior is ethical and honest.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Responsible for setting the vision of the department.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Sets a good example	3.33	3.27	3.87	3.27	-0.60 ▼
45. Holds herself / himself accountable to goals / objectives	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. Creates a climate that encourages team participation.	15	3.40	93.3	7%	47%	47%	
47. Facilitates effective decision-making practices to further develop the team.	15	3.20	93.3	7%	67%	27%	
48. Carries his/her share of the workload	15	3.20	93.3	7%	60%	33%	
49. Actively participates in the work of teams; seeks and listens to others' contributions	15	3.47	100.0		53%	47%	
50. Willing to listen to the ideas of other team members.	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. Creates a climate that encourages team participation.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Facilitates effective decision-making practices to further develop the team.	3.33	3.40	3.20	3.20	
48. Carries his/her share of the workload	3.60	3.33	3.20	3.20	
49. Actively participates in the work of teams; seeks and listens to others' contributions	3.00	3.47	3.13	3.47	+0.33 ▲
50. Willing to listen to the ideas of other team members.	3.20	3.67	3.27	3.20	-0.07 ▼