

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.

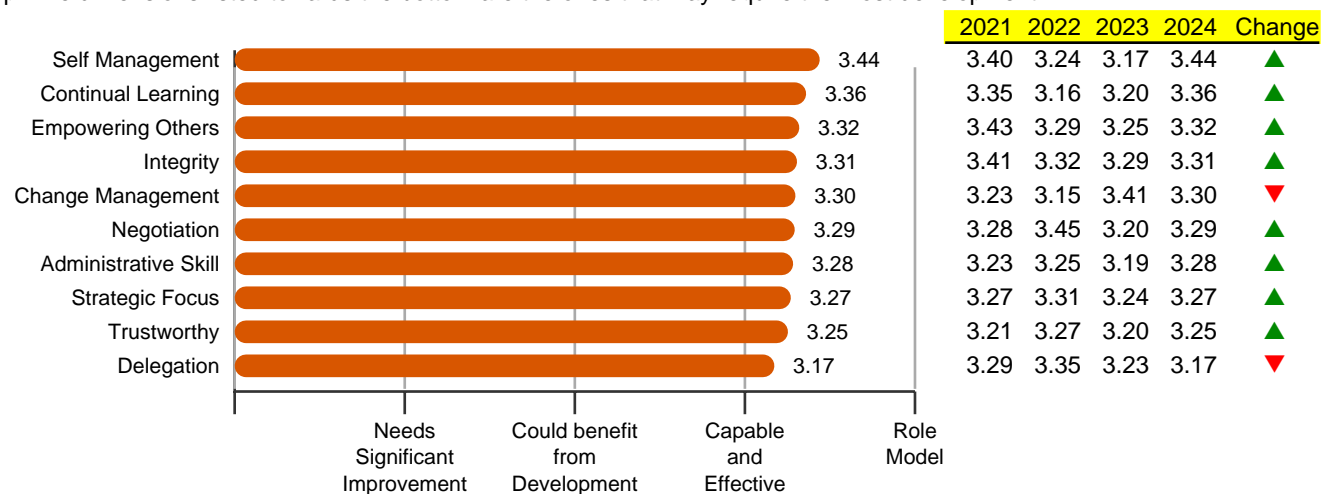
What to Do with Your Feedback

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 10 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.



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
1. Effective in strategy formulation and execution.	15	3.20	86.7	13%	53%	33%	
2. Identifies bottlenecks in the production process and develops strategies to correct these issues.	15	3.33	100.0		67%	33%	
3. Supports changes being recommended from senior management.	15	3.33	93.3	7%	53%	40%	
4. Creates measures of performance and profitability to assess financial objectives.	15	3.27	93.3	7%	60%	33%	
5. Creates a strategy to pursue and maintain a competitive advantage in business.	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. Effective in strategy formulation and execution.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Identifies bottlenecks in the production process and develops strategies to correct these issues.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Supports changes being recommended from senior management.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Creates measures of performance and profitability to assess financial objectives.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Creates a strategy to pursue and maintain a competitive advantage in business.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Maintains strong relationships with others.	15	3.47	100.0		53%	47%	
7. Accepts responsibility for mistakes.	15	3.40	93.3	7%	47%	47%	
8. Protects the integrity and confidentiality of information	15	3.20	86.7	13%	53%	33%	
9. Establishes relationships of trust, honesty, fairness, and integrity.	15	3.27	86.7	13%	47%	40%	
10. Does what was promised.	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. Maintains strong relationships with others.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Accepts responsibility for mistakes.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Protects the integrity and confidentiality of information	3.40	3.40	3.20	3.20	
9. Establishes relationships of trust, honesty, fairness, and integrity.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Does what was promised.	3.33	3.47	3.27	3.20	-0.07 ▼

Self Management

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Consciously controls own negative emotions in order to keep team morale up.	15	3.67	100.0	33%	67%		
12. Analyzes interpersonal problems instead of reacting to them.	15	3.40	93.3	7%	47%	47%	
13. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.13	86.7	13%	60%	27%	
14. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.47	100.0	53%	47%		
15. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	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. Consciously controls own negative emotions in order to keep team morale up.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Analyzes interpersonal problems instead of reacting to them.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.67	3.27	3.20	3.53	+0.33 ▲

Continual Learning

Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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. Pursues professional development opportunities when they arise.	15	3.47	93.3	7%	40%	53%	
17. Pursues learning that will enhance job performance.	15	2.93	73.3	27%	53%		20%
18. Grasps new ideas, concepts, technical, or business knowledge.	15	3.40	93.3	7%	47%	47%	
19. Takes the initiative to learn new skills.	15	3.53	100.0		47%	53%	
20. Views setbacks as opportunities to learn from.	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. Pursues professional development opportunities when they arise.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Pursues learning that will enhance job performance.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Grasps new ideas, concepts, technical, or business knowledge.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Takes the initiative to learn new skills.	3.13	2.87	3.53	3.53	
20. Views setbacks as opportunities to learn from.	3.40	3.20	2.87	3.47	+0.60 ▲

Delegation

Delegates tasks, responsibilities, and authority to 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
21. Clearly defines duties and tasks to be completed.	15	3.00	80.0	20%	60%	20%	
22. Defines goals and objectives for subordinates.	15	3.53	100.0	47%	53%		
23. Assigns tasks to create learning opportunities for the employees.	15	3.13	86.7	13%	60%	27%	
24. Tells subordinates what to do, not how to do it.	15	3.13	80.0	7%	13%	40%	40%
25. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	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. Clearly defines duties and tasks to be completed.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Defines goals and objectives for subordinates.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Assigns tasks to create learning opportunities for the employees.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Tells subordinates what to do, not how to do it.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Enthusiastic about taking on challenging projects.	15	3.20	93.3	7%	60%	33%	
27. High attention to detail.	15	3.40	93.3	7%	47%	47%	
28. Implements and uses performance measures.	15	3.60	93.3	7%	27%	67%	
29. Has strong technical/computer skills.	15	3.20	86.7	13%	53%	33%	
30. Able to develop, justify and present a budget.	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. Enthusiastic about taking on challenging projects.	3.53	3.33	3.33	3.20	-0.13 ▼
27. High attention to detail.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Implements and uses performance measures.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Has strong technical/computer skills.	3.21	3.20	3.20	3.20	
30. Able to develop, justify and present a budget.	2.87	3.27	3.07	3.00	-0.07 ▼

Change Management

Supports organizational efforts to improve processes and procedures. Adapts to new processes 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. Develops plans for following through on the changes.	15	3.33	93.3	7%	53%	40%	
32. Effective in implementing new organizational vision and values.	14	3.29	100.0		71%	29%	
33. Is a leading force driving changes.	15	3.27	100.0		73%	27%	
34. Inspires others to accept changes.	15	3.47	93.3	7%	40%	53%	
35. Addresses organizational and departmental resistance to changes.	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. Develops plans for following through on the changes.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Effective in implementing new organizational vision and values.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is a leading force driving changes.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Inspires others to accept changes.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Addresses organizational and departmental resistance to changes.	3.20	3.27	3.13	3.13	

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
36. Communicates an understanding of the other person's interests, needs and concerns.	15	3.20	93.3	7%	67%		27%
37. Demonstrates congruence between statements and actions.	15	3.33	93.3	7%	53%		40%
38. Works in a way that makes others want to work with her/him.	15	3.07	86.7	13%	67%		20%
39. Is a person you can trust.	15	3.33	100.0		67%		33%
40. Builds and maintains the trust of others.	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. Communicates an understanding of the other person's interests, needs and concerns.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Demonstrates congruence between statements and actions.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Works in a way that makes others want to work with her/him.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Is a person you can trust.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Builds and maintains the trust of others.	3.00	3.20	3.27	3.33	+0.07 ▲

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Views others in the department as valued assets to be trained and employed.	15	3.33	93.3	7%	53%	40%	
42. Trusts employees are able to complete assigned tasks.	15	3.40	93.3	7%	47%	47%	
43. Recognizes the accomplishments of employees when they complete important assignments.	15	3.13	86.7	13%	60%	27%	
44. Gives employees opportunities to demonstrate their skills.	15	3.27	100.0		73%	27%	
45. Creates opportunities for employees to exercise their independence.	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. Views others in the department as valued assets to be trained and employed.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Trusts employees are able to complete assigned tasks.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Recognizes the accomplishments of employees when they complete important assignments.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Gives employees opportunities to demonstrate their skills.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Creates opportunities for employees to exercise their independence.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. Is resolute when stating priorities and non-negotiables.	15	3.40	93.3	7%	47%	47%	
47. Clearly understands the interests and choices of both parties.	15	3.20	93.3	7%	67%	27%	
48. Controls emotional responses to maintain a productive atmosphere.	15	3.20	93.3	7%	60%	33%	
49. Is aware of the needs of the other party.	15	3.47	100.0		53%	47%	
50. Identifies verbal and nonverbal cues to help interpret actions and messages.	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. Is resolute when stating priorities and non-negotiables.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Clearly understands the interests and choices of both parties.	3.33	3.40	3.20	3.20	
48. Controls emotional responses to maintain a productive atmosphere.	3.60	3.33	3.20	3.20	
49. Is aware of the needs of the other party.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Identifies verbal and nonverbal cues to help interpret actions and messages.	3.20	3.67	3.27	3.20	-0.07 ▼