Feedback Results

Your CompanyName Here

2025

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.
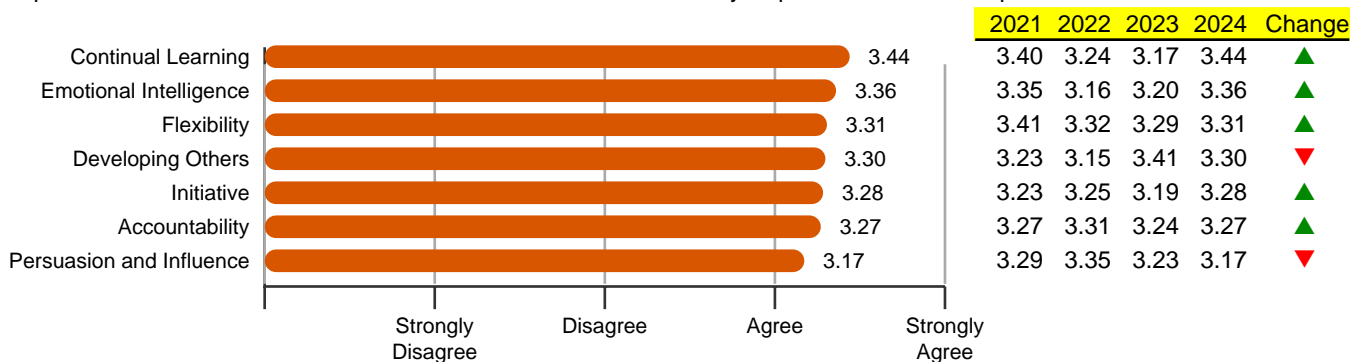
What to Do with Your Feedback

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 7 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.

	Score	2021	2022	2023	2024	Change
Continual Learning	3.44	3.40	3.24	3.17	3.44	▲
Emotional Intelligence	3.36	3.35	3.16	3.20	3.36	▲
Flexibility	3.31	3.41	3.32	3.29	3.31	▲
Developing Others	3.30	3.23	3.15	3.41	3.30	▼
Initiative	3.28	3.23	3.25	3.19	3.28	▲
Accountability	3.27	3.27	3.31	3.24	3.27	▲
Persuasion and Influence	3.17	3.29	3.35	3.23	3.17	▼

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
Persuasion and Influence	Self 2.60 / Other 3.21	0.61
Continual Learning	Self 3.00 / Other 3.47	0.47
Flexibility	Self 3.00 / Other 3.33	0.33
Initiative	Self 3.00 / Other 3.30	0.30
Accountability	Self 3.00 / Other 3.29	0.29
Emotional Intelligence	Self 3.40 / Other 3.36	0.04
Developing Others	Self 3.80 / Other 3.26	0.54

1 Strongly Disagree 2 Disagree 3 Agree 4 Strongly Agree

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Takes responsibility for the direction of the team.	15	3.20	86.7	13%	53%		33%
2. Chooses integrity over convenience.	15	3.33	100.0		67%		33%
3. Commits to leading the initiatives to solving critical issues.	15	3.33	93.3	7%	53%		40%

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
4. Expects employees to accept the consequences of their actions.	15	3.27	93.3	7%	60%		33%
5. Welcomes the responsibility for meeting the broad range of needs of stakeholders and clients.	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. Takes responsibility for the direction of the team.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Chooses integrity over convenience.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Commits to leading the initiatives to solving critical issues.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Expects employees to accept the consequences of their actions.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Welcomes the responsibility for meeting the broad range of needs of stakeholders and clients.	3.00	3.20	3.13	3.21	+0.08 ▲

Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
6. Responds to issues and problems with creative solutions and innovation.	15	3.47	100.0		53%		47%
7. Supports a flexible culture that values continuous improvement and innovation.	15	3.40	93.3	7%	47%		47%
8. Able to increase output to meet increased demand.	15	3.20	86.7	13%	53%		33%
9. Willing to change strategies, operations, or processes in to meet new challenges or seize new opportunities.	15	3.27	86.7	13%	47%		40%
10. Quickly adapts to new circumstances, challenges, or opportunities as they arise.	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. Responds to issues and problems with creative solutions and innovation.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Supports a flexible culture that values continuous improvement and innovation.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Able to increase output to meet increased demand.	3.40	3.40	3.20	3.20	
9. Willing to change strategies, operations, or processes in to meet new challenges or seize new opportunities.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Quickly adapts to new circumstances, challenges, or opportunities as they arise.	3.33	3.47	3.27	3.20	-0.07 ▼

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
11. Shares best practices with others and learns from others.	15	3.67	100.0		33%	67%	
12. Takes charge of their training and skills enhancement.	15	3.40	93.3	7%	47%	47%	
13. Views setbacks as opportunities to learn from.	15	3.13	86.7	13%	60%	27%	
14. Grasps new ideas, concepts, technical, or business knowledge.	15	3.47	100.0		53%	47%	
15. Is open to new ideas and concepts.	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. Shares best practices with others and learns from others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Takes charge of their training and skills enhancement.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Views setbacks as opportunities to learn from.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Grasps new ideas, concepts, technical, or business knowledge.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Is open to new ideas and concepts.	3.67	3.27	3.20	3.53	+0.33 ▲

Emotional Intelligence

Ability to perceive, interpret, and understand the emotions of 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
16. Able to understand others' points of view.	15	3.47	93.3	7%	40%	53%	
17. Accurately perceives the emotional reactions of others.	15	2.93	73.3	27%	53%	20%	
18. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.40	93.3	7%	47%	47%	
19. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.53	100.0	47%		53%	
20. Is able to express themselves clearly.	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. Able to understand others' points of view.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Accurately perceives the emotional reactions of others.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Is attentive to emotional cues and interprets others' feelings correctly.	3.13	2.87	3.53	3.53	
20. Is able to express themselves clearly.	3.40	3.20	2.87	3.47	+0.60 ▲

Persuasion and Influence

Able to persuade and influence others to obtain certain objectives and 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
21. Persuades others to consider alternative points of view.	15	3.00	80.0	20%	60%		20%
22. Able to express own goals and needs.	15	3.53	100.0		47%		53%
23. Understanding what others need.	15	3.13	86.7	13%	60%		27%
24. Ensures stakeholders are involved in the decision making process.	15	3.13	80.0	7%	13%	40%	40%
25. Communicates effectively with others.	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. Persuades others to consider alternative points of view.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Able to express own goals and needs.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Understanding what others need.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Ensures stakeholders are involved in the decision making process.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Communicates effectively with others.	3.27	3.33	3.27	3.07	-0.20 ▼

Initiative

Initiative is the ability to take appropriate actions and work proactively, often independently, and motivated by a desire to perform above expectations without being prompted by others to do so.   Someone with initiative is a self-starter who independently takes advantage of opportunities and is motivated with a tenacious work ethic to be impactful.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
26. Immediately works to complete goals well before their deadline.	15	3.20	93.3	7%	60%		33%
27. Analyzes the needs of the situation and acts before being told to do so.	15	3.40	93.3	7%	47%		47%
28. Builds strong interpersonal relationships upon first meeting.	15	3.60	93.3	7%	27%	67%	
29. Addresses small problems before they become big ones.	15	3.20	86.7	13%	53%		33%
30. Initiates important conversation topics at meetings.	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. Immediately works to complete goals well before their deadline.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Analyzes the needs of the situation and acts before being told to do so.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Builds strong interpersonal relationships upon first meeting.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Addresses small problems before they become big ones.	3.21	3.20	3.20	3.20	
30. Initiates important conversation topics at meetings.	2.87	3.27	3.07	3.00	-0.07 ▼

Developing Others

Training and developing members of the team/department.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
31. Recognizes and celebrates accomplishments of others.	15	3.33	93.3	7%	53%		40%
32. Sets performance objectives for subordinates that encourages development opportunities.	14	3.29	100.0		71%		29%
33. Tries to ensure employees are ready to move to the next level.	15	3.27	100.0		73%		27%
34. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.47	93.3	7%	40%	53%	
35. Encourages employees through recognition of positive changes in behavior.	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. Recognizes and celebrates accomplishments of others.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Sets performance objectives for subordinates that encourages development opportunities.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Tries to ensure employees are ready to move to the next level.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Encourages employees through recognition of positive changes in behavior.	3.20	3.27	3.13	3.13	