



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

January 2025

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.

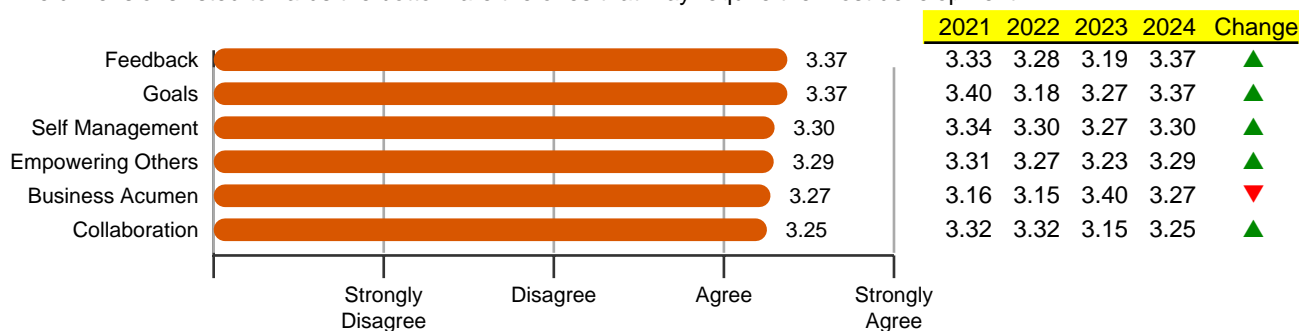
What to Do with Your Feedback

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 6 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.



Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own performance.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Consciously controls own negative emotions in order to keep team morale up.	15	3.20	86.7	13%	53%	33%	
2. Analyzes interpersonal problems instead of reacting to them.	15	3.33	100.0		67%	33%	
3. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.33	93.3	7%	53%	40%	
4. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.27	93.3	7%	60%	33%	
5. Steps away from a situation to process appropriate response.	14	3.21	85.7	14%	50%	36%	
6. Deals with conflict by controlling own emotions	15	3.47	100.0		53%	47%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
7. Does not allow own emotions to interfere with the performance of others.	15	3.40	93.3	7%	47%	47%	
8. Uses patience and self-control in working with customers and associates.	15	3.20	86.7	13%	53%	33%	
9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.27	86.7	13%	47%	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	2021	2022	2023	2024	Change
1. Consciously controls own negative emotions in order to keep team morale up.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Analyzes interpersonal problems instead of reacting to them.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Steps away from a situation to process appropriate response.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Does not allow own emotions to interfere with the performance of others.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Uses patience and self-control in working with customers and associates.	3.40	3.40	3.20	3.20	
9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.53	3.40	3.60	3.27	-0.33 ▼

Feedback

Accepts and provides evaluative or corrective information to improve performance.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Is visible and approachable.	15	3.20	93.3	7%	67%		27%
11. Open to the suggestions of others.	15	3.67	100.0		33%	67%	
12. Actively seeks feedback from others.	15	3.40	93.3	7%	47%		47%
13. Seeks feedback to enhance performance.	15	3.13	86.7	13%	60%		27%
14. Is easy to approach with ideas and opinions.	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
10. Is visible and approachable.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Open to the suggestions of others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Actively seeks feedback from others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Seeks feedback to enhance performance.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Is easy to approach with ideas and opinions.	3.20	3.13	3.00	3.47	+0.47 ▲

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Achieves goals.	15	3.53	100.0		47%	53%	
16. Makes sure that team members have a clear idea of our group's goals.	15	3.47	93.3	7%	40%	53%	
17. Establishes and documents goals and objectives.	15	2.93	73.3	27%	53%		20%
18. Goal Setting	15	3.40	93.3	7%	47%	47%	
19. Understands & contributes to development of strategic goals.	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
15. Achieves goals.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Makes sure that team members have a clear idea of our group's goals.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Establishes and documents goals and objectives.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Goal Setting	3.47	3.53	3.20	3.40	+0.20 ▲
19. Understands & contributes to development of strategic goals.	3.13	2.87	3.53	3.53	

Collaboration

Collaboration involves working together with others to achieve a shared goal or address a mutual challenge. It includes joint decision-making to reach consensus, exchanging information, and valuing feedback. Effective collaboration thrives on minimizing conflicts, cooperating towards a shared effort, and being committed to participating, mutual respect, and building trust.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
20. Includes all stakeholders in the decision making process.	15	3.47	100.0		53%	47%	
21. Develops networks and builds alliances with employees throughout the company.	15	3.00	80.0	20%	60%		20%
22. Avoids promoting a hyper competitive culture in favor of a more collaborative one.	15	3.53	100.0		47%	53%	
23. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	15	3.13	86.7	13%	60%		27%
24. Encourages teammates to settle their differences and work together.	15	3.13	80.0	7%	13%	40%	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	2021	2022	2023	2024	Change
20. Includes all stakeholders in the decision making process.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Develops networks and builds alliances with employees throughout the company.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Avoids promoting a hyper competitive culture in favor of a more collaborative one.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Encourages teammates to settle their differences and work together.	3.33	3.47	3.33	3.13	-0.20 ▼

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Motivates and encourages employees to be successful in their jobs.	15	3.07	86.7	13%	67%	20%	
26. Allows the team to take responsibility for the project.	15	3.20	93.3	7%	60%	33%	
27. Includes others in the decision making process.	15	3.40	93.3	7%	47%	47%	
28. Distributes the workload to subordinates.	15	3.60	93.3	7%	27%	67%	
29. Set clear goals for assignments.	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
25. Motivates and encourages employees to be successful in their jobs.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Allows the team to take responsibility for the project.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Includes others in the decision making process.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Distributes the workload to subordinates.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Set clear goals for assignments.	3.21	3.20	3.20	3.20	

Business Acumen

Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Establishes clear, long-term objectives that align with the company's vision and mission.	14	3.00	92.9	7%	79%		14%
31. Seeks to better understand other areas of the company, including their operations, personnel, and output.	15	3.33	93.3	7%	53%		40%
32. Facilitates others in the development and implementation of changes to business operations.	14	3.29	100.0		71%		29%
33. Describes and summarizes data.	15	3.27	100.0		73%		27%
34. Creates a risk management strategy to meet the business needs of the organization.	15	3.47	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	2021	2022	2023	2024	Change
30. Establishes clear, long-term objectives that align with the company's vision and mission.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Seeks to better understand other areas of the company, including their operations, personnel, and output.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Facilitates others in the development and implementation of changes to business operations.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Describes and summarizes data.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Creates a risk management strategy to meet the business needs of the organization.	3.33	3.00	3.53	3.47	-0.07 ▼