

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.

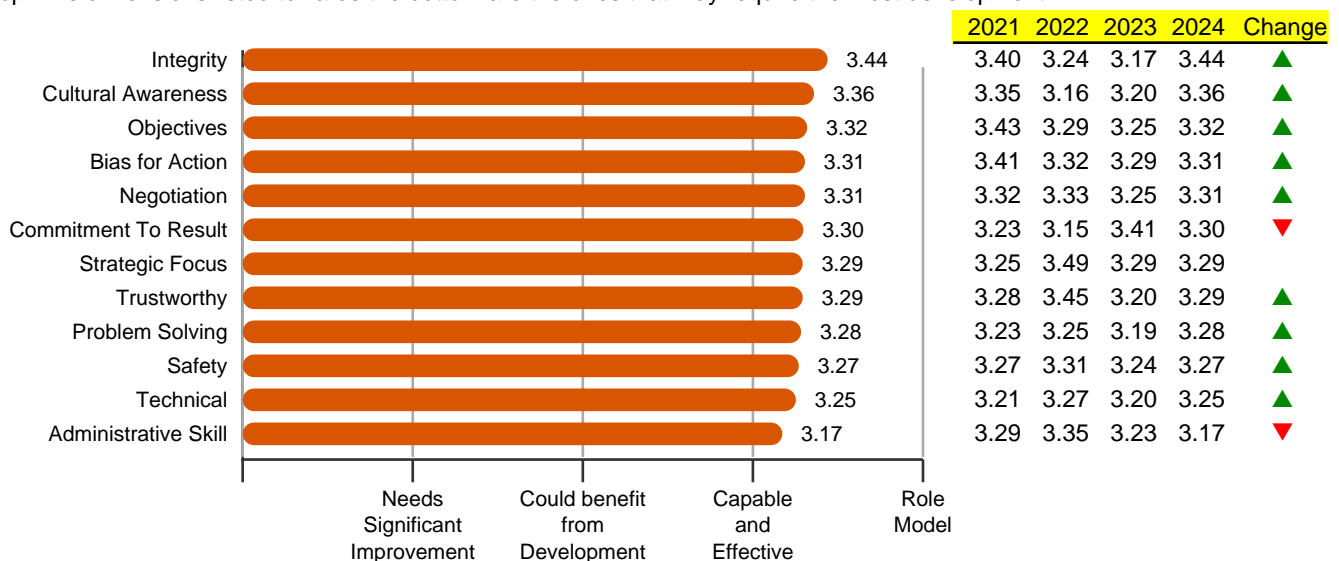
What to Do with Your Feedback

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

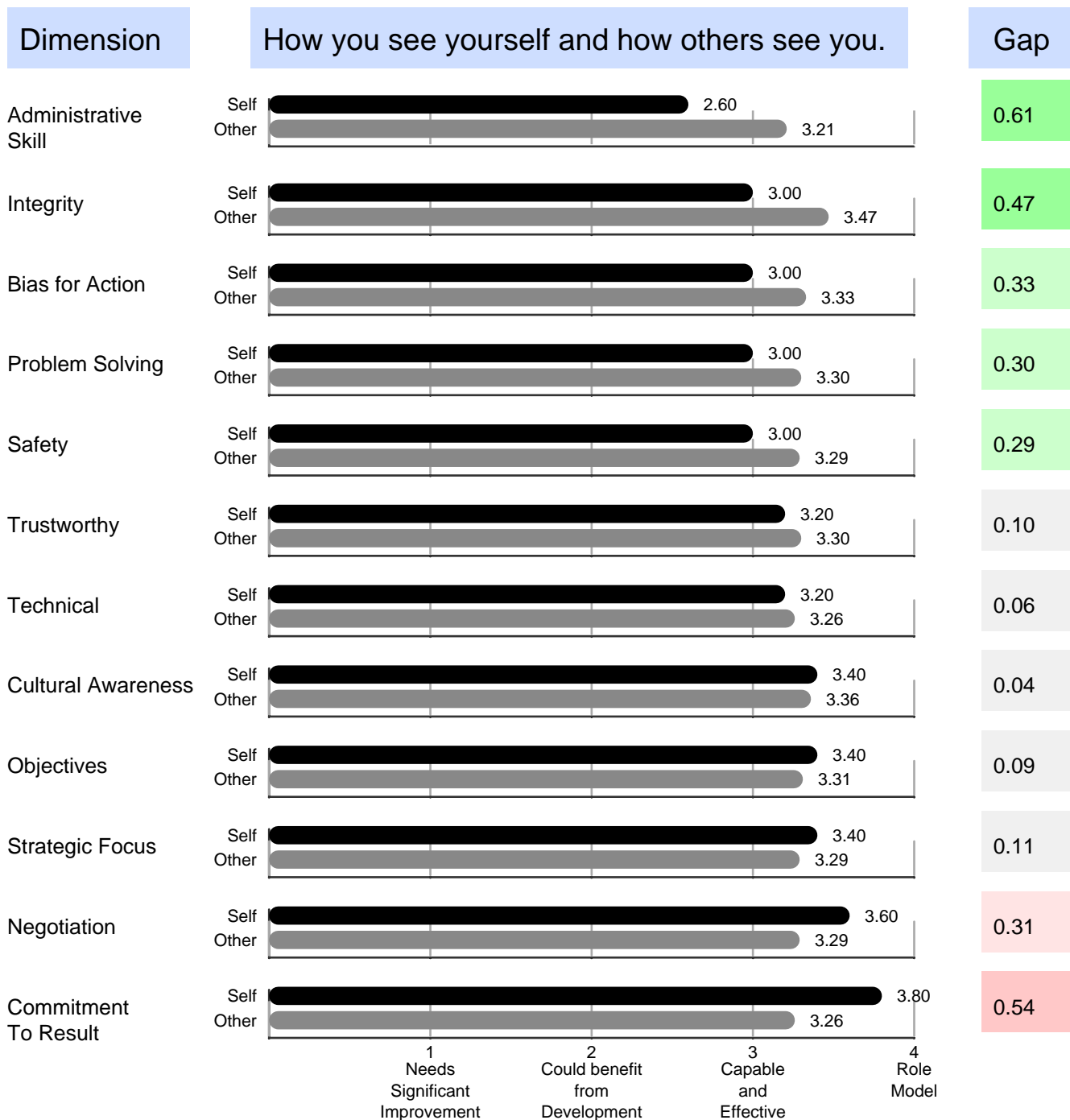
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

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.



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
1. You are aware of osha safety guidelines.	15	3.20	86.7	13%	53%	33%	
2. You support safety programs and procedures.	15	3.33	100.0		67%	33%	
3. You commit adequate resources toward safety measures.	15	3.33	93.3	7%	53%	40%	
4. You participate in safety training when available.	15	3.27	93.3	7%	60%	33%	
5. You develop a culture of safety.	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 aware of osha safety guidelines.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You support safety programs and procedures.	3.27	3.40	3.40	3.33	-0.07 ▼
3. You commit adequate resources toward safety measures.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You participate in safety training when available.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You develop a culture of safety.	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 work on time	15	3.47	100.0		53%	47%	
7. You complete a large volume of work.	15	3.40	93.3	7%	47%	47%	
8. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	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 identify ways to simplify work processes and reduce cycle 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 work on time	3.40	3.13	3.07	3.47	+0.40 ▲
7. You complete a large volume of work.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	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 identify ways to simplify work processes and reduce cycle times	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. You do not withhold important information needed by others.	15	3.67	100.0	33%	67%		
12. You maintain strong relationships with others.	15	3.40	93.3	7%	47%	47%	
13. You demonstrate honesty and truthfulness at all times.	15	3.13	86.7	13%	60%	27%	
14. You accept responsibility for mistakes.	15	3.47	100.0	53%	47%		
15. You protect the integrity and confidentiality of information	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 do not withhold important information needed by others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You maintain strong relationships with others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You demonstrate honesty and truthfulness at all times.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You accept responsibility for mistakes.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You protect the integrity and confidentiality of information	3.67	3.27	3.20	3.53	+0.33 ▲

Cultural Awareness

Ability to effectively work in cross-cultural situations among professionals.

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 a work environment where individual differences are valued.	15	3.47	93.3	7%	40%	53%	
17. I value the diverse perspectives from others.	15	2.93	73.3	27%	53%	20%	
18. I am responsive to individuals from other cultures.	15	3.40	93.3	7%	47%	47%	
19. You are open and honest in communications with individuals from other cultures.	15	3.53	100.0		47%	53%	
20. You support and mentor others that may have different cultural backgrounds.	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 a work environment where individual differences are valued.	3.33	3.00	3.07	3.47	+0.40 ▲
17. I value the diverse perspectives from others.	3.40	3.20	3.33	2.93	-0.40 ▼
18. I am responsive to individuals from other cultures.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You are open and honest in communications with individuals from other cultures.	3.13	2.87	3.53	3.53	
20. You support and mentor others that may have different cultural backgrounds.	3.40	3.20	2.87	3.47	+0.60 ▲

Administrative Skill

Skilled in completing administrative tasks in an office environment.

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 have strong organizational skills to keep the workspace and department in order	15	3.00	80.0	20%	60%		20%
22. You take responsibility for decisions.	15	3.53	100.0		47%	53%	
23. You implement and use performance measures.	15	3.13	86.7	13%	60%		27%
24. You are able to develop, justify and present a budget.	15	3.13	80.0	7%	13%	40%	40%
25. You have a high attention to detail.	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 have strong organizational skills to keep the workspace and department in order	3.47	3.13	3.20	3.00	-0.20 ▼
22. You take responsibility for decisions.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You implement and use performance measures.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You are able to develop, justify and present a budget.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You have a high attention to detail.	3.27	3.33	3.27	3.07	-0.20 ▼

Problem Solving

Able to efficiently identify, determine cause, propose and implement solutions to solve problems in the workplace.

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 evaluate alternative courses of action.	15	3.20	93.3	7%	60%	33%	
27. You are able to balance the needs of different people in a solution to a problem.	15	3.40	93.3	7%	47%	47%	
28. You are able to solve problems at root cause rather than at symptom level.	15	3.60	93.3	7%	27%	67%	
29. You can develop innovative solutions to problems.	15	3.20	86.7	13%	53%	33%	
30. You generate alternative solutions to problems and challenges.	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 evaluate alternative courses of action.	3.53	3.33	3.33	3.20	-0.13 ▼
27. You are able to balance the needs of different people in a solution to a problem.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You are able to solve problems at root cause rather than at symptom level.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You can develop innovative solutions to problems.	3.21	3.20	3.20	3.20	
30. You generate alternative solutions to problems and challenges.	2.87	3.27	3.07	3.00	-0.07 ▼

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
31. You take immediate action toward goals.	15	3.33	93.3	7%	53%	40%	
32. You coordinate all department activities into a cohesive team effort.	14	3.29	100.0		71%	29%	
33. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.27	100.0		73%	27%	
34. You are committed to the team.	15	3.47	93.3	7%	40%	53%	
35. You are willing to do whatever it takes-not afraid to have to put in extra effort.	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 take immediate action toward goals.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You coordinate all department activities into a cohesive team effort.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You are committed to the team.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You are willing to do whatever it takes-not afraid to have to put in extra effort.	3.20	3.27	3.13	3.13	

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
36. You know how to produce high quality products/work.	15	3.20	93.3	7%	67%		27%
37. You willingly share your technical expertise; sought out as resource by others	15	3.33	93.3	7%	53%		40%
38. You demonstrate mastery of the technical competencies required in your work.	15	3.07	86.7	13%	67%		20%
39. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.33	100.0		67%		33%
40. 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	3.33	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 know how to produce high quality products/work.	3.53	3.20	3.33	3.20	-0.13 ▼
37. You willingly share your technical expertise; sought out as resource by others	3.20	3.27	3.07	3.33	+0.26 ▲
38. You demonstrate mastery of the technical competencies required in your work.	3.13	3.40	3.33	3.07	-0.27 ▼
39. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.20	3.27	3.00	3.33	+0.33 ▲
40. 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.	3.00	3.20	3.27	3.33	+0.07 ▲

Objectives

Establishes and completes 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. You organize and schedules events, activities, and resources.	15	3.33	93.3	7%	53%	40%	
42. You work toward achieving established goals and objectives.	15	3.40	93.3	7%	47%	47%	
43. You consistently provide me with timely feedback for improving my performance.	15	3.13	86.7	13%	60%	27%	
44. You establish goals and objectives.	15	3.27	100.0		73%	27%	
45. You communicate goals and objectives to employees.	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 organize and schedules events, activities, and resources.	3.47	3.20	2.93	3.33	+0.40 ▲
42. You work toward achieving established goals and objectives.	3.27	3.53	3.13	3.40	+0.27 ▲
43. You consistently provide me with timely feedback for improving my performance.	3.87	3.13	3.20	3.13	-0.07 ▼
44. You establish goals and objectives.	3.33	3.27	3.87	3.27	-0.60 ▼
45. You communicate goals and objectives to employees.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. You take care to maintain confidential information.	15	3.40	93.3	7%	47%	47%	
47. You communicate an understanding of the other person's interests, needs and concerns.	15	3.20	93.3	7%	67%		27%
48. You consistently keep commitments.	15	3.20	93.3	7%	60%		33%
49. You work in a way that makes others want to work with you.	15	3.47	100.0		53%		47%
50. You take ownership, deliver on commitments	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. You take care to maintain confidential information.	3.27	3.40	3.20	3.40	+0.20 ▲
47. You communicate an understanding of the other person's interests, needs and concerns.	3.33	3.40	3.20	3.20	
48. You consistently keep commitments.	3.60	3.33	3.20	3.20	
49. You work in a way that makes others want to work with you.	3.00	3.47	3.13	3.47	+0.33 ▲
50. You take ownership, deliver on commitments	3.20	3.67	3.27	3.20	-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
51. I listen to all sides without bias and make fair decisions.	15	3.53	100.0		47%	53%	
52. I establish a positive connection with the other party to create a more collaborative atmosphere, making it easier to reach mutually beneficial agreements.	15	3.27	93.3	7%	60%	33%	
53. You justify viewpoints using strong and credible data.	15	3.33	100.0		67%	33%	
54. You are able to control your emotional responses and correctly gauge the emotions of others.	15	3.40	93.3	7%	47%	47%	
55. I establish a strong, cooperative atmosphere; defines expectations; and presents a well-structured agenda aligned with key priorities.	15	3.00	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	2021	2022	2023	2024	Change
51. I listen to all sides without bias and make fair decisions.	3.47	3.47	3.13	3.53	+0.40 ▲
52. I establish a positive connection with the other party to create a more collaborative atmosphere, making it easier to reach mutually beneficial agreements.	3.47	3.00	3.60	3.27	-0.33 ▼
53. You justify viewpoints using strong and credible data.	3.20	3.20	3.13	3.33	+0.20 ▲
54. You are able to control your emotional responses and correctly gauge the emotions of others.	3.20	3.60	3.13	3.40	+0.27 ▲
55. I establish a strong, cooperative atmosphere; defines expectations; and presents a well-structured agenda aligned with key priorities.	3.27	3.40	3.27	3.00	-0.27 ▼

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
56. You sustain or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	3.53	100.0		47%	53%	
57. I create measures of performance and profitability to assess financial objectives.	15	2.93	86.7	13%	80%		7%
58. You monitor performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.53	93.3	7%	33%	60%	
59. I undertake a SWOT analysis to determine the best strategy to move forward.	15	3.33	93.3	7%	53%	40%	
60. I detect changes in the environment and updates the strategic plan to address new opportunities or threats.	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
56. You sustain or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	3.13	3.47	3.13	3.53	+0.40 ▲
57. I create measures of performance and profitability to assess financial objectives.	3.13	3.53	3.20	2.93	-0.27 ▼
58. You monitor performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.27	3.27	3.33	3.53	+0.20 ▲
59. I undertake a SWOT analysis to determine the best strategy to move forward.	3.33	3.53	3.33	3.33	
60. I detect changes in the environment and updates the strategic plan to address new opportunities or threats.	3.40	3.67	3.47	3.13	-0.33 ▼