



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.

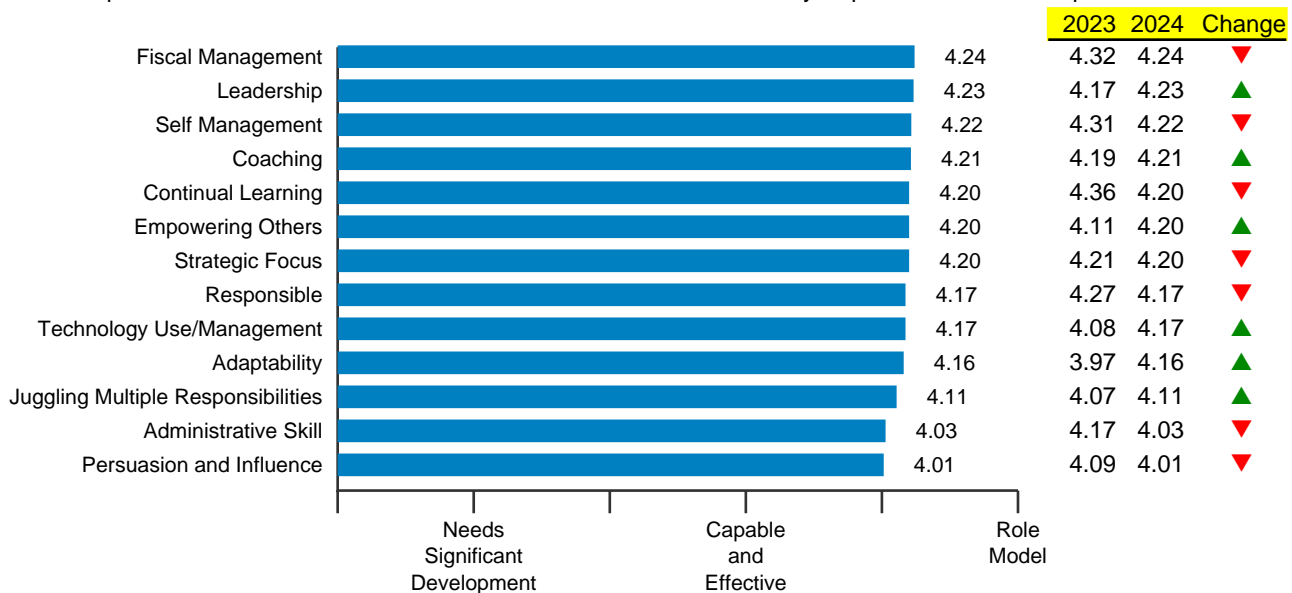
## What to Do with Your Feedback

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

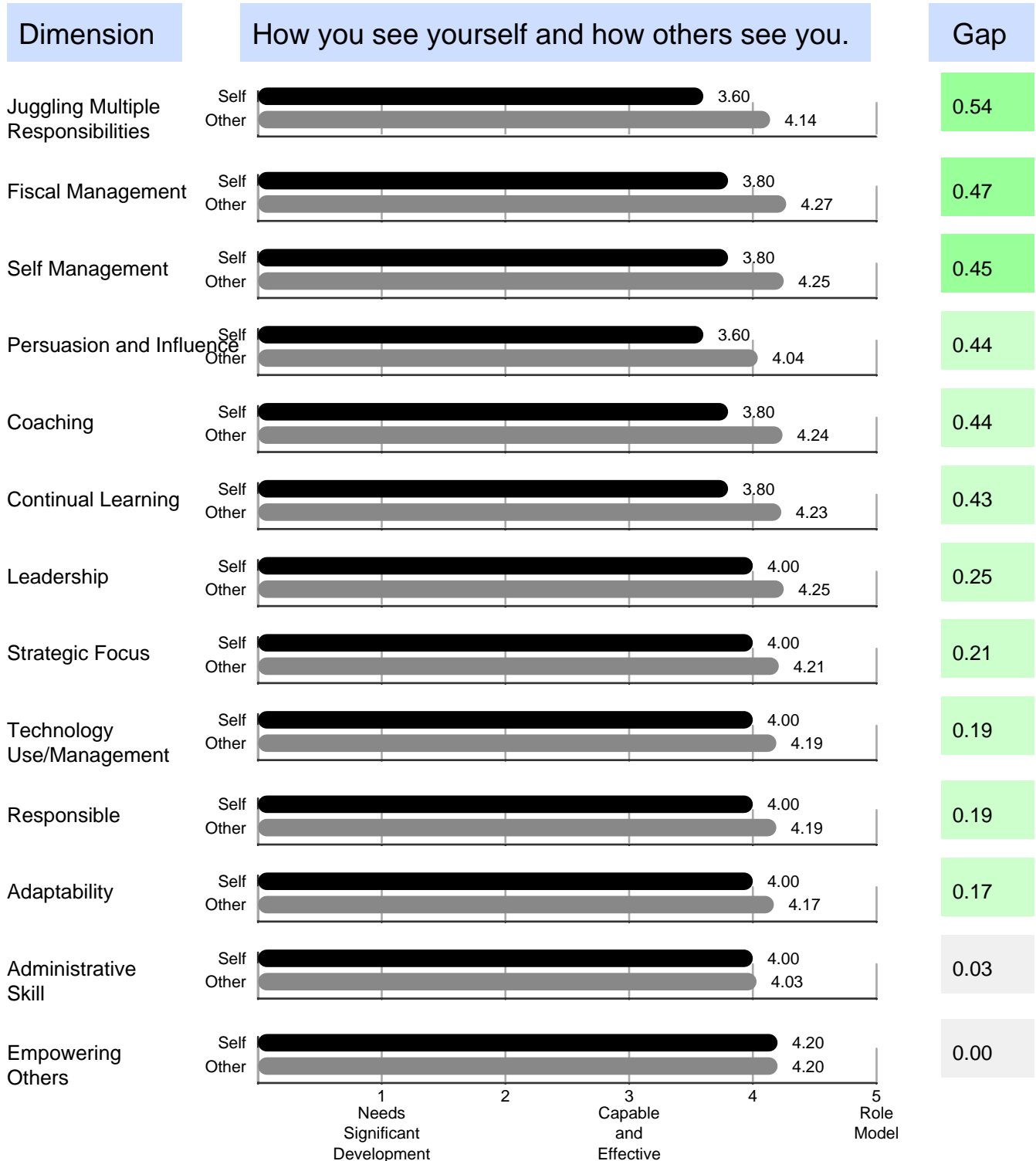
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 13 principal dimensions of leadership.

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.



## Self 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
1. Analyzes interpersonal problems instead of reacting to them.	15	4.13	80.0	20%	47%	33%		
2. Consciously controls own negative emotions in order to keep team morale up.	15	4.33	100.0		67%	33%		
3. Does not allow own emotions to interfere with the performance of others.	15	4.33	93.3	7%	53%	40%		
4. Uses patience and self-control in working with customers and associates.	15	4.07	86.7	13%	67%	20%		
5. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	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. Analyzes interpersonal problems instead of reacting to them.	4.00	4.13	+0.13 ▲
2. Consciously controls own negative emotions in order to keep team morale up.	4.40	4.33	-0.07 ▼
3. Does not allow own emotions to interfere with the performance of others.	4.47	4.33	-0.13 ▼
4. Uses patience and self-control in working with customers and associates.	4.47	4.07	-0.40 ▼
5. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	4.20	4.21	+0.01 ▲

## Continual Learning

### 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
6. Improves on their skill sets.	15	4.33	93.3	7%	53%		40%	
7. Pursues learning that will enhance job performance.	15	4.33	86.7	13%	40%		47%	
8. Takes the initiative to learn new skills.	15	4.07	80.0	20%	53%		27%	
9. Is open to new ideas and concepts.	15	4.13	80.0	20%	47%		33%	
10. Pursues professional development opportunities when they arise.	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. Improves on their skill sets.	4.13	4.33	+0.20 ▲
7. Pursues learning that will enhance job performance.	4.33	4.33	
8. Takes the initiative to learn new skills.	4.20	4.07	-0.13 ▼
9. Is open to new ideas and concepts.	4.67	4.13	-0.53 ▼
10. Pursues professional development opportunities when they arise.	4.47	4.13	-0.33 ▼

## Leadership

### 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
11. Demonstrates leadership and courage in critical situations.	15	4.67	100.0					
12. Acts decisively in implementing decisions.	15	4.20	86.7					
13. Is a highly effective supervisor.	14	3.64	57.1					
14. Sits down regularly with employees to review their job performance.	14	4.14	85.7					
15. Sets a high level of performance expectations and challenges others to do the same.	15	4.47	93.3					

### 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. Demonstrates leadership and courage in critical situations.	4.20	4.67	+0.47 ▲
12. Acts decisively in implementing decisions.	3.93	4.20	+0.27 ▲
13. Is a highly effective supervisor.	4.47	3.64	-0.82 ▼
14. Sits down regularly with employees to review their job performance.	4.00	4.14	+0.14 ▲
15. Sets a high level of performance expectations and challenges others to do the same.	4.27	4.47	+0.20 ▲

## 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
16. Adjusts plans and procedures.	15	4.00	66.7	7%	27%	27%	40%	
17. Able to adapt to changes in technology and processes.	15	3.87	66.7		33%	47%	20%	
18. Is open to change and adjusts plans when needed.	15	4.20	86.7	7%	7%	47%	40%	
19. Learns from personal experiences and/or mistakes.	15	4.33	86.7	13%	40%	47%		
20. Adjusts to new plans and procedures.	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. Adjusts plans and procedures.	3.64	4.00	+0.36 ▲
17. Able to adapt to changes in technology and processes.	4.33	3.87	-0.47 ▼
18. Is open to change and adjusts plans when needed.	3.93	4.20	+0.27 ▲
19. Learns from personal experiences and/or mistakes.	4.33	4.33	0.00 ▲
20. Adjusts to new plans and procedures.	3.60	4.40	+0.80 ▲

## Persuasion and Influence

### 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. Attempts to persuade others rather than simply control them.	15	3.93	73.3	27%		53%		20%
22. Ensures stakeholders are involved in the decision making process.	15	4.00	66.7	13%	20%	20%		47%
23. Communicates effectively with others.	15	4.07	80.0	20%		53%		27%
24. Seeks to obtain consensus or compromise.	15	4.00	73.3	13%	13%	33%		40%
25. Persuades others to consider alternative points of view.	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. Attempts to persuade others rather than simply control them.	4.20	3.93	-0.27 ▼
22. Ensures stakeholders are involved in the decision making process.	4.20	4.00	-0.20 ▼
23. Communicates effectively with others.	4.13	4.07	-0.07 ▼
24. Seeks to obtain consensus or compromise.	3.80	4.00	+0.20 ▲
25. Persuades others to consider alternative points of view.	4.13	4.07	-0.07 ▼



## 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
26. Strong organizational skills to keep the workspace and department in order	15	4.00	80.0	7%	13%	53%	27%	
27. Takes responsibility for decisions.	15	3.67	66.7	20%	13%	47%	20%	
28. Implements and uses performance measures.	15	4.40	86.7	13%	33%	53%		
29. Able to develop, justify and present a budget.	15	4.07	80.0	20%	53%	27%		
30. Enthusiastic about taking on challenging projects.	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. Strong organizational skills to keep the workspace and department in order	4.47	4.00	-0.47 ▼
27. Takes responsibility for decisions.	4.00	3.67	-0.33 ▼
28. Implements and uses performance measures.	4.33	4.40	+0.07 ▲
29. Able to develop, justify and present a budget.	4.07	4.07	
30. Enthusiastic about taking on challenging projects.	4.00	4.00	

## Juggling Multiple Responsibilities

### 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
31. Assigns tasks based on skills of team members.	15	4.27	93.3	7%	60%			33%
32. Organizes tasks for the most efficient order of completion.	14	4.14	92.9	7%	71%			21%
33. Plans and organizes continuously while performing all other responsibilities and activities.	15	4.27	100.0		73%			27%
34. Builds in extra time in the schedule for unplanned events/occurrences.	15	4.40	93.3	7%	47%			47%
35. Switches attention to more urgent tasks when necessary.	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. Assigns tasks based on skills of team members.	4.27	4.27	
32. Organizes tasks for the most efficient order of completion.	4.20	4.14	-0.06 ▼
33. Plans and organizes continuously while performing all other responsibilities and activities.	3.67	4.27	+0.60 ▲
34. Builds in extra time in the schedule for unplanned events/occurrences.	4.00	4.40	+0.40 ▲
35. Switches attention to more urgent tasks when necessary.	4.20	3.47	-0.73 ▼

## Technology Use/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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Uses technology in decision making and problem solving.	15	4.20	93.3	7%		67%		27%
37. Supports technical training and development of employees.	15	4.27	93.3	7%		60%		33%
38. Supports employee training and development initiatives regarding implementation of technology.	15	4.00	80.0		20%	60%		20%
39. Applies complex rules and regulations to maintain optimal system performance.	15	4.07	86.7	7%	7%	60%		27%
40. Maximizes the use of new technology to deliver products and services.	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. Uses technology in decision making and problem solving.	4.00	4.20	+0.20 ▲
37. Supports technical training and development of employees.	4.21	4.27	+0.05 ▲
38. Supports employee training and development initiatives regarding implementation of technology.	4.07	4.00	-0.07 ▼
39. Applies complex rules and regulations to maintain optimal system performance.	3.87	4.07	+0.20 ▲
40. Maximizes the use of new technology to deliver products and services.	4.27	4.33	+0.07 ▲

## 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Completes assigned work tasks.	15	3.93	80.0	13%	7%	53%		27%
42. Responsible for setting the vision of the department.	15	4.33	93.3	7%		47%		47%
43. Is a person you can trust.	15	4.13	86.7	13%		60%		27%
44. Works in a way that makes others want to work with her/him.	15	4.20	100.0			80%		20%
45. Sets a good example.	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. Completes assigned work tasks.	3.87	3.93	+0.07 ▲
42. Responsible for setting the vision of the department.	4.13	4.33	+0.20 ▲
43. Is a person you can trust.	4.20	4.13	-0.07 ▼
44. Works in a way that makes others want to work with her/him.	4.87	4.20	-0.67 ▼
45. Sets a good example.	4.27	4.27	

## Empowering 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Assigns tasks that allow employees to use their critical thinking skills.	15	4.40	93.3	7%	47%	47%		
47. Helps employees advance their skills so that they can have more autonomy.	15	4.20	93.3	7%	67%		27%	
48. Gives employees the opportunity to make their own decisions at work.	15	4.07	86.7	13%	53%		33%	
49. Values the input from others.	15	4.27	93.3	7%	53%		40%	
50. Acknowledges and appreciates employees for their proactive decision-making.	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. Assigns tasks that allow employees to use their critical thinking skills.	4.13	4.40	+0.27 ▲
47. Helps employees advance their skills so that they can have more autonomy.	4.07	4.20	+0.13 ▲
48. Gives employees the opportunity to make their own decisions at work.	4.00	4.07	+0.07 ▲
49. Values the input from others.	4.13	4.27	+0.13 ▲
50. Acknowledges and appreciates employees for their proactive decision-making.	4.20	4.07	-0.13 ▼

## Coaching

### 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
51. Provides clear, motivating, and constructive feedback.	15	4.33	93.3	7%	47%	47%		
52. Addresses employee behavior problems effectively.	15	4.13	86.7	13%	60%	27%		
53. Helps employees to maintain high personal standards.	15	4.33	100.0		67%	33%		
54. Helps employees to understand responsibilities, authority, and expectations.	15	4.27	93.3	7%	60%	33%		
55. Coaches employees in how to strengthen knowledge and skills to improve work performance.	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. Provides clear, motivating, and constructive feedback.	4.13	4.33	+0.20 ▲
52. Addresses employee behavior problems effectively.	4.40	4.13	-0.27 ▼
53. Helps employees to maintain high personal standards.	4.07	4.33	+0.27 ▲
54. Helps employees to understand responsibilities, authority, and expectations.	4.07	4.27	+0.20 ▲
55. Coaches employees in how to strengthen knowledge and skills to improve work performance.	4.27	4.00	-0.27 ▼

## Strategic Focus

### 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
56. Strategically deploys resources to areas of the greatest need.	15	4.47	93.3	7%	40%	53%		
57. Strategically focuses efforts to improve operational efficiencies.	15	3.60	66.7	13%	20%	60%	7%	
58. Develops strategies that are practical and can be feasibly implemented within a reasonable period of time.	15	4.47	93.3	7%	40%	53%		
59. Creates a SWOT matrix to help analyze data.	15	4.33	93.3	7%	53%	40%		
60. Makes decisions that yield more competitive advantages.	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
56. Strategically deploys resources to areas of the greatest need.	4.07	4.47	+0.40 ▲
57. Strategically focuses efforts to improve operational efficiencies.	4.07	3.60	-0.47 ▼
58. Develops strategies that are practical and can be feasibly implemented within a reasonable period of time.	4.27	4.47	+0.20 ▲
59. Creates a SWOT matrix to help analyze data.	4.40	4.33	-0.07 ▼
60. Makes decisions that yield more competitive advantages.	4.27	4.13	-0.13 ▼

## Fiscal 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
61. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.27	86.7	13%		47%		40%
62. Monitors spending.	15	4.27	93.3	7%		60%		33%
63. Effective in using Company's resources.	15	4.47	100.0			53%		47%
64. Develops of the department's annual budget.	15	3.87	80.0	7%	13%	67%		13%
65. Monitors expenses and verifies the need for items purchased.	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
61. Ensures others follow the correct rules and regulations on fiscal matters.	4.20	4.27	+0.07 ▲
62. Monitors spending.	4.33	4.27	-0.07 ▼
63. Effective in using Company's resources.	4.20	4.47	+0.27 ▲
64. Develops of the department's annual budget.	4.27	3.87	-0.40 ▼
65. Monitors expenses and verifies the need for items purchased.	4.60	4.33	-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?