



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.

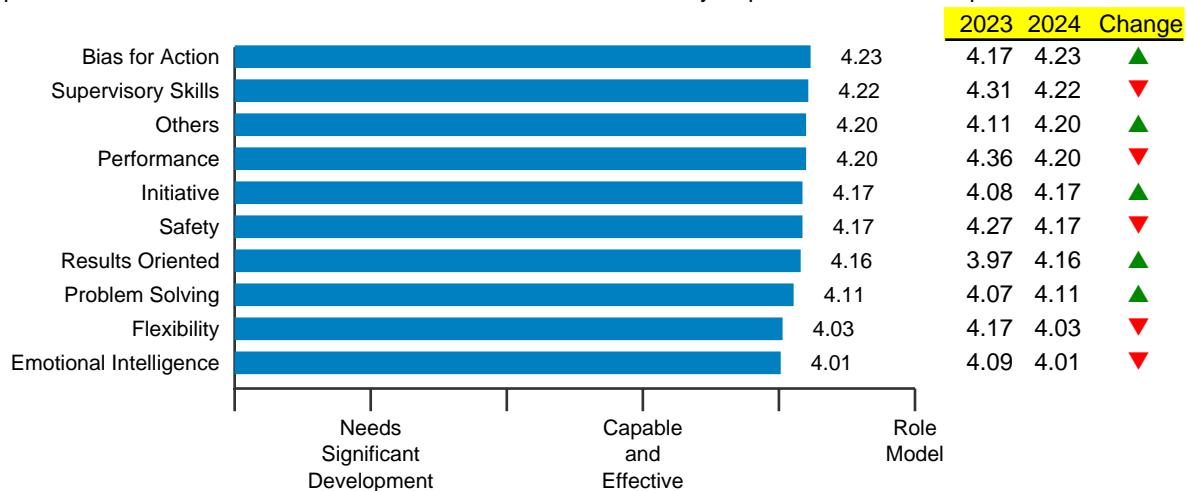
## What to Do with Your Feedback

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

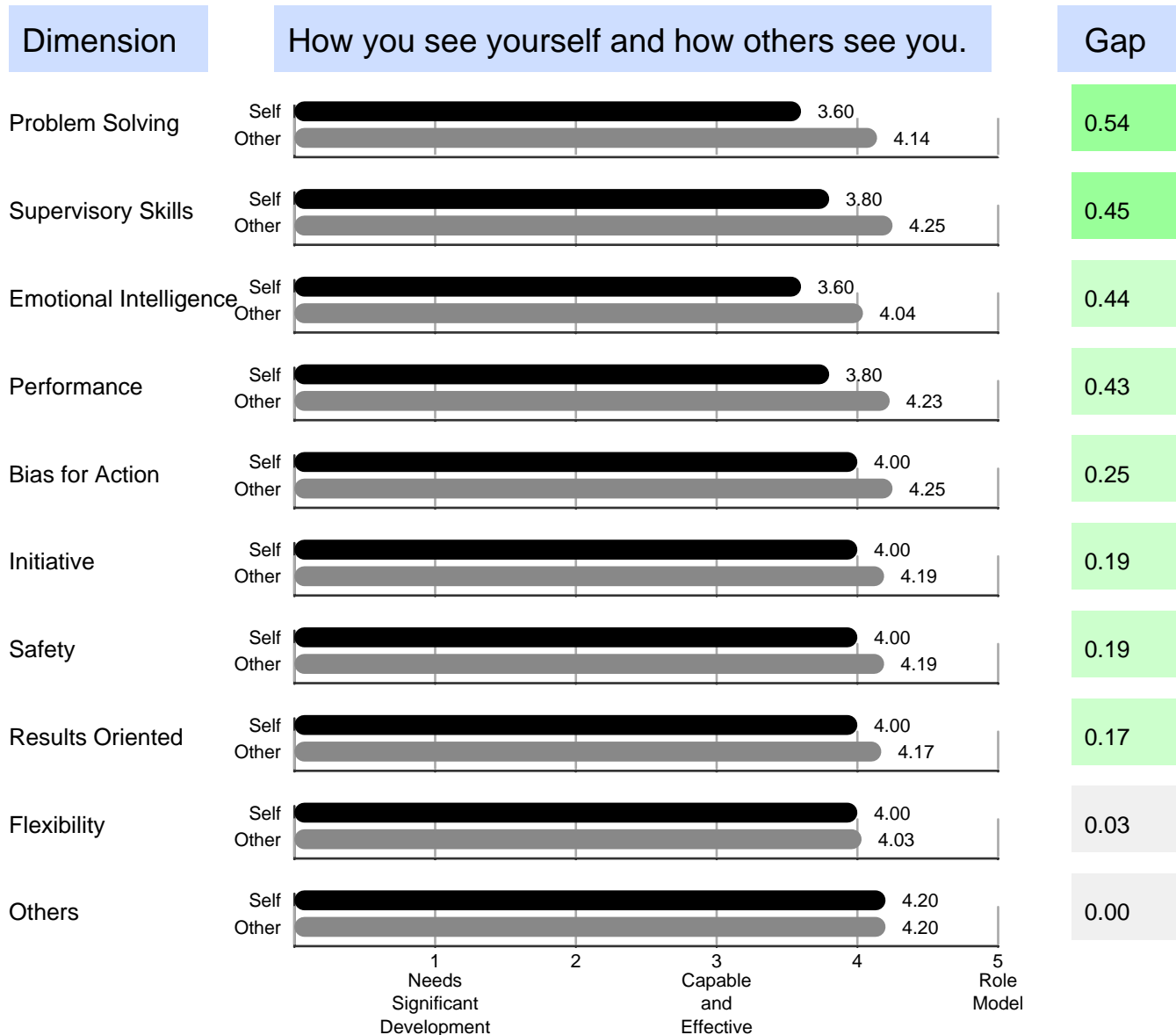
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



## Supervisory 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 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. Informs employees of what tasks need to be completed on each shift.	15	4.13	80.0	20%	47%	33%		
2. Gives employees the ability to complete their tasks as they see fit.	15	4.33	100.0		67%	33%		
3. Reviews performance against established measures.	15	4.33	93.3	7%	53%	40%		
4. Successfully mediates conflicts between employees.	15	4.07	86.7	13%	67%	20%		
5. Empowers employees to perform the assigned tasks.	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. Informs employees of what tasks need to be completed on each shift.	4.00	4.13	+0.13 ▲
2. Gives employees the ability to complete their tasks as they see fit.	4.40	4.33	-0.07 ▼
3. Reviews performance against established measures.	4.47	4.33	-0.13 ▼
4. Successfully mediates conflicts between employees.	4.47	4.07	-0.40 ▼
5. Empowers employees to perform the assigned tasks.	4.20	4.21	+0.01 ▲

## 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 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. Able to organize work.	15	4.33	93.3	7%	53%		40%	
7. ...Produce Quality	15	4.33	86.7	13%	40%		47%	
8. Effectively organizes resources and plans	15	4.07	80.0	20%	53%		27%	
9. Shown significant improvement in job performance.	15	4.13	80.0	20%	47%		33%	
10. Works effectively in the department.	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. Able to organize work.	4.13	4.33	+0.20 ▲
7. ...Produce Quality	4.33	4.33	
8. Effectively organizes resources and plans	4.20	4.07	-0.13 ▼
9. Shown significant improvement in job performance.	4.67	4.13	-0.53 ▼
10. Works effectively in the department.	4.47	4.13	-0.33 ▼

## Bias for Action

### 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. Identifies ways to simplify work processes and reduce cycle times	15	4.67	100.0					
12. Motivates others to achieve or exceed goals	15	4.20	86.7					
13. Completes a large volume of work.	14	3.64	57.1					
14. Completes work on time	14	4.14	85.7					
15. Seeks and utilizes opportunities for continuous learning and self-development.	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. Identifies ways to simplify work processes and reduce cycle times	4.20	4.67	+0.47 ▲
12. Motivates others to achieve or exceed goals	3.93	4.20	+0.27 ▲
13. Completes a large volume of work.	4.47	3.64	-0.82 ▼
14. Completes work on time	4.00	4.14	+0.14 ▲
15. Seeks and utilizes opportunities for continuous learning and self-development.	4.27	4.47	+0.20 ▲

## 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Makes changes to the plans if it will result in increased output.	15	4.00	66.7	7%	27%	27%	40%	
17. Has a positive attitude that encourages others to continue supporting the production goals.	15	3.87	66.7		33%	47%	20%	
18. Strives to exceed performance benchmarks.	15	4.20	86.7	7%	7%	47%	40%	
19. Adapts to disruptions in the supply chain to maintain production levels.	15	4.33	86.7		13%	40%	47%	
20. Has a strong drive to complete goals despite obstacles that may arise.	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. Makes changes to the plans if it will result in increased output.	3.64	4.00	+0.36 ▲
17. Has a positive attitude that encourages others to continue supporting the production goals.	4.33	3.87	-0.47 ▼
18. Strives to exceed performance benchmarks.	3.93	4.20	+0.27 ▲
19. Adapts to disruptions in the supply chain to maintain production levels.	4.33	4.33	
20. Has a strong drive to complete goals despite obstacles that may arise.	3.60	4.40	+0.80 ▲

## Emotional Intelligence

### 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
21. Is able to control their own emotions.	15	3.93	73.3	27%		53%		20%
22. Accurately perceives the emotional reactions of others.	15	4.00	66.7	13%	20%	20%		47%
23. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.07	80.0	20%		53%		27%
24. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.00	73.3	13%	13%	33%		40%
25. Is able to manage their own emotions.	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. Is able to control their own emotions.	4.20	3.93	-0.27 ▼
22. Accurately perceives the emotional reactions of others.	4.20	4.00	-0.20 ▼
23. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	4.13	4.07	-0.07 ▼
24. Is attentive to emotional cues and interprets others' feelings correctly.	3.80	4.00	+0.20 ▲
25. Is able to manage their own emotions.	4.13	4.07	-0.07 ▼



## Flexibility

### 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
26. Acts decisively in frequently changing and uncertain environment.	15	4.00	80.0	7%	13%	53%		27%
27. Recognizes and quickly adapts to shifts in the environment, market, or industry.	15	3.67	66.7	20%	13%	47%		20%
28. Able to increase output to meet increased demand.	15	4.40	86.7	13%	33%	53%		
29. Able to produce goods and services across a wide spectrum of business needs.	15	4.07	80.0	20%		53%		27%
30. Is flexible to manage uncertain changes in the financial landscape.	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. Acts decisively in frequently changing and uncertain environment.	4.47	4.00	-0.47 ▼
27. Recognizes and quickly adapts to shifts in the environment, market, or industry.	4.00	3.67	-0.33 ▼
28. Able to increase output to meet increased demand.	4.33	4.40	+0.07 ▲
29. Able to produce goods and services across a wide spectrum of business needs.	4.07	4.07	
30. Is flexible to manage uncertain changes in the financial landscape.	4.00	4.00	

## Problem Solving

### 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. Solves problems using logic and insight.	15	4.27	93.3	7%	60%			33%
32. Actively seeks the root cause of a problem.	14	4.14	92.9	7%	71%			21%
33. Makes judgments based upon relevant information.	15	4.27	100.0		73%			27%
34. Understands the root causes of problems.	15	4.40	93.3	7%	47%			47%
35. Ability to develop innovative solutions to problems.	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. Solves problems using logic and insight.	4.27	4.27	
32. Actively seeks the root cause of a problem.	4.20	4.14	-0.06 ▼
33. Makes judgments based upon relevant information.	3.67	4.27	+0.60 ▲
34. Understands the root causes of problems.	4.00	4.40	+0.40 ▲
35. Ability to develop innovative solutions to problems.	4.20	3.47	-0.73 ▼

## Initiative

### 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. Takes on additional tasks without being asked or told to do so.	15	4.20	93.3	7%	67%			27%
37. Does things without being told.	15	4.27	93.3	7%	60%			33%
38. Takes the initiative to solve pressing issues.	15	4.00	80.0	20%	60%			20%
39. Independently seeks out new learning opportunities to improve their skills.	15	4.07	86.7	7%	7%	60%		27%
40. Will continue to work on a problem even in the face of obstacles.	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. Takes on additional tasks without being asked or told to do so.	4.00	4.20	+0.20 ▲
37. Does things without being told.	4.21	4.27	+0.05 ▲
38. Takes the initiative to solve pressing issues.	4.07	4.00	-0.07 ▼
39. Independently seeks out new learning opportunities to improve their skills.	3.87	4.07	+0.20 ▲
40. Will continue to work on a problem even in the face of obstacles.	4.27	4.33	+0.07 ▲

## Safety

### 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. Keeps accurate safety records.	15	3.93	80.0	13%	7%	53%		27%
42. Creates accurate and effective measures of safety.	15	4.33	93.3	7%		47%		47%
43. Participates in safety training as applicable.	15	4.13	86.7	13%		60%		27%
44. Ensures that all supervisors are aware of regulatory and compliance measures.	15	4.20	100.0			80%		20%
45. Participates in safety training when offered.	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. Keeps accurate safety records.	3.87	3.93	+0.07 ▲
42. Creates accurate and effective measures of safety.	4.13	4.33	+0.20 ▲
43. Participates in safety training as applicable.	4.20	4.13	-0.07 ▼
44. Ensures that all supervisors are aware of regulatory and compliance measures.	4.87	4.20	-0.67 ▼
45. Participates in safety training when offered.	4.27	4.27	

## 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Constructively receives criticism and suggestions from others.	15	4.40	93.3	7%	47%	47%		
47. Treats others with respect and dignity.	15	4.20	93.3	7%	67%		27%	
48. Includes others in the decision making processes.	15	4.07	86.7	13%	53%		33%	
49. ...treats others with respect and dignity.	15	4.27	93.3	7%	53%		40%	
50. Helpful	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. Constructively receives criticism and suggestions from others.	4.13	4.40	+0.27 ▲
47. Treats others with respect and dignity.	4.07	4.20	+0.13 ▲
48. Includes others in the decision making processes.	4.00	4.07	+0.07 ▲
49. ...treats others with respect and dignity.	4.13	4.27	+0.13 ▲
50. Helpful	4.20	4.07	-0.13 ▼

## 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?