Feedback Results

Your CompanyName Here

2024

Sample Employee

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.
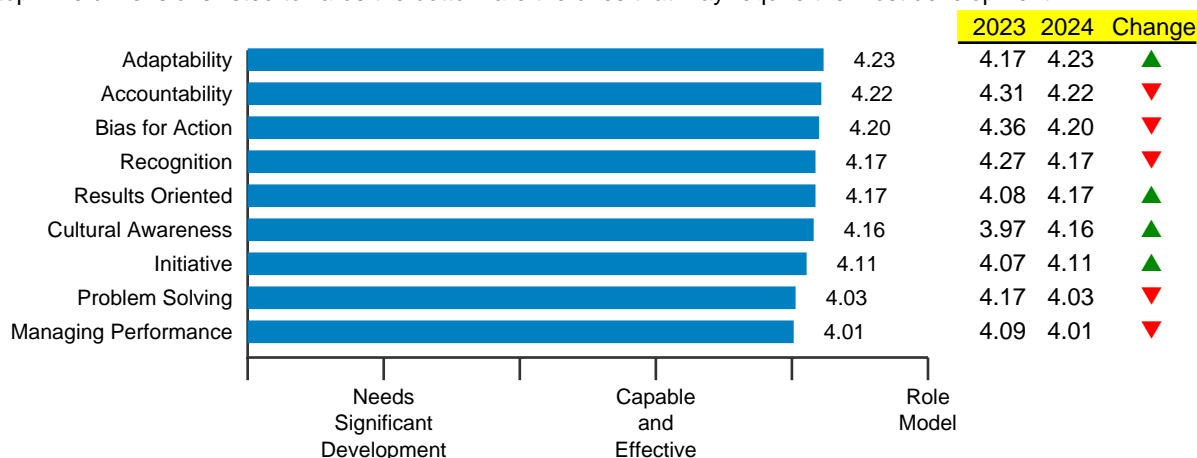
What to Do with Your Feedback

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.
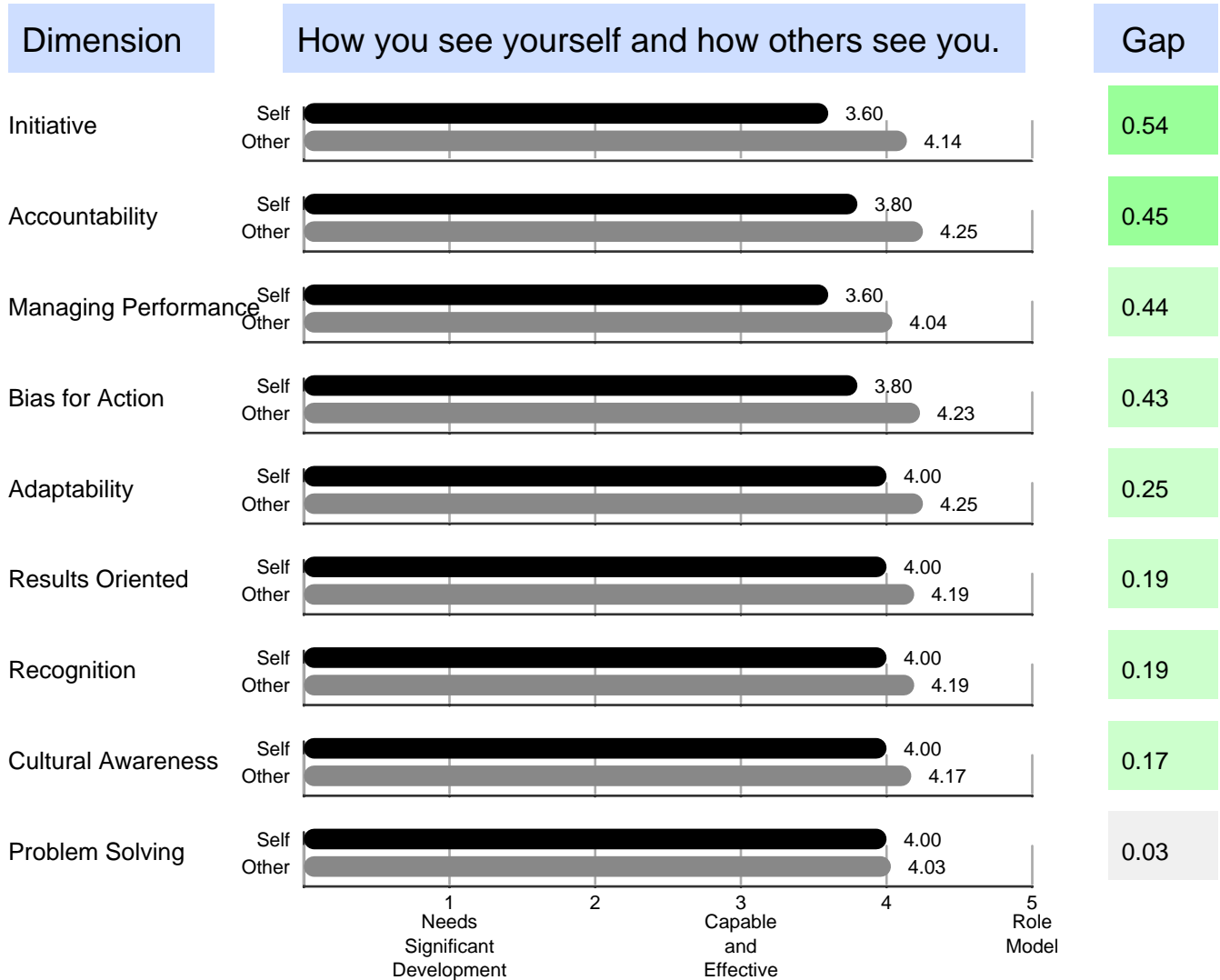
Summary

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 9 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.

		2023	2024	Change
Adaptability	4.23	4.17	4.23	▲
Accountability	4.22	4.31	4.22	▼
Bias for Action	4.20	4.36	4.20	▼
Recognition	4.17	4.27	4.17	▼
Results Oriented	4.17	4.08	4.17	▲
Cultural Awareness	4.16	3.97	4.16	▲
Initiative	4.11	4.07	4.11	▲
Problem Solving	4.03	4.17	4.03	▼
Managing Performance	4.01	4.09	4.01	▼

Needs Significant Development   Capable and Effective   Role Model

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.

Dimension	How you see yourself and how others see you.	Gap
Initiative	Self 3.60 / Other 4.14	0.54
Accountability	Self 3,80 / Other 4.25	0.45
Managing Performance	Self 3.60 / Other 4.04	0.44
Bias for Action	Self 3.80 / Other 4.23	0.43
Adaptability	Self 4.00 / Other 4.25	0.25
Results Oriented	Self 4.00 / Other 4.19	0.19
Recognition	Self 4.00 / Other 4.19	0.19
Cultural Awareness	Self 4.00 / Other 4.17	0.17
Problem Solving	Self 4.00 / Other 4.03	0.03

Scale:
1 Needs Significant Development
2
3 Capable and Effective
4
5 Role Model

Accountability

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
1. Takes ownership of mistakes and learns from them.	15	4.13	80.0	20%		47%		33%
2. Takes responsibility for their actions and admits mistakes openly.	15	4.33	100.0		67%			33%
3. Willingly accepts the consequences for their actions.	15	4.33	93.3	7%	53%		40%	
4. Works hard to ensure the success of the department.	15	4.07	86.7	13%	67%			20%
5. Holds employees accountable for completing the project successfully.	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. Takes ownership of mistakes and learns from them.	4.00	4.13	+0.13 ▲
2. Takes responsibility for their actions and admits mistakes openly.	4.40	4.33	-0.07 ▼
3. Willingly accepts the consequences for their actions.	4.47	4.33	-0.13 ▼
4. Works hard to ensure the success of the department.	4.47	4.07	-0.40 ▼
5. Holds employees accountable for completing the project successfully.	4.20	4.21	+0.01 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	4.33	93.3	7%	53%			40%
7. Identifies ways to simplify work processes and reduce cycle times	15	4.33	86.7	13%	40%			47%
8. Displays high energy and enthusiasm on consistent basis.	15	4.07	80.0	20%	53%			27%
9. Completes work on time	15	4.13	80.0	20%	47%			33%
10. Conveys a sense of urgency about addressing problems and opportunities	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. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	4.13	4.33	+0.20 ▲
7. Identifies ways to simplify work processes and reduce cycle times	4.33	4.33	
8. Displays high energy and enthusiasm on consistent basis.	4.20	4.07	-0.13 ▼
9. Completes work on time	4.67	4.13	-0.53 ▼
10. Conveys a sense of urgency about addressing problems and opportunities	4.47	4.13	-0.33 ▼

Adaptability

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
11. Easily accepts new responsibilities.	15	4.67	100.0			33%		67%
12. Accommodates changes as needed.	15	4.20	86.7	7%	7%	47%		40%
13. Adjusts plans to meet new situations.	14	3.64	57.1	14%		29%	36%	21%
14. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	14	4.14	85.7	7%	7%	50%		36%
15. Handles changes easily.	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. Easily accepts new responsibilities.	4.20	4.67	+0.47 ▲
12. Accommodates changes as needed.	3.93	4.20	+0.27 ▲
13. Adjusts plans to meet new situations.	4.47	3.64	-0.82 ▼
14. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	4.00	4.14	+0.14 ▲
15. Handles changes easily.	4.27	4.47	+0.20 ▲

Cultural Awareness

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
16. Recognizes individual and cultural differences.	15	4.00	66.7	7%	27%	27%		40%
17. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.87	66.7		33%	47%		20%
18. Fosters a diverse workforce free from discrimination and harassment.	15	4.20	86.7	7%	7%	47%		40%
19. Values the diverse perspectives from others.	15	4.33	86.7		13%	40%		47%
20. Functions effectively within various cultural contexts.	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. Recognizes individual and cultural differences.	3.64	4.00	+0.36 ▲
17. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	4.33	3.87	-0.47 ▼
18. Fosters a diverse workforce free from discrimination and harassment.	3.93	4.20	+0.27 ▲
19. Values the diverse perspectives from others.	4.33	4.33	
20. Functions effectively within various cultural contexts.	3.60	4.40	+0.80 ▲

Managing 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Makes sure commitments are understood and met.	15	3.93	73.3			27%	53%	20%
22. Informs team members how their performance compares to stated goals.	15	4.00	66.7	13%	20%	20%	47%	
23. Acknowledges employee contributions that support the bottom line.	15	4.07	80.0			20%	53%	27%
24. Uses established criteria for measuring job performance.	15	4.00	73.3	13%	13%	33%	40%	
25. Recognizes team members when they contribute significantly to the team.	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. Makes sure commitments are understood and met.	4.20	3.93	-0.27 ▼
22. Informs team members how their performance compares to stated goals.	4.20	4.00	-0.20 ▼
23. Acknowledges employee contributions that support the bottom line.	4.13	4.07	-0.07 ▼
24. Uses established criteria for measuring job performance.	3.80	4.00	+0.20 ▲
25. Recognizes team members when they contribute significantly to the team.	4.13	4.07	-0.07 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Solves problems using logic and insight.	15	4.00	80.0	7%	13%	53%		27%
27. Implements effective solutions to critical problems.	15	3.67	66.7	20%	13%	47%		20%
28. Identifies and assesses all potential responses to a problem.	15	4.40	86.7	13%	33%		53%	
29. Able to balance the needs of different people in a solution to a problem.	15	4.07	80.0	20%		53%		27%
30. Generates alternative solutions to problems and challenges.	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. Solves problems using logic and insight.	4.47	4.00	-0.47 ▼
27. Implements effective solutions to critical problems.	4.00	3.67	-0.33 ▼
28. Identifies and assesses all potential responses to a problem.	4.33	4.40	+0.07 ▲
29. Able to balance the needs of different people in a solution to a problem.	4.07	4.07	
30. Generates alternative solutions to problems and challenges.	4.00	4.00	

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Anticipates problems and initiates plans to address them.	15	4.27	93.3	7%		60%		33%
32. Acts independently to solve pressing needs.	14	4.14	92.9	7%		71%		21%
33. Seizes upon opportunities available.	15	4.27	100.0			73%		27%
34. Acts quickly when an opportunity becomes available.	15	4.40	93.3	7%		47%		47%
35. Initiates important conversation topics at meetings.	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. Anticipates problems and initiates plans to address them.	4.27	4.27		
32. Acts independently to solve pressing needs.	4.20	4.14	-0.06	▼
33. Seizes upon opportunities available.	3.67	4.27	+0.60	▲
34. Acts quickly when an opportunity becomes available.	4.00	4.40	+0.40	▲
35. Initiates important conversation topics at meetings.	4.20	3.47	-0.73	▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Persists in seeking objectives despite obstacles or setbacks.	15	4.20	93.3	7%		67%		27%
37. Determines the best approach to achieving the expected results.	15	4.27	93.3	7%		60%		33%
38. Does not become distracted by non-issues or interruptions.	15	4.00	80.0	20%		60%		20%
39. Achieves long and short-term goals.	15	4.07	86.7	7% 7%		60%		27%
40. Has a positive attitude that encourages others to continue supporting the production goals.	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. Persists in seeking objectives despite obstacles or setbacks.	4.00	4.20	+0.20 ▲
37. Determines the best approach to achieving the expected results.	4.21	4.27	+0.05 ▲
38. Does not become distracted by non-issues or interruptions.	4.07	4.00	-0.07 ▼
39. Achieves long and short-term goals.	3.87	4.07	+0.20 ▲
40. Has a positive attitude that encourages others to continue supporting the production goals.	4.27	4.33	+0.07 ▲

Recognition

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
41. Lets employees know when they have done well	15	3.93	80.0	13%	7%	53%		27%
42. Offers recognition in a timely manner.	15	4.33	93.3	7%		47%		47%
43. Makes people around them feel appreciated and valued.	15	4.13	86.7	13%		60%		27%
44. Is sincerely interested in the suggestions of co-workers	15	4.20	100.0			80%		20%
45. Compliments other people when they do good work	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. Lets employees know when they have done well	3.87	3.93	+0.07 ▲
42. Offers recognition in a timely manner.	4.13	4.33	+0.20 ▲
43. Makes people around them feel appreciated and valued.	4.20	4.13	-0.07 ▼
44. Is sincerely interested in the suggestions of co-workers	4.87	4.20	-0.67 ▼
45. Compliments other people when they do good work	4.27	4.27	

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?