



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.

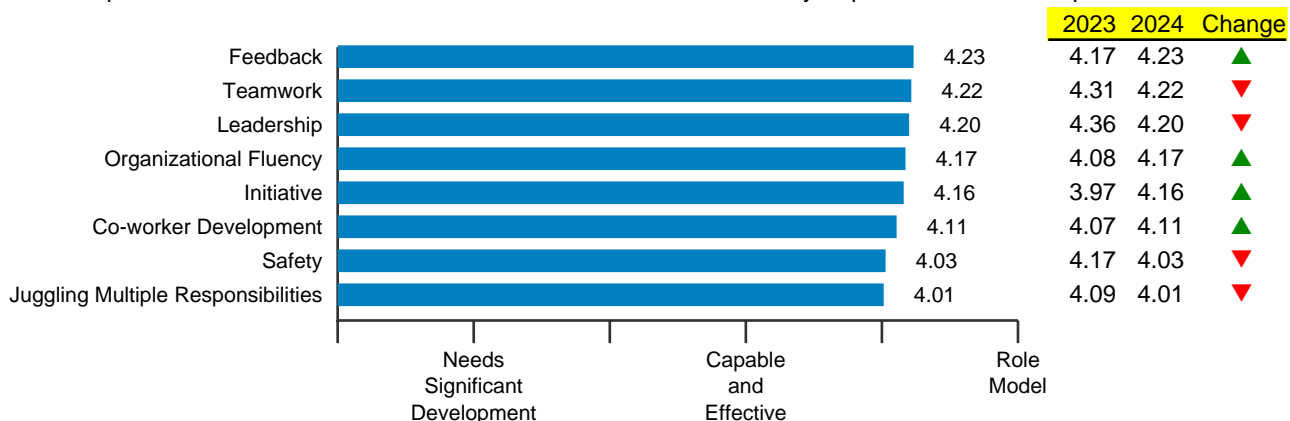
## What to Do with Your Feedback

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

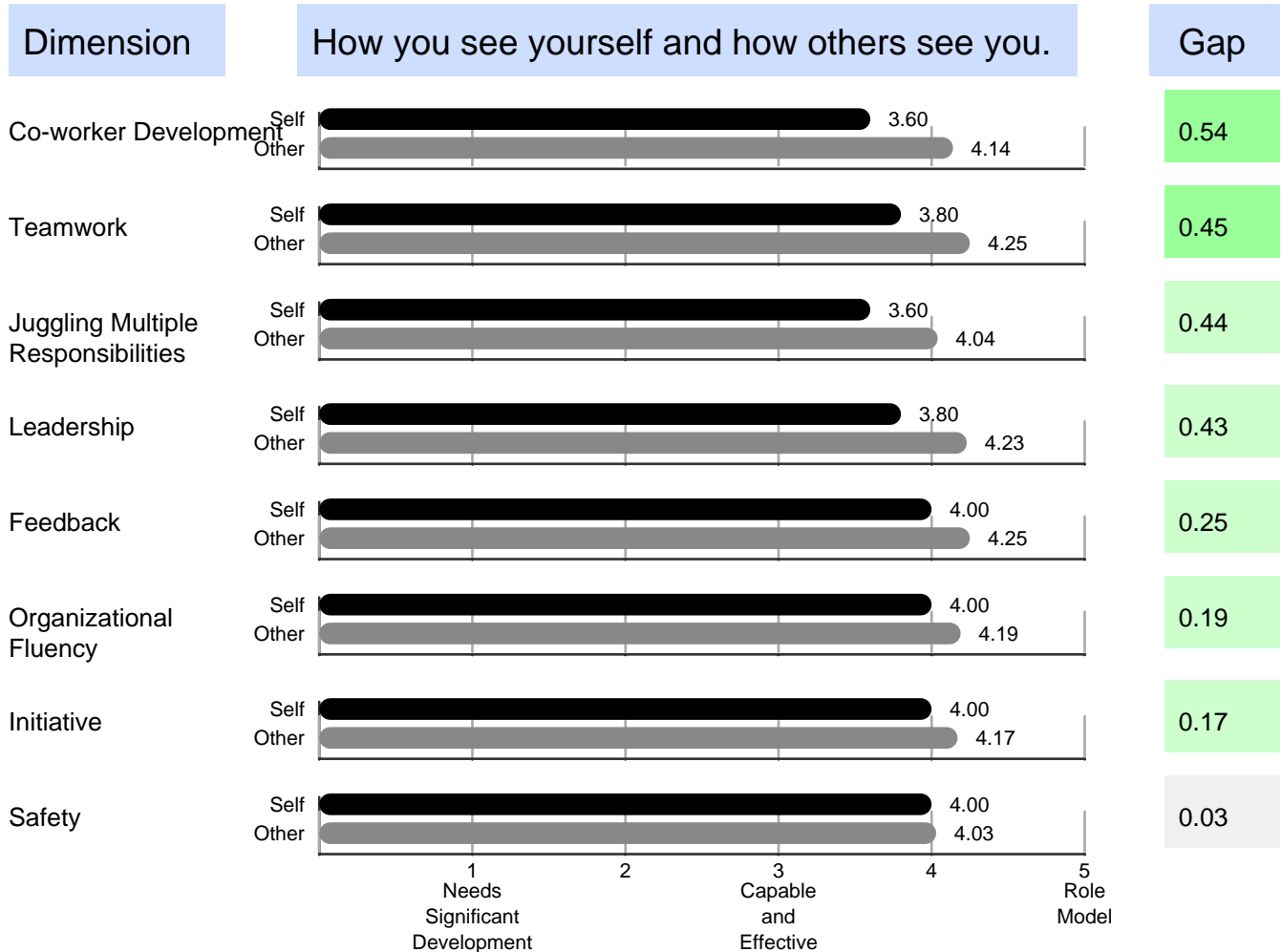
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## Teamwork

### 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. Encourages others to share ideas to develop team cohesion	15	4.13	80.0	20%		47%		33%
2. Considers the impact and implications of decisions on the team.	15	4.33	100.0		67%			33%
3. Effective team player	15	4.33	93.3	7%		53%		40%
4. Fosters teamwork rather than individual competition	15	4.07	86.7	13%		67%		20%
5. Actively participates in the work of teams; seeks and listens to others' contributions	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. Encourages others to share ideas to develop team cohesion	4.00	4.13	+0.13 ▲
2. Considers the impact and implications of decisions on the team.	4.40	4.33	-0.07 ▼
3. Effective team player	4.47	4.33	-0.13 ▼
4. Fosters teamwork rather than individual competition	4.47	4.07	-0.40 ▼
5. Actively participates in the work of teams; seeks and listens to others' contributions	4.20	4.21	+0.01 ▲

# 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Motivates others to reach and exceed organizational goals and objectives.	15	4.33	93.3	7%	53%			40%
7. Sits down regularly with employees to review their job performance.	15	4.33	86.7	13%	40%			47%
8. Provides resources to enable individuals to develop professionally.	15	4.07	80.0	20%	53%			27%
9. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	15	4.13	80.0	20%	47%			33%
10. Expresses clear goals and objectives.	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. Motivates others to reach and exceed organizational goals and objectives.	4.13	4.33	+0.20 ▲
7. Sits down regularly with employees to review their job performance.	4.33	4.33	
8. Provides resources to enable individuals to develop professionally.	4.20	4.07	-0.13 ▼
9. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	4.67	4.13	-0.53 ▼
10. Expresses clear goals and objectives.	4.47	4.13	-0.33 ▼

## Feedback

### 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. Looks to others for input.	15	4.67	100.0	33%		67%		
12. Seeks feedback to enhance performance.	15	4.20	86.7	7%	7%	47%		40%
13. Is visible and approachable.	14	3.64	57.1	14%	29%		36%	21%
14. Actively seeks feedback from others.	14	4.14	85.7	7%	7%	50%		36%
15. Accepts the views of others.	15	4.47	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	2023	2024	Change
11. Looks to others for input.	4.20	4.67	+0.47 ▲
12. Seeks feedback to enhance performance.	3.93	4.20	+0.27 ▲
13. Is visible and approachable.	4.47	3.64	-0.82 ▼
14. Actively seeks feedback from others.	4.00	4.14	+0.14 ▲
15. Accepts the views of others.	4.27	4.47	+0.20 ▲

## 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
16. Builds strong interpersonal relationships upon first meeting.	15	4.00	66.7	7%	27%	27%	40%	
17. Quickly comes to the aid of those who may need help.	15	3.87	66.7		33%	47%	20%	
18. Takes corrective action to address performance deficiencies/issues.	15	4.20	86.7	7%	7%	47%	40%	
19. Guides strategic initiatives to advance the department/organization.	15	4.33	86.7		13%	40%	47%	
20. Takes on additional tasks without being asked or told to do so.	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. Builds strong interpersonal relationships upon first meeting.	3.64	4.00	+0.36 ▲
17. Quickly comes to the aid of those who may need help.	4.33	3.87	-0.47 ▼
18. Takes corrective action to address performance deficiencies/issues.	3.93	4.20	+0.27 ▲
19. Guides strategic initiatives to advance the department/organization.	4.33	4.33	
20. Takes on additional tasks without being asked or told to do so.	3.60	4.40	+0.80 ▲

## 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
21. Spends the most time and effort on critical tasks first.	15	3.93	73.3	27%		53%		20%
22. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	4.00	66.7	13%	20%	20%		47%
23. Uses a scheduler/planner to keep tasks organized and on time.	15	4.07	80.0	20%		53%		27%
24. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	4.00	73.3	13%	13%	33%		40%
25. Begins tasks as soon as possible.	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. Spends the most time and effort on critical tasks first.	4.20	3.93	-0.27 ▼
22. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	4.20	4.00	-0.20 ▼
23. Uses a scheduler/planner to keep tasks organized and on time.	4.13	4.07	-0.07 ▼
24. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.80	4.00	+0.20 ▲
25. Begins tasks as soon as possible.	4.13	4.07	-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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Mitigates hazards and safety issues that arise.	15	4.00	80.0	7%	13%	53%		27%
27. Encourages others to attend safety training.	15	3.67	66.7	20%	13%	47%		20%
28. Commits adequate resources toward safety measures.	15	4.40	86.7	13%	33%	53%		
29. Is aware of OSHA safety guidelines.	15	4.07	80.0	20%		53%		27%
30. Participates in safety training as applicable.	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. Mitigates hazards and safety issues that arise.	4.47	4.00	-0.47 ▼
27. Encourages others to attend safety training.	4.00	3.67	-0.33 ▼
28. Commits adequate resources toward safety measures.	4.33	4.40	+0.07 ▲
29. Is aware of OSHA safety guidelines.	4.07	4.07	
30. Participates in safety training as applicable.	4.00	4.00	

## Co-worker Development

### 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
31. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.27	93.3	7%	60%			33%
32. Works to identify root causes of performance problems	14	4.14	92.9	7%	71%			21%
33. Takes immediate action on poor performance	15	4.27	100.0		73%			27%
34. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.40	93.3	7%	47%			47%
35. Provides ongoing feedback to co-workers on their development progress	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. Sets and clearly communicates expectations, performance goals, and measurements to others	4.27	4.27	
32. Works to identify root causes of performance problems	4.20	4.14	-0.06 ▼
33. Takes immediate action on poor performance	3.67	4.27	+0.60 ▲
34. Adapts coaching and mentoring approach to meet the style or needs of individuals	4.00	4.40	+0.40 ▲
35. Provides ongoing feedback to co-workers on their development progress	4.20	3.47	-0.73 ▼

# Organizational Fluency

## 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. Able to explain departmental policies and procedures to others.	15	4.20	93.3	7%	67%			27%
37. Anticipates problems that may affect the department.	15	4.27	93.3	7%	60%			33%
38. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.00	80.0	20%	60%			20%
39. Understands the current organizational culture.	15	4.07	86.7	7%	7%	60%		27%
40. Understands departmental policies and procedures.	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. Able to explain departmental policies and procedures to others.	4.00	4.20	+0.20 ▲
37. Anticipates problems that may affect the department.	4.21	4.27	+0.05 ▲
38. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	4.07	4.00	-0.07 ▼
39. Understands the current organizational culture.	3.87	4.07	+0.20 ▲
40. Understands departmental policies and procedures.	4.27	4.33	+0.07 ▲

## 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?