

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.

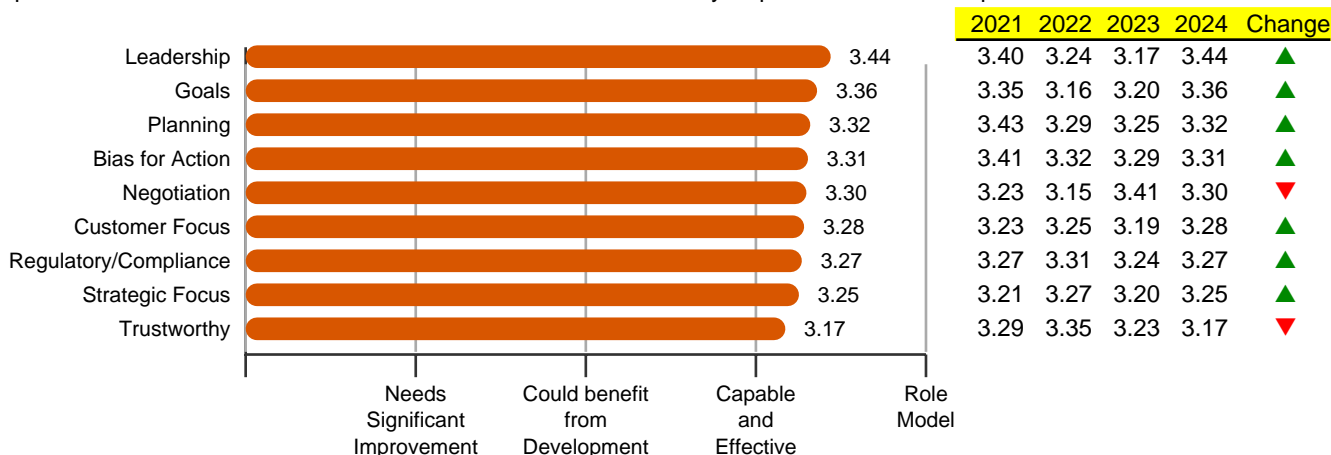
What to Do with Your Feedback

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

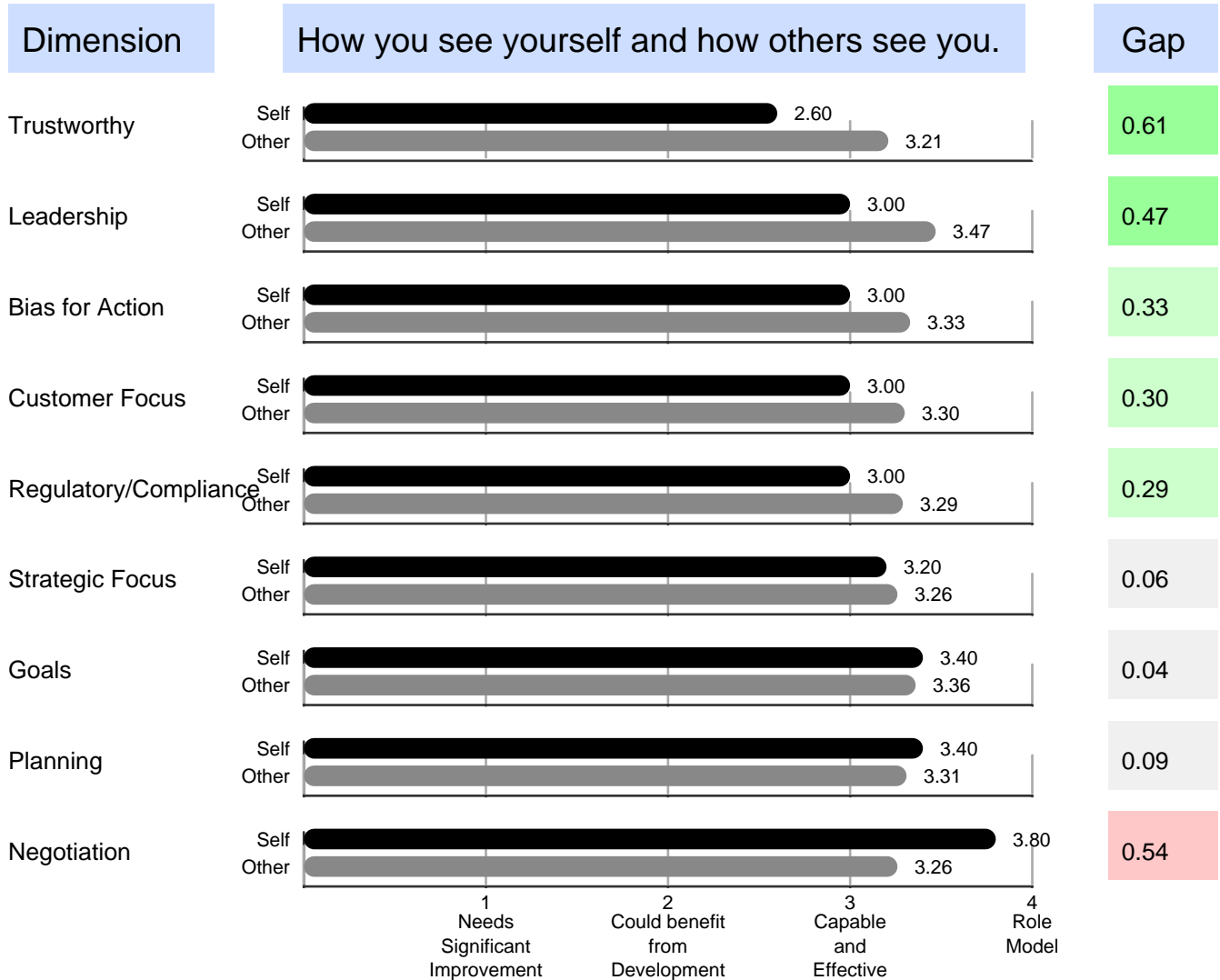
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



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
1. I ensure operations meet government and industry requirements/standards.	15	3.20	86.7	13%	53%	33%	
2. You are familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	15	3.33	100.0		67%	33%	
3. I coordinate the execution of compliance strategies across departments.	15	3.33	93.3	7%	53%	40%	
4. I coordinate internal and external audit procedures.	15	3.27	93.3	7%	60%	33%	
5. I track employee participation in development opportunities as required by industry regulations.	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. I ensure operations meet government and industry requirements/standards.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You are familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	3.27	3.40	3.40	3.33	-0.07 ▼
3. I coordinate the execution of compliance strategies across departments.	3.40	3.40	3.27	3.33	+0.07 ▲
4. I coordinate internal and external audit procedures.	3.47	3.33	3.40	3.27	-0.13 ▼
5. I track employee participation in development opportunities as required by industry regulations.	3.00	3.20	3.13	3.21	+0.08 ▲

Bias for Action

Has a desire/preference to act immediately to accomplish tasks. Would rather act now than later. Unafraid of making decisions in uncertainty.

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. You complete a large volume of work.	15	3.47	100.0		53%	47%	
7. You complete work on time	15	3.40	93.3	7%	47%	47%	
8. You identify ways to simplify work processes and reduce cycle times	15	3.20	86.7	13%	53%	33%	
9. You seek and utilize opportunities for continuous learning and self-development.	15	3.27	86.7	13%	47%	40%	
10. You project a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	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. You complete a large volume of work.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You complete work on time	3.40	3.20	3.33	3.40	+0.07 ▲
8. You identify ways to simplify work processes and reduce cycle times	3.40	3.40	3.20	3.20	
9. You seek and utilize opportunities for continuous learning and self-development.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You project a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.33	3.47	3.27	3.20	-0.07 ▼

Leadership

Effectively leads the department/division/organization. Leads and/or directs others in the completing of 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
11. You sit down regularly with employees to review your job performance.	15	3.67	100.0	33%	67%		
12. You provide resources to enable individuals to develop professionally.	15	3.40	93.3	7%	47%	47%	
13. You are a highly effective supervisor.	15	3.13	86.7	13%	60%	27%	
14. You hold others accountable for your actions.	15	3.47	100.0	53%	47%		
15. You clearly explain performance expectations and goals to be reached at the beginning of a project, then let others decide how to achieve the goal.	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. You sit down regularly with employees to review your job performance.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You provide resources to enable individuals to develop professionally.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You are a highly effective supervisor.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You hold others accountable for your actions.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You clearly explain performance expectations and goals to be reached at the beginning of a project, then let others decide how to achieve the goal.	3.67	3.27	3.20	3.53	+0.33 ▲

Goals

Sets and achieves goals aligned with the mission/values of the department and/or organization.

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. You make sure that team members have a clear idea of our group's goals.	15	3.47	93.3	7%	40%	53%	
17. You make sure that I have a clear idea of our group's goals.	15	2.93	73.3	27%	53%		20%
18. You understand and contribute to development of strategic goals.	15	3.40	93.3	7%	47%	47%	
19. You conduct timely follow-up; keeps others informed on a need to know basis.	15	3.53	100.0		47%	53%	
20. You achieve established goals.	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. You make sure that team members have a clear idea of our group's goals.	3.33	3.00	3.07	3.47	+0.40 ▲
17. You make sure that I have a clear idea of our group's goals.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You understand and contribute to development of strategic goals.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You conduct timely follow-up; keeps others informed on a need to know basis.	3.13	2.87	3.53	3.53	
20. You achieve established goals.	3.40	3.20	2.87	3.47	+0.60 ▲

Trustworthy

Is trusted by others. Builds and maintains trust with others. Is open and honest.

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. You consistently keep commitments.	15	3.00	80.0	20%	60%	20%	
22. You work in a way that makes others want to work with you.	15	3.53	100.0	47%	53%		
23. You are trustworthy; is someone that can be trusted.	15	3.13	86.7	13%	60%	27%	
24. You seek to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.13	80.0	7%	13%	40%	40%
25. You communicate an understanding of the other person's interests, needs and concerns.	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. You consistently keep commitments.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You work in a way that makes others want to work with you.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You are trustworthy; is someone that can be trusted.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You seek to mitigate grievances by clarifying intentions and finding suitable remedies.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You communicate an understanding of the other person's interests, needs and concerns.	3.27	3.33	3.27	3.07	-0.20 ▼

Customer Focus

Prioritizing the customer's needs, expectations interactions above all else. Understanding and addressing customer needs, providing excellent service. Consistently delivering value to customers. A customer-focused approach involves fostering a company culture dedicated to enhancing customer satisfaction and building strong customer relationships.

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. You engage with customers on multiple levels.	15	3.20	93.3	7%	60%		33%
27. You anticipate potential obstacles to meeting customer needs.	15	3.40	93.3	7%	47%		47%
28. You promote, implement, maintain and enhances relationships with customers.	15	3.60	93.3	7%	27%	67%	
29. You focus on providing excellent customer service.	15	3.20	86.7	13%	53%		33%
30. You help customers to feel satisfied with our work/services.	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. You engage with customers on multiple levels.	3.53	3.33	3.33	3.20	-0.13 ▼
27. You anticipate potential obstacles to meeting customer needs.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You promote, implement, maintain and enhances relationships with customers.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You focus on providing excellent customer service.	3.21	3.20	3.20	3.20	
30. You help customers to feel satisfied with our work/services.	2.87	3.27	3.07	3.00	-0.07 ▼

Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

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. You maintain communication channels between parties in the negotiation.	15	3.33	93.3	7%	53%	40%	
32. You aim for solutions that benefit both parties.	14	3.29	100.0		71%	29%	
33. You manage emotions to reduce the impact of negativity.	15	3.27	100.0		73%	27%	
34. I understand the other person's needs, concerns, and motivations.	15	3.47	93.3	7%	40%	53%	
35. You adapt strategies to better meet the needs of the moment.	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. You maintain communication channels between parties in the negotiation.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You aim for solutions that benefit both parties.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You manage emotions to reduce the impact of negativity.	3.07	3.33	3.33	3.27	-0.07 ▼
34. I understand the other person's needs, concerns, and motivations.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You adapt strategies to better meet the needs of the moment.	3.20	3.27	3.13	3.13	

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
36. You ensure the department has a viable strategy for moving forward.	15	3.20	93.3	7%	67%		27%
37. You develop an organizational strategy for each functional area within the mission statement.	15	3.33	93.3	7%	53%		40%
38. You turn strategic priorities into action plans.	15	3.07	86.7	13%	67%		20%
39. I identify business strategies to strengthen competitive capabilities.	15	3.33	100.0		67%		33%
40. I develop high-level strategic planning models to identify opportunities to improve 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. You ensure the department has a viable strategy for moving forward.	3.53	3.20	3.33	3.20	-0.13 ▼
37. You develop an organizational strategy for each functional area within the mission statement.	3.20	3.27	3.07	3.33	+0.26 ▲
38. You turn strategic priorities into action plans.	3.13	3.40	3.33	3.07	-0.27 ▼
39. I identify business strategies to strengthen competitive capabilities.	3.20	3.27	3.00	3.33	+0.33 ▲
40. I develop high-level strategic planning models to identify opportunities to improve the company.	3.00	3.20	3.27	3.33	+0.07 ▲

Planning

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

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. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.	15	3.33	93.3	7%	53%	40%	
42. I encourage others to follow the plan.	15	3.40	93.3	7%	47%	47%	
43. I accurately estimate the duration of tasks.	15	3.13	86.7	13%	60%	27%	
44. I can develop an effective plan to guide the project.	15	3.27	100.0		73%	27%	
45. I can create effective logistics plans to achieve high operational efficiency.	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. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.	3.47	3.20	2.93	3.33	+0.40 ▲
42. I encourage others to follow the plan.	3.27	3.53	3.13	3.40	+0.27 ▲
43. I accurately estimate the duration of tasks.	3.87	3.13	3.20	3.13	-0.07 ▼
44. I can develop an effective plan to guide the project.	3.33	3.27	3.87	3.27	-0.60 ▼
45. I can create effective logistics plans to achieve high operational efficiency.	3.20	3.33	3.13	3.47	+0.33 ▲