



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.

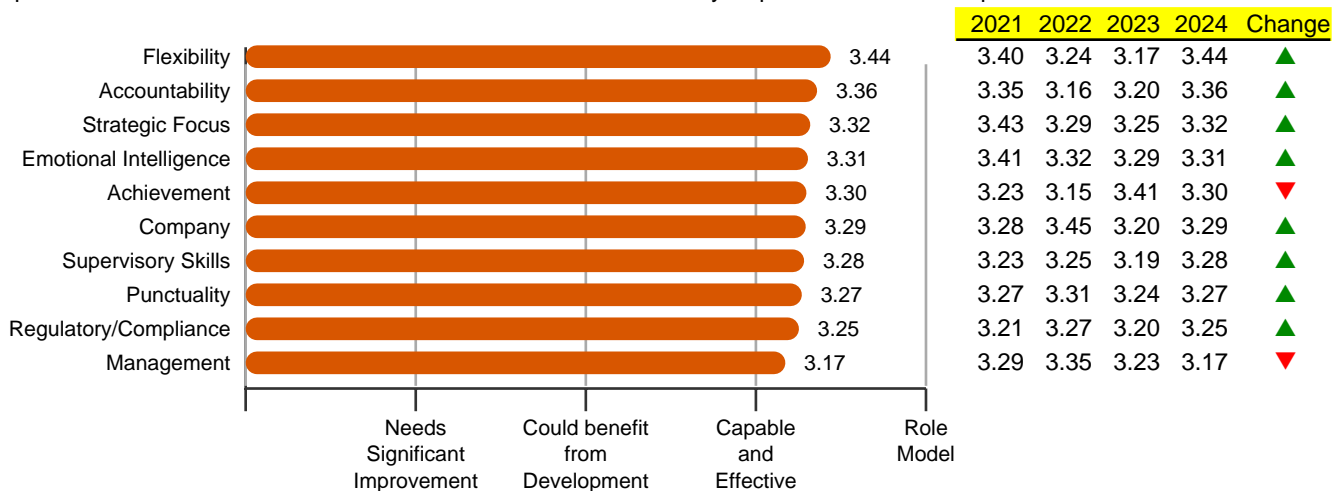
## What to Do with Your Feedback

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

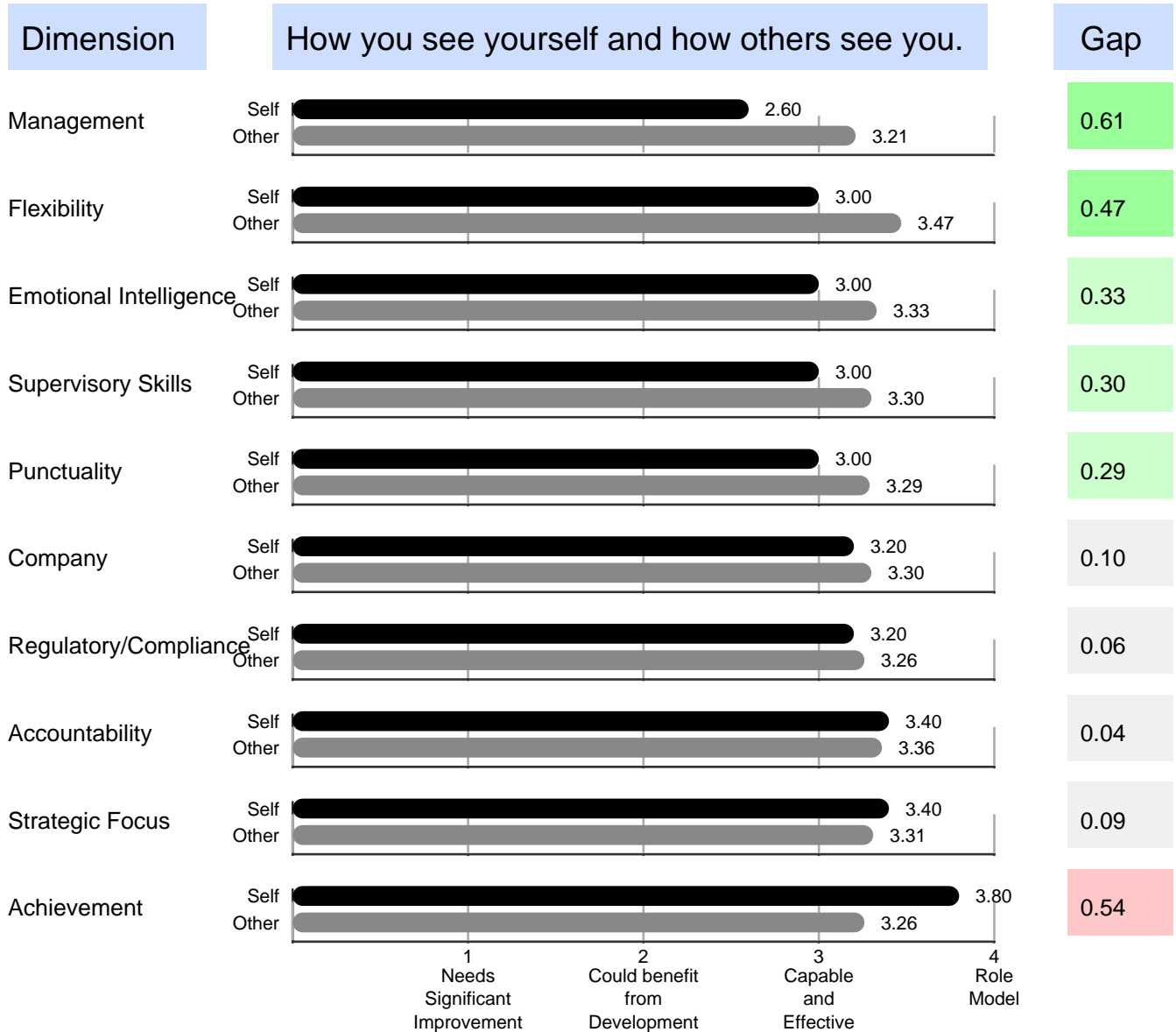
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



# Punctuality

Adheres to schedules and timelines. Starts meetings, workday, and assigned tasks on time.

## 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. Maintains an efficient schedule of activities.	15	3.20	86.7	13%	53%	33%	
2. Invoices clients on a timely basis.	15	3.33	100.0		67%	33%	
3. Responds to requests for information in a timely manner.	15	3.33	93.3	7%	53%	40%	
4. Starts the workday when scheduled.	15	3.27	93.3	7%	60%	33%	
5. Conducts appointments at scheduled start time.	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. Maintains an efficient schedule of activities.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Invoices clients on a timely basis.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Responds to requests for information in a timely manner.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Starts the workday when scheduled.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Conducts appointments at scheduled start time.	3.00	3.20	3.13	3.21	+0.08 ▲

# Emotional Intelligence

Ability to perceive, interpret, and understand the emotions 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
6. Able to understand others' points of view.	15	3.47	100.0		53%	47%	
7. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.40	93.3	7%	47%	47%	
8. Is able to express themselves clearly.	15	3.20	86.7	13%	53%	33%	
9. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.27	86.7	13%	47%	40%	
10. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	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. Able to understand others' points of view.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Is able to express themselves clearly.	3.40	3.40	3.20	3.20	
9. Is attentive to emotional cues and interprets others' feelings correctly.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	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. Can handle changes without complaining.	15	3.67	100.0	33%	67%		
12. Is able to change their approach to solving a problem based on new information.	15	3.40	93.3	7%	47%	47%	
13. Shows a readiness to adapt and optimize.	15	3.13	86.7	13%	60%	27%	
14. Embraces change and is willing to pivot strategies based on new information.	15	3.47	100.0	53%	47%		
15. Is open to change and new ways of doing things.	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. Can handle changes without complaining.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is able to change their approach to solving a problem based on new information.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Shows a readiness to adapt and optimize.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Embraces change and is willing to pivot strategies based on new information.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Is open to change and new ways of doing things.	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. Shows up for work on time.	15	3.47	93.3	7%	40%	53%	
17. Commits to leading the initiatives to solving critical issues.	15	2.93	73.3	27%	53%		20%
18. Acts like an owner when they make decisions.	15	3.40	93.3	7%	47%	47%	
19. Always starts work on time.	15	3.53	100.0		47%	53%	
20. Exhibits a sense of ownership of the process.	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. Shows up for work on time.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Commits to leading the initiatives to solving critical issues.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Acts like an owner when they make decisions.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Always starts work on time.	3.13	2.87	3.53	3.53	
20. Exhibits a sense of ownership of the process.	3.40	3.20	2.87	3.47	+0.60 ▲

# Management

Effectively manages other employees. Offers guidance/goals and performance measures.

## 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. Delegate tasks effectively	15	3.00	80.0	20%	60%	20%	
22. Keep staff informed about what is happening in the company	15	3.53	100.0	47%	53%		
23. Takes responsibility for things that go wrong	15	3.13	86.7	13%	60%	27%	
24. Is ready to offer help	15	3.13	80.0	7%	13%	40%	40%
25. Sets an example for others to follow	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. Delegate tasks effectively	3.47	3.13	3.20	3.00	-0.20 ▼
22. Keep staff informed about what is happening in the company	3.20	3.33	3.07	3.53	+0.47 ▲
23. Takes responsibility for things that go wrong	3.20	3.47	3.27	3.13	-0.13 ▼
24. Is ready to offer help	3.33	3.47	3.33	3.13	-0.20 ▼
25. Sets an example for others to follow	3.27	3.33	3.27	3.07	-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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Conveys instructions, directives and guidelines to the employees.	15	3.20	93.3	7%	60%	33%	
27. Provides training on equipment as needed.	15	3.40	93.3	7%	47%	47%	
28. Communicates the goals and expectations for the team.	15	3.60	93.3	7%	27%	67%	
29. Resolves personnel problems quickly and effectively.	15	3.20	86.7	13%	53%	33%	
30. Recognizes when employees have completed major milestones.	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. Conveys instructions, directives and guidelines to the employees.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Provides training on equipment as needed.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Communicates the goals and expectations for the team.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Resolves personnel problems quickly and effectively.	3.21	3.20	3.20	3.20	
30. Recognizes when employees have completed major milestones.	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. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.33	93.3	7%	53%	40%	
32. Helps others to improve or meet standards of performance.	14	3.29	100.0		71%	29%	
33. Reduces staff turnover.	15	3.27	100.0		73%	27%	
34. Sets challenging goals for the department.	15	3.47	93.3	7%	40%	53%	
35. Completed training on the new equipment.	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. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Helps others to improve or meet standards of performance.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Reduces staff turnover.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Sets challenging goals for the department.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Completed training on the new equipment.	3.20	3.27	3.13	3.13	

## Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Trains and coordinates activities of compliance officers.	15	3.20	93.3	7%	67%		27%
37. Ensures appropriate followup for regulatory violations.	15	3.33	93.3	7%	53%		40%
38. Develops and implements a compliance data recordkeeping system.	15	3.07	86.7	13%	67%		20%
39. Investigates risk mitigation strategies.	15	3.33	100.0		67%		33%
40. Is aware of the documents and reports needed to maintain compliance with regulations.	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. Trains and coordinates activities of compliance officers.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Ensures appropriate followup for regulatory violations.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Develops and implements a compliance data recordkeeping system.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Investigates risk mitigation strategies.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Is aware of the documents and reports needed to maintain compliance with regulations.	3.00	3.20	3.27	3.33	+0.07 ▲

## Strategic Focus

Strategic Focus is the ability to analyze the business environment, think strategically and identify issues. To create a strategy, implement it, and lead the department/organization in adopting the changes necessary.

### 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. Identifies strengths that competitors would have trouble imitating.	15	3.33	93.3	7%	53%	40%	
42. Creates a strategy to achieve departmental objectives.	15	3.40	93.3	7%	47%	47%	
43. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	15	3.13	86.7	13%	60%	27%	
44. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	3.27	100.0		73%	27%	
45. Makes strategic changes to stay ahead of changes in the business environment.	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. Identifies strengths that competitors would have trouble imitating.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Creates a strategy to achieve departmental objectives.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Makes strategic changes to stay ahead of changes in the business environment.	3.20	3.33	3.13	3.47	+0.33 ▲

# Company

Maintains loyalty to the 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.40	93.3	7%	47%	47%	
47. Understands the use of [Company] products and services.	15	3.20	93.3	7%	67%	27%	
48. Attends [Company] gatherings and social events.	15	3.20	93.3	7%	60%	33%	
49. Impresses upon others the important aspects of [Company].	15	3.47	100.0		53%	47%	
50. Expresses loyalty and dedication to [Company] in interactions with 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. Understands how decisions impact other business units beyond their immediate department of work group.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Understands the use of [Company] products and services.	3.33	3.40	3.20	3.20	
48. Attends [Company] gatherings and social events.	3.60	3.33	3.20	3.20	
49. Impresses upon others the important aspects of [Company].	3.00	3.47	3.13	3.47	+0.33 ▲
50. Expresses loyalty and dedication to [Company] in interactions with others.	3.20	3.67	3.27	3.20	-0.07 ▼