



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.

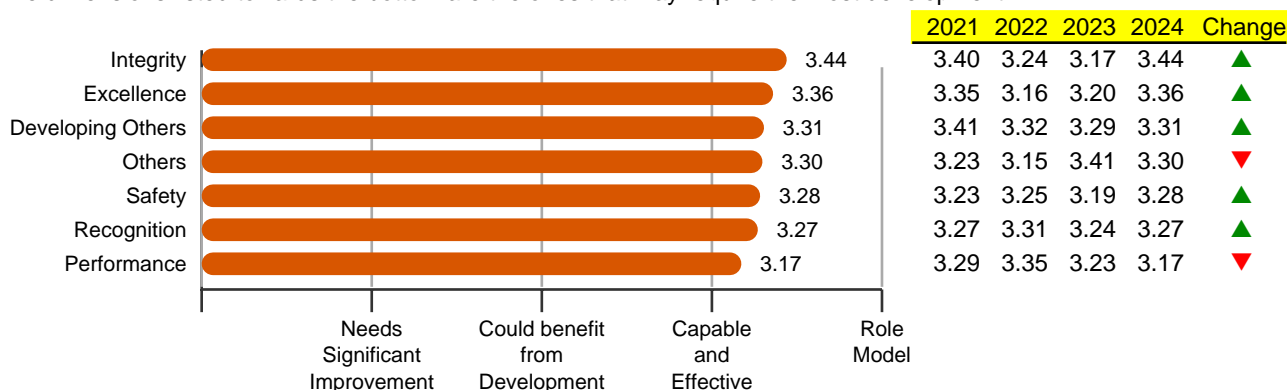
## What to Do with Your Feedback

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

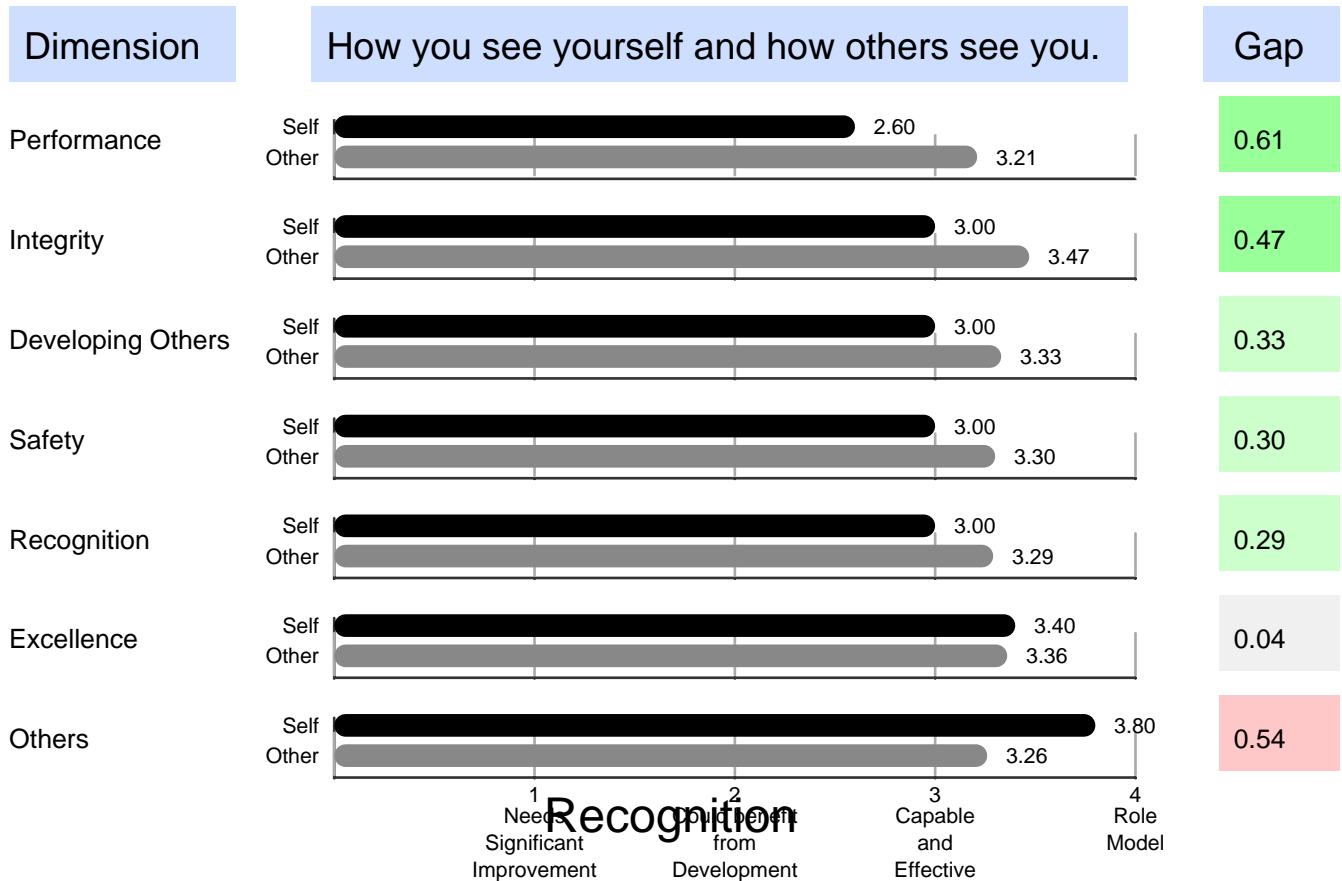
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Recognizes the work and contributions 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
1. Recognizes individuals for a specific outstanding achievement.	15	3.20	86.7	13%	53%	33%	
2. Lets employees know when they have done well	15	3.33	100.0		67%	33%	
3. Recognizes team members who offer a significant contribution to a project.	15	3.33	93.3	7%	53%	40%	
4. Readily shares credit and gives others opportunity for visibility.	15	3.27	93.3	7%	60%	33%	
5. Offers recognition in a timely manner.	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. Recognizes individuals for a specific outstanding achievement.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Lets employees know when they have done well	3.27	3.40	3.40	3.33	-0.07 ▼
3. Recognizes team members who offer a significant contribution to a project.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Readily shares credit and gives others opportunity for visibility.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Offers recognition in a timely manner.	3.00	3.20	3.13	3.21	+0.08 ▲

## Developing Others

Training and developing members of the team/department.

### 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. Supports the successes of other employees.	15	3.47	100.0		53%		47%
7. Assigns tasks and responsibilities to develop skills of others.	15	3.40	93.3	7%	47%		47%
8. Assesses employees' developmental needs.	15	3.20	86.7	13%	53%		33%
9. Sets performance objectives for subordinates that encourages development opportunities.	15	3.27	86.7	13%	47%		40%
10. Creates a work environment that fosters positive feedback to employees.	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. Supports the successes of other employees.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Assigns tasks and responsibilities to develop skills of others.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Assesses employees' developmental needs.	3.40	3.40	3.20	3.20	
9. Sets performance objectives for subordinates that encourages development opportunities.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Creates a work environment that fosters positive feedback to employees.	3.33	3.47	3.27	3.20	-0.07 ▼

## 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
11. Accepts responsibility for mistakes.	15	3.67	100.0	33%		67%	
12. Demonstrates honesty and truthfulness at all times.	15	3.40	93.3	7%	47%		47%
13. Fosters a high standard of ethics and integrity.	15	3.13	86.7	13%	60%		27%
14. Demonstrates sincerity in actions with others.	15	3.47	100.0		53%		47%
15. Develops trust and confidence from others.	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. Accepts responsibility for mistakes.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Demonstrates honesty and truthfulness at all times.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Fosters a high standard of ethics and integrity.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Demonstrates sincerity in actions with others.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Develops trust and confidence from others.	3.67	3.27	3.20	3.53	+0.33 ▲

## Excellence

Is excellent in performing their job duties and tasks.

## 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. Demonstrates the functional or technical skills necessary to do their job.	15	3.47	93.3	7%	40%	53%	
17. Takes a lot of pride in their work.	15	2.93	73.3	27%	53%	20%	
18. Can be counted on to add value wherever they are involved.	15	3.40	93.3	7%	47%	47%	
19. Keeps themselves and others focused on constant improvement.	15	3.53	100.0		47%	53%	
20. Produces high quality work.	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. Demonstrates the functional or technical skills necessary to do their job.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Takes a lot of pride in their work.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Can be counted on to add value wherever they are involved.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Keeps themselves and others focused on constant improvement.	3.13	2.87	3.53	3.53	
20. Produces high quality work.	3.40	3.20	2.87	3.47	+0.60 ▲

## 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Effective in performing his/her job.	15	3.00	80.0	20%	60%		20%
22. Has great overall performance	15	3.53	100.0		47%	53%	
23. Sets a high standard for job performance.	15	3.13	86.7	13%	60%		27%
24. ...Overall Performance	15	3.13	80.0	7%	13%	40%	40%
25. Able to organize work.	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. Effective in performing his/her job.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Has great overall performance	3.20	3.33	3.07	3.53	+0.47 ▲
23. Sets a high standard for job performance.	3.20	3.47	3.27	3.13	-0.13 ▼
24. ...Overall Performance	3.33	3.47	3.33	3.13	-0.20 ▼
25. Able to organize work.	3.27	3.33	3.27	3.07	-0.20 ▼

## 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
26. Develops a strong safety culture.	15	3.20	93.3	7%	60%	33%	
27. Is not afraid to question a potential safety issue observed in the workplace.	15	3.40	93.3	7%	47%	47%	
28. Performs work safely.	15	3.60	93.3	7%	27%	67%	
29. Supports our company's safety programs.	15	3.20	86.7	13%	53%	33%	
30. Ensures that all supervisors are aware of regulatory and compliance measures.	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. Develops a strong safety culture.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Is not afraid to question a potential safety issue observed in the workplace.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Performs work safely.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Supports our company's safety programs.	3.21	3.20	3.20	3.20	
30. Ensures that all supervisors are aware of regulatory and compliance measures.	2.87	3.27	3.07	3.00	-0.07 ▼

## Others

Works well with other 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
31. Helpful	15	3.33	93.3	7%	53%	40%	
32. Forms working relationships with employees from other departments.	14	3.29	100.0		71%	29%	
33. Works effectively with people from other departments.	15	3.27	100.0		73%	27%	
34. Treats others with respect and dignity.	15	3.47	93.3	7%	40%	53%	
35. Includes others in the decision making processes.	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. Helpful	3.13	3.07	3.47	3.33	-0.13 ▼
32. Forms working relationships with employees from other departments.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Works effectively with people from other departments.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Treats others with respect and dignity.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Includes others in the decision making processes.	3.20	3.27	3.13	3.13	