

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.

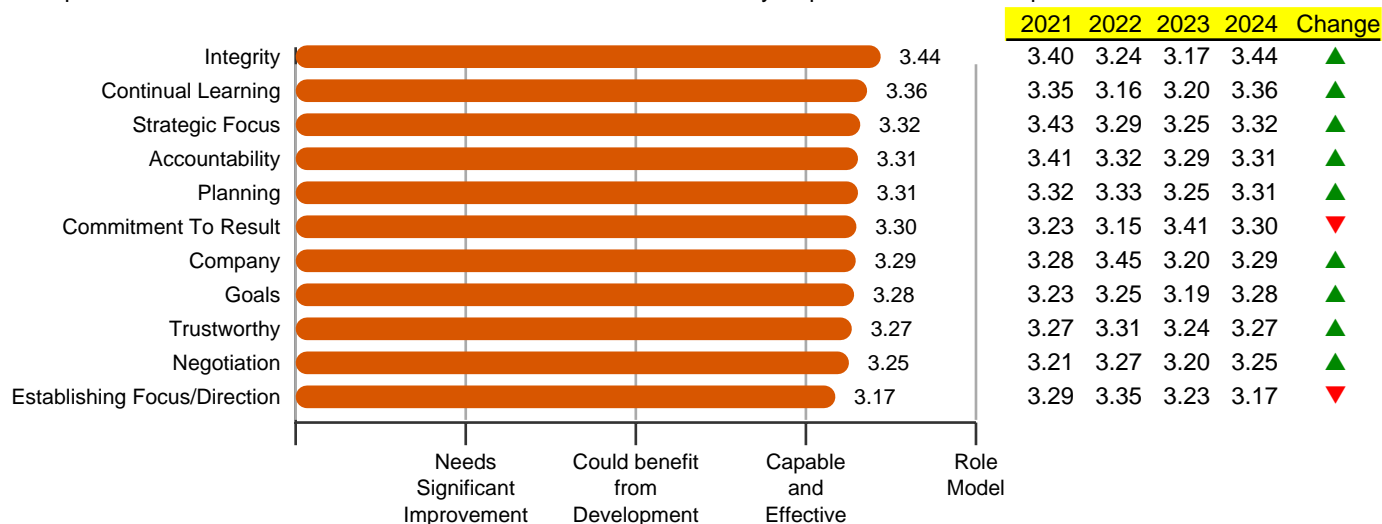
What to Do with Your Feedback

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

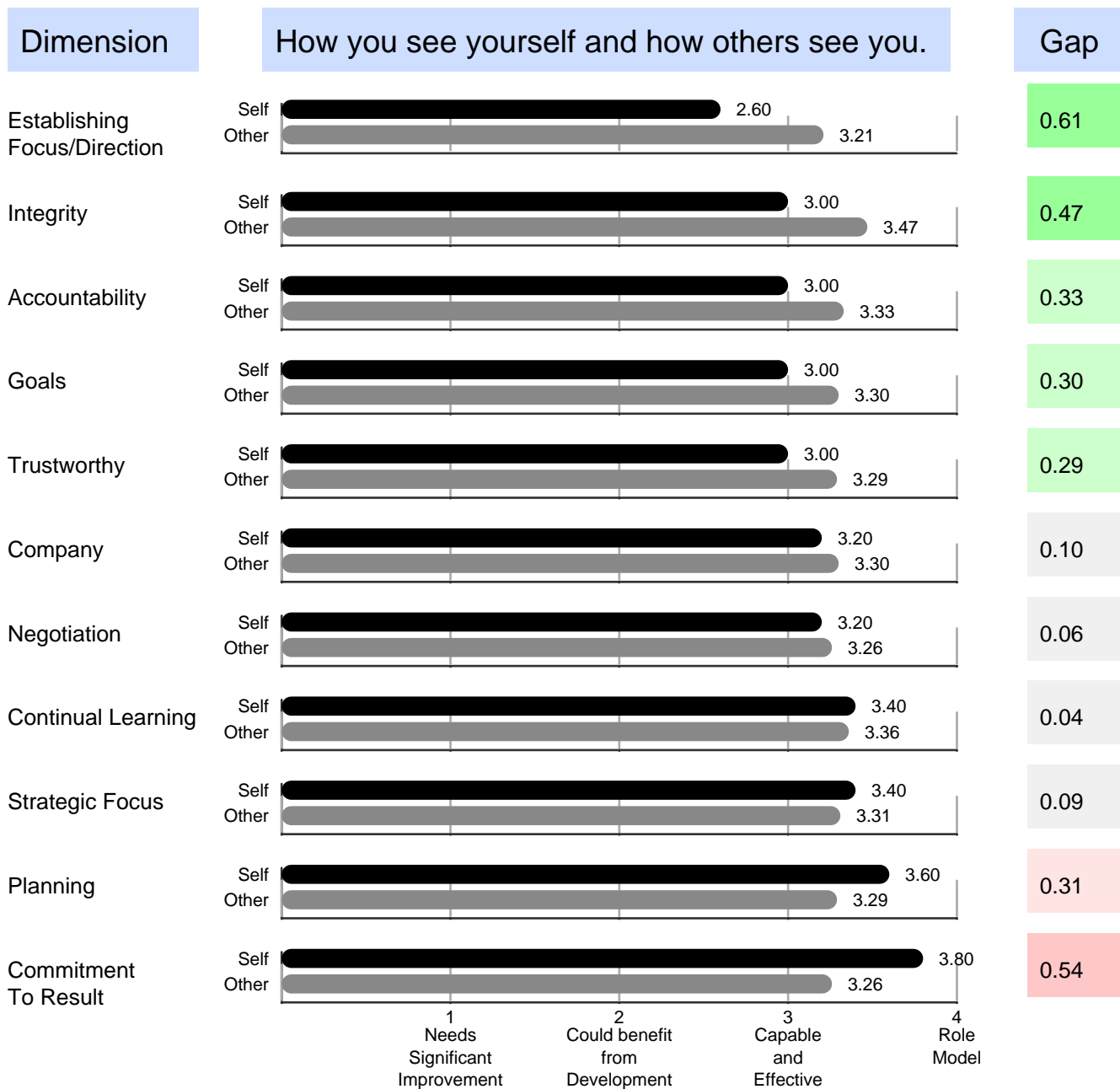
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



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
1. You deliver on promises made.	15	3.20	86.7	13%	53%	33%	
2. You work in a way that makes others want to work with you.	15	3.33	100.0		67%	33%	
3. You demonstrate congruence between statements and actions.	15	3.33	93.3	7%	53%	40%	
4. You build and maintain the trust of others.	15	3.27	93.3	7%	60%	33%	
5. You demonstrate a sense of responsibility and commitment to public trust.	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. You deliver on promises made.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You work in a way that makes others want to work with you.	3.27	3.40	3.40	3.33	-0.07 ▼
3. You demonstrate congruence between statements and actions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You build and maintain the trust of others.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You demonstrate a sense of responsibility and commitment to public trust.	3.00	3.20	3.13	3.21	+0.08 ▲

Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

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. I will commit to leading the initiatives to solving critical issues.	15	3.47	100.0		53%		47%
7. You act like an owner when they make decisions.	15	3.40	93.3	7%	47%		47%
8. You continue to work diligently on a problem despite setbacks.	15	3.20	86.7	13%	53%		33%
9. You take full responsibility for project outcomes.	15	3.27	86.7	13%	47%		40%
10. You show up for work on time.	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. I will commit to leading the initiatives to solving critical issues.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You act like an owner when they make decisions.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You continue to work diligently on a problem despite setbacks.	3.40	3.40	3.20	3.20	
9. You take full responsibility for project outcomes.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You show up for work on time.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. You maintain strong relationships with others.	15	3.67	100.0	33%	67%		
12. You follow tasks to completion.	15	3.40	93.3	7%	47%	47%	
13. You protect the integrity and confidentiality of information	15	3.13	86.7	13%	60%	27%	
14. You demonstrate sincerity in actions with others.	15	3.47	100.0	53%	47%		
15. You do what was promised.	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. You maintain strong relationships with others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You follow tasks to completion.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You protect the integrity and confidentiality of information	3.20	3.21	3.40	3.13	-0.27 ▼
14. You demonstrate sincerity in actions with others.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You do what was promised.	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. You build on your strengths while addressing your weaknesses.	15	3.47	93.3	7%	40%	53%	
17. You seek opportunities to grow in skills and knowledge.	15	2.93	73.3	27%	53%		20%
18. You take the initiative to learn new skills.	15	3.40	93.3	7%	47%	47%	
19. You grasp new ideas, concepts, technical, or business knowledge.	15	3.53	100.0		47%	53%	
20. You pursue professional development opportunities when they arise.	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. You build on your strengths while addressing your weaknesses.	3.33	3.00	3.07	3.47	+0.40 ▲
17. You seek opportunities to grow in skills and knowledge.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You take the initiative to learn new skills.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You grasp new ideas, concepts, technical, or business knowledge.	3.13	2.87	3.53	3.53	
20. You pursue professional development opportunities when they arise.	3.40	3.20	2.87	3.47	+0.60 ▲

Establishing Focus/Direction

Establishes the focus/direction of employees within the department/division/organization.
Aligns mission and goals 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
21. You function well under stress, deadlines, and/or significant workloads.	15	3.00	80.0	20%	60%		20%
22. You stay focused even when under pressure and stress.	15	3.53	100.0		47%	53%	
23. You help guide employees with prioritizing tasks.	15	3.13	86.7	13%	60%		27%
24. You are excellent at managing time.	15	3.13	80.0	7%	13%	40%	40%
25. You maintain self-control when personally criticized.	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. You function well under stress, deadlines, and/or significant workloads.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You stay focused even when under pressure and stress.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You help guide employees with prioritizing tasks.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You are excellent at managing time.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You maintain self-control when personally criticized.	3.27	3.33	3.27	3.07	-0.20 ▼

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. You understand and contribute to development of strategic goals.	15	3.20	93.3	7%	60%	33%	
27. You make sure that team members have a clear idea of our group's goals.	15	3.40	93.3	7%	47%	47%	
28. You establish and document goals and objectives.	15	3.60	93.3	7%	27%	67%	
29. You set challenging stretch goals	15	3.20	86.7	13%	53%	33%	
30. You achieve goals.	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. You understand and contribute to development of strategic goals.	3.53	3.33	3.33	3.20	-0.13 ▼
27. You make sure that team members have a clear idea of our group's goals.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You establish and document goals and objectives.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You set challenging stretch goals	3.21	3.20	3.20	3.20	
30. You achieve goals.	2.87	3.27	3.07	3.00	-0.07 ▼

Commitment To Result

Committed to successfully achieving results. Goes above and beyond 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. You take immediate action toward goals.	15	3.33	93.3	7%	53%	40%	
32. You are able to focus on a task even when working alone.	14	3.29	100.0		71%	29%	
33. You maintain persistence and dedication to achieving results.	15	3.27	100.0		73%	27%	
34. You create a sense of urgency among the store team members to complete activities, which drive sales.	15	3.47	93.3	7%	40%	53%	
35. You encourage commitment in others to obtain results.	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. You take immediate action toward goals.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You are able to focus on a task even when working alone.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You maintain persistence and dedication to achieving results.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You create a sense of urgency among the store team members to complete activities, which drive sales.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You encourage commitment in others to obtain results.	3.20	3.27	3.13	3.13	

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
36. You are resolute when stating priorities and non-negotiables.	15	3.20	93.3	7%	67%		27%
37. You stay calm and focus on the core issues to be discussed.	15	3.33	93.3	7%	53%		40%
38. You are able to control your emotional responses and correctly gauge the emotions of others.	15	3.07	86.7	13%	67%		20%
39. You understand the expectations of other parties in the negotiation.	15	3.33	100.0		67%		33%
40. You know where to stand firm and where to compromise.	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. You are resolute when stating priorities and non-negotiables.	3.53	3.20	3.33	3.20	-0.13 ▼
37. You stay calm and focus on the core issues to be discussed.	3.20	3.27	3.07	3.33	+0.26 ▲
38. You are able to control your emotional responses and correctly gauge the emotions of others.	3.13	3.40	3.33	3.07	-0.27 ▼
39. You understand the expectations of other parties in the negotiation.	3.20	3.27	3.00	3.33	+0.33 ▲
40. You know where to stand firm and where to compromise.	3.00	3.20	3.27	3.33	+0.07 ▲

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
41. I monitor company performance and make adjustments to the strategic plan as needed.	15	3.33	93.3	7%	53%	40%	
42. You focus efforts on specific marketing strategies.	15	3.40	93.3	7%	47%	47%	
43. You create deadlines for various components of the strategy.	15	3.13	86.7	13%	60%	27%	
44. I communicate the company's strategic goals and decisions to teams and departments.	15	3.27	100.0		73%	27%	
45. I develop strategies that are practical and can be feasibly implemented within a reasonable period of time.	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. I monitor company performance and make adjustments to the strategic plan as needed.	3.47	3.20	2.93	3.33	+0.40 ▲
42. You focus efforts on specific marketing strategies.	3.27	3.53	3.13	3.40	+0.27 ▲
43. You create deadlines for various components of the strategy.	3.87	3.13	3.20	3.13	-0.07 ▼
44. I communicate the company's strategic goals and decisions to teams and departments.	3.33	3.27	3.87	3.27	-0.60 ▼
45. I develop strategies that are practical and can be feasibly implemented within a reasonable period of time.	3.20	3.33	3.13	3.47	+0.33 ▲

Company

Maintains loyalty to the company.

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. You express loyalty and dedication to [Company] in interactions with others.	15	3.40	93.3	7%	47%	47%	
47. You impress upon others the important aspects of [Company].	15	3.20	93.3	7%	67%	27%	
48. You follow existing procedures and processes.	15	3.20	93.3	7%	60%	33%	
49. You understand how decisions impact other business units beyond your immediate department of work group.	15	3.47	100.0		53%	47%	
50. You attend [Company] gatherings and social events.	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. You express loyalty and dedication to [Company] in interactions with others.	3.27	3.40	3.20	3.40	+0.20 ▲
47. You impress upon others the important aspects of [Company].	3.33	3.40	3.20	3.20	
48. You follow existing procedures and processes.	3.60	3.33	3.20	3.20	
49. You understand how decisions impact other business units beyond your immediate department of work group.	3.00	3.47	3.13	3.47	+0.33 ▲
50. You attend [Company] gatherings and social events.	3.20	3.67	3.27	3.20	-0.07 ▼

Planning

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

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
51. I analyze market trends to plan the best course of action.	15	3.53	100.0		47%	53%	
52. I develop plans to help manage expectations and project demands.	15	3.27	93.3	7%	60%		33%
53. You notify staff when the plan is not on schedule.	15	3.33	100.0		67%		33%
54. You set up and monitor timeframes and plans	15	3.40	93.3	7%	47%		47%
55. I make strategic and tactical decisions to guide the logistics process.	15	3.00	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	2021	2022	2023	2024	Change
51. I analyze market trends to plan the best course of action.	3.47	3.47	3.13	3.53	+0.40 ▲
52. I develop plans to help manage expectations and project demands.	3.47	3.00	3.60	3.27	-0.33 ▼
53. You notify staff when the plan is not on schedule.	3.20	3.20	3.13	3.33	+0.20 ▲
54. You set up and monitor timeframes and plans	3.20	3.60	3.13	3.40	+0.27 ▲
55. I make strategic and tactical decisions to guide the logistics process.	3.27	3.40	3.27	3.00	-0.27 ▼