



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.

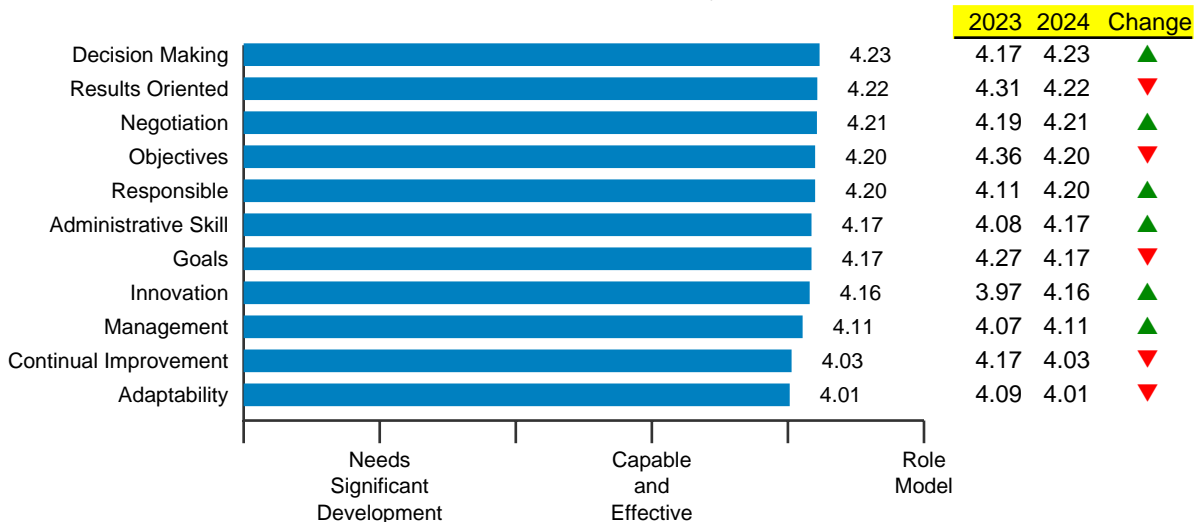
What to Do with Your Feedback

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

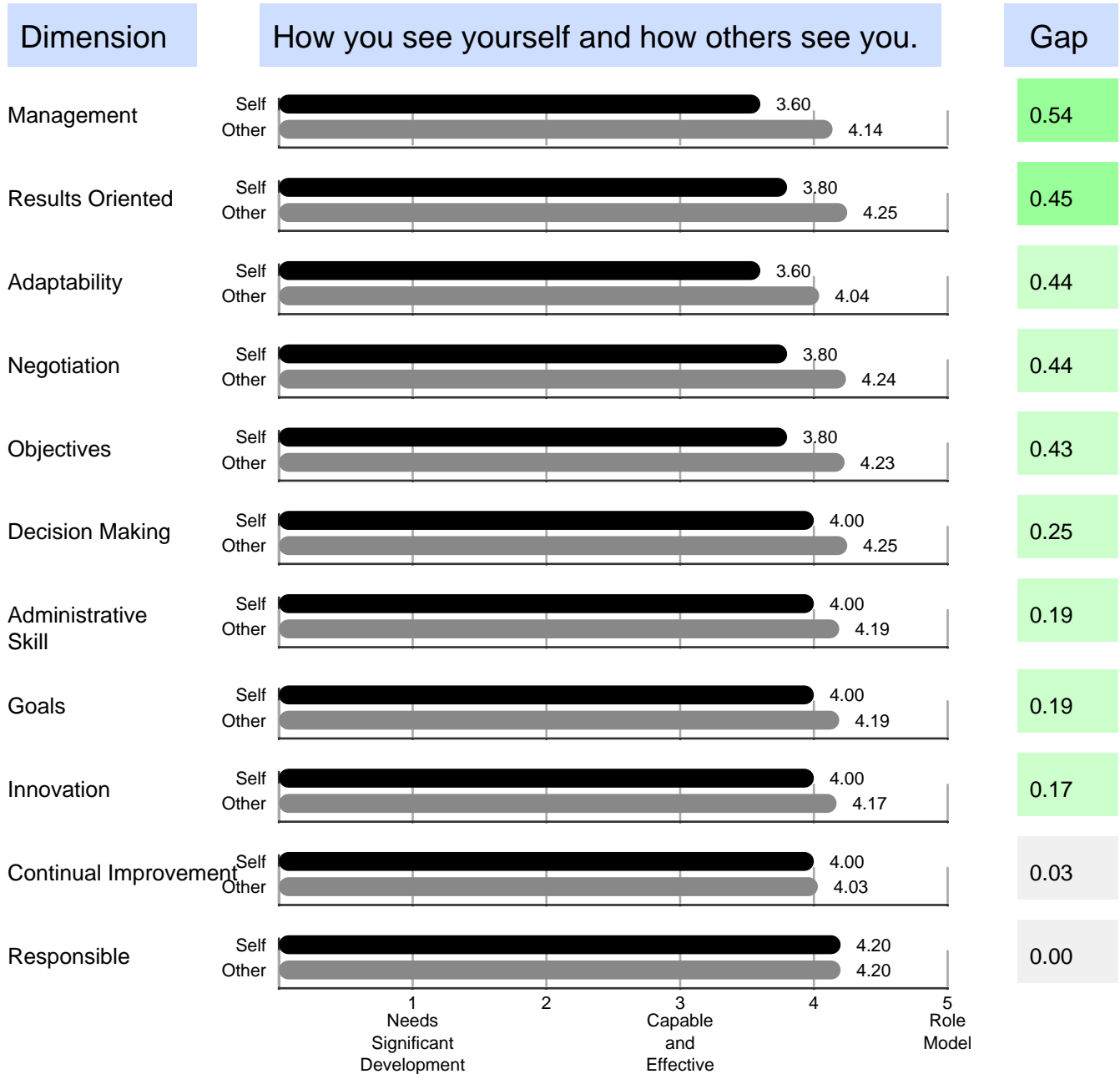
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Results Oriented

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. I work hard despite obstacles that impede progress.	15	4.13	80.0	20%	47%	33%		
2. You inspire and motivates co-workers to be productive and energetic at work	15	4.33	100.0		67%	33%		
3. I determine what resources will be needed to achieve the objectives.	15	4.33	93.3	7%	53%	40%		
4. You direct team in prioritizing daily work activities	15	4.07	86.7	13%	67%	20%		
5. You hold yourself and others accountable for achieving results.	14	4.21	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	2023	2024	Change
1. I work hard despite obstacles that impede progress.	4.00	4.13	+0.13 ▲
2. You inspire and motivates co-workers to be productive and energetic at work	4.40	4.33	-0.07 ▼
3. I determine what resources will be needed to achieve the objectives.	4.47	4.33	-0.13 ▼
4. You direct team in prioritizing daily work activities	4.47	4.07	-0.40 ▼
5. You hold yourself and others accountable for achieving results.	4.20	4.21	+0.01 ▲

Objectives

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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. You encourage others to take on greater responsibility.	15	4.33	93.3	7%	53%		40%	
7. You are able to establish realistic goals.	15	4.33	86.7	13%	40%		47%	
8. You assure [Company] principles are understood, employed & pursued.	15	4.07	80.0	20%	53%		27%	
9. You work toward achieving established goals and objectives.	15	4.13	80.0	20%	47%		33%	
10. You are able to organize work.	15	4.13	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	2023	2024	Change
6. You encourage others to take on greater responsibility.	4.13	4.33	+0.20 ▲
7. You are able to establish realistic goals.	4.33	4.33	
8. You assure [Company] principles are understood, employed & pursued.	4.20	4.07	-0.13 ▼
9. You work toward achieving established goals and objectives.	4.67	4.13	-0.53 ▼
10. You are able to organize work.	4.47	4.13	-0.33 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. You use reasonable assumptions and logic to decide between alternate courses of action	15	4.67	100.0				33%	67%
12. I define what constraints must be met for the decision making process.	15	4.20	86.7	7%	7%	47%		40%
13. You break complex issues into manageable parts and organize them in a systematic way before making decisions	14	3.64	57.1	14%	29%	36%		21%
14. You determine the costs and potential benefits of decisions.	14	4.14	85.7	7%	7%	50%		36%
15. I make decisions that support the department's goals and objectives.	15	4.47	93.3		7%	40%		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	2023	2024	Change
11. You use reasonable assumptions and logic to decide between alternate courses of action	4.20	4.67	+0.47 ▲
12. I define what constraints must be met for the decision making process.	3.93	4.20	+0.27 ▲
13. You break complex issues into manageable parts and organize them in a systematic way before making decisions	4.47	3.64	-0.82 ▼
14. You determine the costs and potential benefits of decisions.	4.00	4.14	+0.14 ▲
15. I make decisions that support the department's goals and objectives.	4.27	4.47	+0.20 ▲

Innovation

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. You suggest new ideas at meetings.	15	4.00	66.7	7%	27%	27%	40%	
17. You offer constructive improvements to existing systems.	15	3.87	66.7		33%	47%	20%	
18. You challenge current procedures to develop other alternatives.	15	4.20	86.7	7%	7%	47%	40%	
19. You encourage open communication to ensure that all proposals are considered.	15	4.33	86.7		13%	40%	47%	
20. You solve problems with insight and understanding.	15	4.40	100.0			60%	40%	

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	2023	2024	Change
16. You suggest new ideas at meetings.	3.64	4.00	+0.36 ▲
17. You offer constructive improvements to existing systems.	4.33	3.87	-0.47 ▼
18. You challenge current procedures to develop other alternatives.	3.93	4.20	+0.27 ▲
19. You encourage open communication to ensure that all proposals are considered.	4.33	4.33	
20. You solve problems with insight and understanding.	3.60	4.40	+0.80 ▲

Adaptability

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. You adjust strategy when new information is presented.	15	3.93	73.3	27%		53%		20%
22. You are able to adjust to new plans and procedures.	15	4.00	66.7	13%	20%	20%		47%
23. You are able to adjust to changes as needed.	15	4.07	80.0	20%		53%		27%
24. You adjust plans to meet the needs of new constraints.	15	4.00	73.3	13%	13%	33%		40%
25. You handle changes easily.	15	4.07	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	2023	2024	Change
21. You adjust strategy when new information is presented.	4.20	3.93	-0.27 ▼
22. You are able to adjust to new plans and procedures.	4.20	4.00	-0.20 ▼
23. You are able to adjust to changes as needed.	4.13	4.07	-0.07 ▼
24. You adjust plans to meet the needs of new constraints.	3.80	4.00	+0.20 ▲
25. You handle changes easily.	4.13	4.07	-0.07 ▼

Continual Improvement

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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. You promote training and development opportunities to enhance job performance.	15	4.00	80.0	7%	13%	53%	27%	
27. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.67	66.7	20%	13%	47%	20%	
28. You analyze processes to determine areas for improvement.	15	4.40	86.7	13%	33%	53%		
29. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	4.07	80.0	20%	53%	27%		
30. You look for ways to improve work processes and procedures.	14	4.00	92.9	7%	86%	7%		

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	2023	2024	Change
26. You promote training and development opportunities to enhance job performance.	4.47	4.00	-0.47 ▼
27. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	4.00	3.67	-0.33 ▼
28. You analyze processes to determine areas for improvement.	4.33	4.40	+0.07 ▲
29. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	4.07	4.07	
30. You look for ways to improve work processes and procedures.	4.00	4.00	

Management

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. You delegate tasks effectively	15	4.27	93.3	7%		60%		33%
32. You set an example for others to follow	14	4.14	92.9	7%		71%		21%
33. You keep staff informed about what is happening in the company	15	4.27	100.0			73%		27%
34. You are ready to offer help	15	4.40	93.3	7%		47%		47%
35. You take responsibility for things that go wrong	15	3.47	53.3	13%	33%		47%	7%

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	2023	2024	Change
31. You delegate tasks effectively	4.27	4.27	
32. You set an example for others to follow	4.20	4.14	-0.06 ▼
33. You keep staff informed about what is happening in the company	3.67	4.27	+0.60 ▲
34. You are ready to offer help	4.00	4.40	+0.40 ▲
35. You take responsibility for things that go wrong	4.20	3.47	-0.73 ▼

Administrative Skill

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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. You have a high attention to detail.	15	4.20	93.3	7%		67%		27%
37. You have strong organizational skills to keep the workspace and department in order	15	4.27	93.3	7%		60%		33%
38. You implement and use performance measures.	15	4.00	80.0		20%	60%		20%
39. You take responsibility for decisions.	15	4.07	86.7	7%	7%	60%		27%
40. You have strong technical/computer skills.	15	4.33	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	2023	2024	Change
36. You have a high attention to detail.	4.00	4.20	+0.20 ▲
37. You have strong organizational skills to keep the workspace and department in order	4.21	4.27	+0.05 ▲
38. You implement and use performance measures.	4.07	4.00	-0.07 ▼
39. You take responsibility for decisions.	3.87	4.07	+0.20 ▲
40. You have strong technical/computer skills.	4.27	4.33	+0.07 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. You establish and document goals and objectives.	15	3.93	80.0	13%	7%	53%		27%
42. You set challenging stretch goals	15	4.33	93.3	7%		47%		47%
43. You achieve established goals.	15	4.13	86.7		13%	60%		27%
44. You conduct timely follow-up; keeps others informed on a need to know basis.	15	4.20	100.0			80%		20%
45. You achieve goals.	15	4.27	86.7	7%	7%	40%		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	2023	2024	Change
41. You establish and document goals and objectives.	3.87	3.93	+0.07 ▲
42. You set challenging stretch goals	4.13	4.33	+0.20 ▲
43. You achieve established goals.	4.20	4.13	-0.07 ▼
44. You conduct timely follow-up; keeps others informed on a need to know basis.	4.87	4.20	-0.67 ▼
45. You achieve goals.	4.27	4.27	

Responsible

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. You work in a way that makes others want to work with you.	15	4.40	93.3	7%	47%	47%		
47. You set a good example	15	4.20	93.3	7%	67%		27%	
48. You act as a resource without removing individual responsibility.	15	4.07	86.7	13%	53%		33%	
49. You complete assigned work tasks.	15	4.27	93.3	7%	53%		40%	
50. You are responsible for setting the vision of the department.	15	4.07	80.0	20%	53%		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	2023	2024	Change
46. You work in a way that makes others want to work with you.	4.13	4.40	+0.27 ▲
47. You set a good example	4.07	4.20	+0.13 ▲
48. You act as a resource without removing individual responsibility.	4.00	4.07	+0.07 ▲
49. You complete assigned work tasks.	4.13	4.27	+0.13 ▲
50. You are responsible for setting the vision of the department.	4.20	4.07	-0.13 ▼

Negotiation

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
51. I stay composed and counter aggressive negotiation tactics by reframing unreasonable proposals or actions.	15	4.33	93.3	7%	47%	47%		
52. You are able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	4.13	86.7	13%	60%		27%	
53. You combine the valid points from each source to form a comprehensive and balanced perspective.	15	4.33	100.0		67%		33%	
54. You take steps to control emotional responses to avoid making rash decisions.	15	4.27	93.3	7%	60%		33%	
55. I keep a firm grasp on the issues and priorities.	15	4.00	80.0	20%	60%		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	2023	2024	Change
51. I stay composed and counter aggressive negotiation tactics by reframing unreasonable proposals or actions.	4.13	4.33	+0.20 ▲
52. You are able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	4.40	4.13	-0.27 ▼
53. You combine the valid points from each source to form a comprehensive and balanced perspective.	4.07	4.33	+0.27 ▲
54. You take steps to control emotional responses to avoid making rash decisions.	4.07	4.27	+0.20 ▲
55. I keep a firm grasp on the issues and priorities.	4.27	4.00	-0.27 ▼

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

What do you like best about working with this individual?

What do you like least about working with this individual?

What do you see as this person's most important leadership-related strengths?

What do you see as this person's most important leadership-related areas for improvement?

Any final comments?