



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.

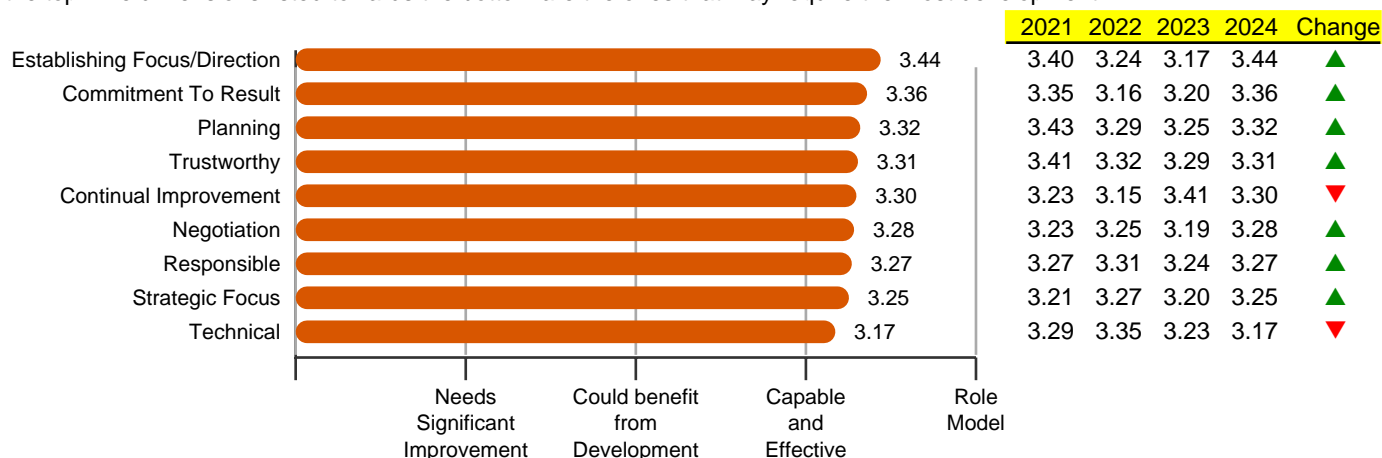
## What to Do with Your Feedback

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

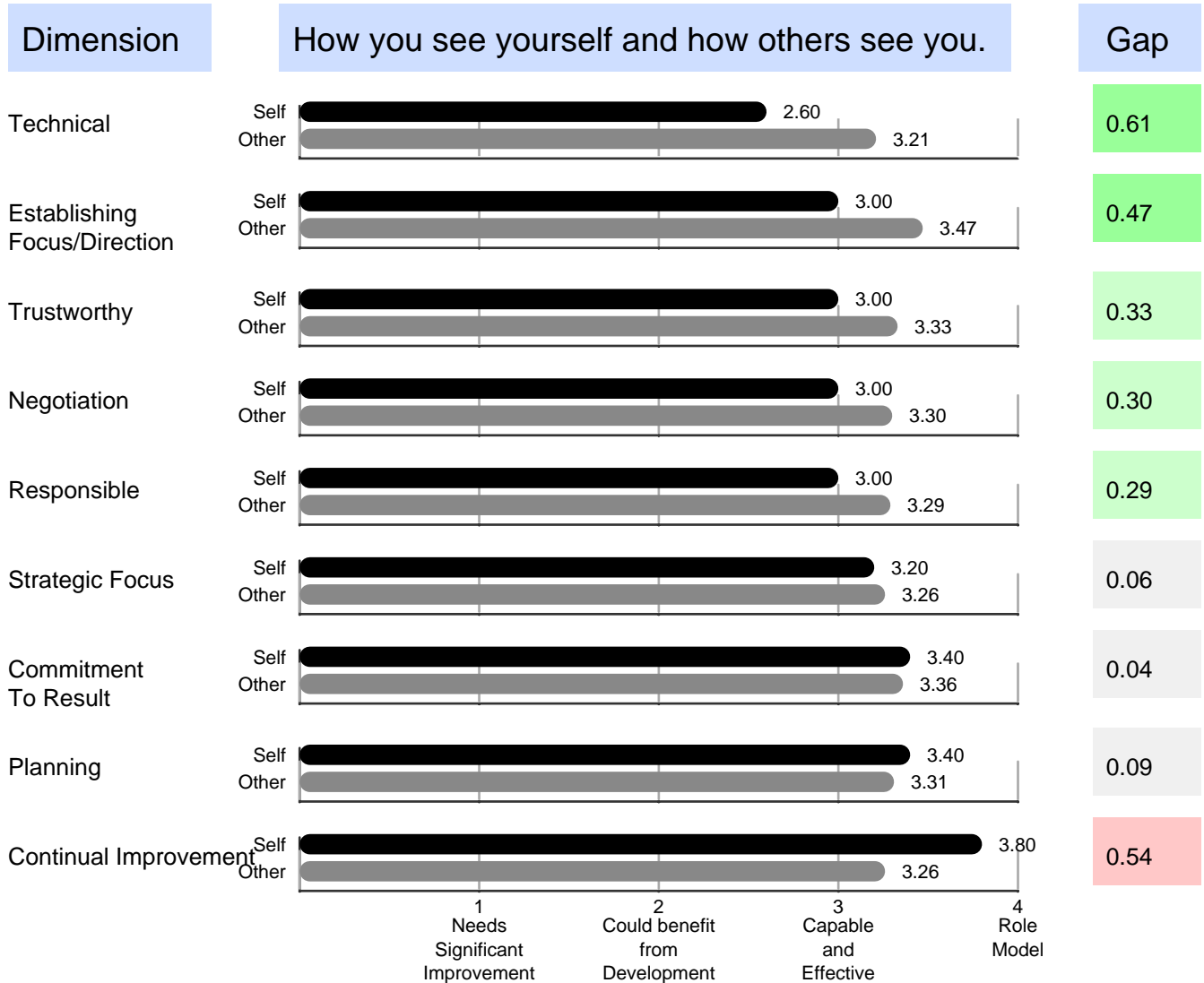
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



# 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
1. You are responsible for setting the vision of the department.	15	3.20	86.7	13%	53%	33%	
2. Your behavior is ethical and honest.	15	3.33	100.0		67%	33%	
3. You hold yourself accountable to goals / objectives	15	3.33	93.3	7%	53%	40%	
4. You act as a resource without removing individual responsibility.	15	3.27	93.3	7%	60%	33%	
5. You take personal responsibility for results.	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. You are responsible for setting the vision of the department.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Your behavior is ethical and honest.	3.27	3.40	3.40	3.33	-0.07 ▼
3. You hold yourself accountable to goals / objectives	3.40	3.40	3.27	3.33	+0.07 ▲
4. You act as a resource without removing individual responsibility.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You take personal responsibility for results.	3.00	3.20	3.13	3.21	+0.08 ▲

# 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
6. You communicate an understanding of the other person's interests, needs and concerns.	15	3.47	100.0		53%		47%
7. You demonstrate congruence between statements and actions.	15	3.40	93.3	7%	47%		47%
8. You consistently keep commitments.	15	3.20	86.7	13%	53%		33%
9. You work in a way that makes others want to work with you.	15	3.27	86.7	13%	47%		40%
10. You take ownership, deliver on commitments	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 communicate an understanding of the other person's interests, needs and concerns.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You demonstrate congruence between statements and actions.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You consistently keep commitments.	3.40	3.40	3.20	3.20	
9. You work in a way that makes others want to work with you.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You take ownership, deliver on commitments	3.33	3.47	3.27	3.20	-0.07 ▼

## Establishing Focus/Direction

Establishes the focus/direction of employees within the department/division/organization.  
Aligns mission and goals 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
11. You maintain focus when handling several problems or tasks simultaneously.	15	3.67	100.0	33%	67%		
12. You function well under stress, deadlines, and/or significant workloads.	15	3.40	93.3	7%	47%	47%	
13. You help guide employees with prioritizing tasks.	15	3.13	86.7	13%	60%	27%	
14. You make sure that employees understand and identify with the team's mission.	15	3.47	100.0	53%	47%		
15. You maintain self-control when personally criticized.	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 maintain focus when handling several problems or tasks simultaneously.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You function well under stress, deadlines, and/or significant workloads.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You help guide employees with prioritizing tasks.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You make sure that employees understand and identify with the team's mission.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You maintain self-control when personally criticized.	3.67	3.27	3.20	3.53	+0.33 ▲

# Commitment To Result

Committed to successfully achieving results. Goes above and beyond 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
16. You encourage commitment in others to obtain results.	15	3.47	93.3	7%	40%	53%	
17. You are able to focus on a task even when working alone.	15	2.93	73.3	27%	53%		20%
18. You coordinate all department activities into a cohesive team effort.	15	3.40	93.3	7%	47%	47%	
19. You are willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.53	100.0		47%	53%	
20. You create a sense of urgency among the store team members to complete activities, which drive sales.	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 encourage commitment in others to obtain results.	3.33	3.00	3.07	3.47	+0.40 ▲
17. You are able to focus on a task even when working alone.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You coordinate all department activities into a cohesive team effort.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You are willing to do whatever it takes-not afraid to have to put in extra effort.	3.13	2.87	3.53	3.53	
20. You create a sense of urgency among the store team members to complete activities, which drive sales.	3.40	3.20	2.87	3.47	+0.60 ▲

## Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

### 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 keep current with technical advances within your professional discipline; embrace and apply new techniques and practices	15	3.00	80.0	20%	60%		20%
22. You demonstrate mastery of the technical competencies required in your work.	15	3.53	100.0		47%	53%	
23. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.13	86.7	13%	60%		27%
24. You seek information from others as needed.	15	3.13	80.0	7%	13%	40%	40%
25. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	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 keep current with technical advances within your professional discipline; embrace and apply new techniques and practices	3.47	3.13	3.20	3.00	-0.20 ▼
22. You demonstrate mastery of the technical competencies required in your work.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You seek information from others as needed.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.27	3.33	3.27	3.07	-0.20 ▼



# 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
26. I keep a firm grasp on the issues and priorities.	15	3.20	93.3	7%	60%	33%	
27. I am resolute on positions to provide consistency in the negotiation strategy.	15	3.40	93.3	7%	47%	47%	
28. I use the motivations of each party to identify mutually advantageous solutions.	15	3.60	93.3	7%	27%	67%	
29. You are prepared to walk away if core interests are not met.	15	3.20	86.7	13%	53%	33%	
30. You actively listen to conversations to be able to recall important details later.	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. I keep a firm grasp on the issues and priorities.	3.53	3.33	3.33	3.20	-0.13 ▼
27. I am resolute on positions to provide consistency in the negotiation strategy.	3.20	3.33	2.93	3.40	+0.47 ▲
28. I use the motivations of each party to identify mutually advantageous solutions.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You are prepared to walk away if core interests are not met.	3.21	3.20	3.20	3.20	
30. You actively listen to conversations to be able to recall important details later.	2.87	3.27	3.07	3.00	-0.07 ▼

## Continual Improvement

A continual effort to improve ongoing workplace practices and products. Continuously seeking opportunities to improve efficiency of workplace processes.

### 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 are open to the suggestions from others.	15	3.33	93.3	7%	53%	40%	
32. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	14	3.29	100.0		71%	29%	
33. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.27	100.0		73%	27%	
34. You look for ways to improve work processes and procedures.	15	3.47	93.3	7%	40%	53%	
35. You look for ways to expand and learn new job skills.	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 are open to the suggestions from others.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You look for ways to improve work processes and procedures.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You look for ways to expand and learn new job skills.	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. I make strategic decisions to optimize the returns on capital investments.	15	3.20	93.3	7%	67%		27%
37. Yoy scan both the internal and external environment to identify strategic opportunities to improve the organization.	15	3.33	93.3	7%	53%		40%
38. I develop strategies that are practical and can be feasibly implemented within a reasonable period of time.	15	3.07	86.7	13%	67%		20%
39. You align projects to the strategic goals of the company.	15	3.33	100.0		67%		33%
40. I give adequate consideration to the time and resources available.	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. I make strategic decisions to optimize the returns on capital investments.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Yoy scan both the internal and external environment to identify strategic opportunities to improve the organization.	3.20	3.27	3.07	3.33	+0.26 ▲
38. I develop strategies that are practical and can be feasibly implemented within a reasonable period of time.	3.13	3.40	3.33	3.07	-0.27 ▼
39. You align projects to the strategic goals of the company.	3.20	3.27	3.00	3.33	+0.33 ▲
40. I give adequate consideration to the time and resources available.	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. I ensure staff have the supplies and resources necessary to enact the plan.	15	3.33	93.3	7%	53%	40%	
42. I schedule staff based on seasonal needs.	15	3.40	93.3	7%	47%	47%	
43. You determine what supplies/equipment will be needed for the department.	15	3.13	86.7	13%	60%	27%	
44. You anticipate resources needed to successfully implement a plan or project.	15	3.27	100.0		73%	27%	
45. You determine what supplies/equipment will be needed for 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
41. I ensure staff have the supplies and resources necessary to enact the plan.	3.47	3.20	2.93	3.33	+0.40 ▲
42. I schedule staff based on seasonal needs.	3.27	3.53	3.13	3.40	+0.27 ▲
43. You determine what supplies/equipment will be needed for the department.	3.87	3.13	3.20	3.13	-0.07 ▼
44. You anticipate resources needed to successfully implement a plan or project.	3.33	3.27	3.87	3.27	-0.60 ▼
45. You determine what supplies/equipment will be needed for the project.	3.20	3.33	3.13	3.47	+0.33 ▲