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.
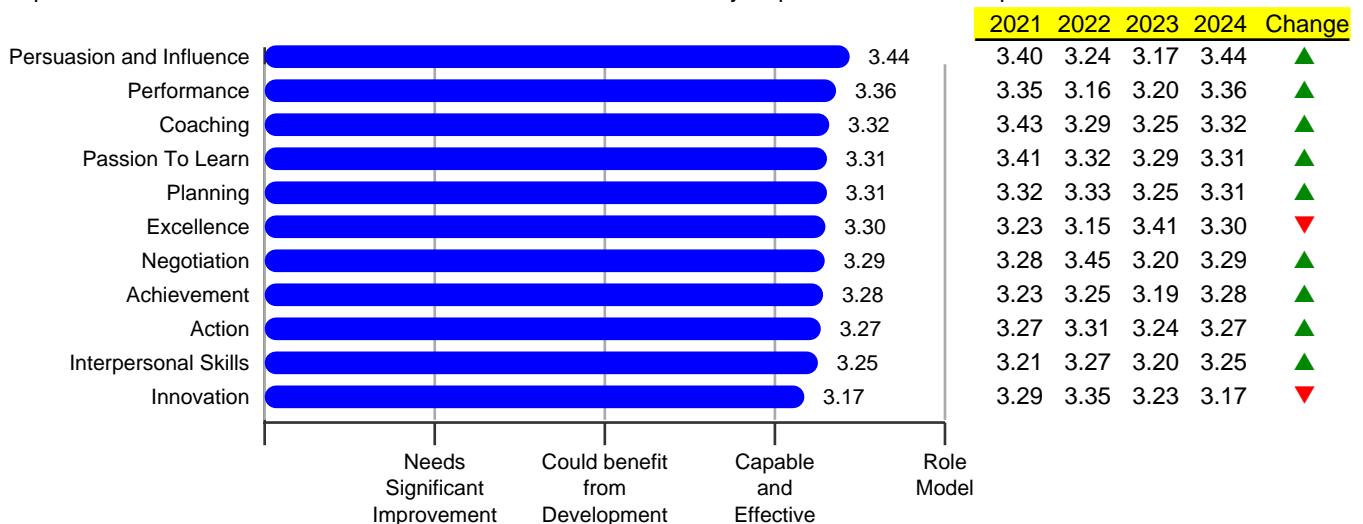
What to Do with Your Feedback

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.
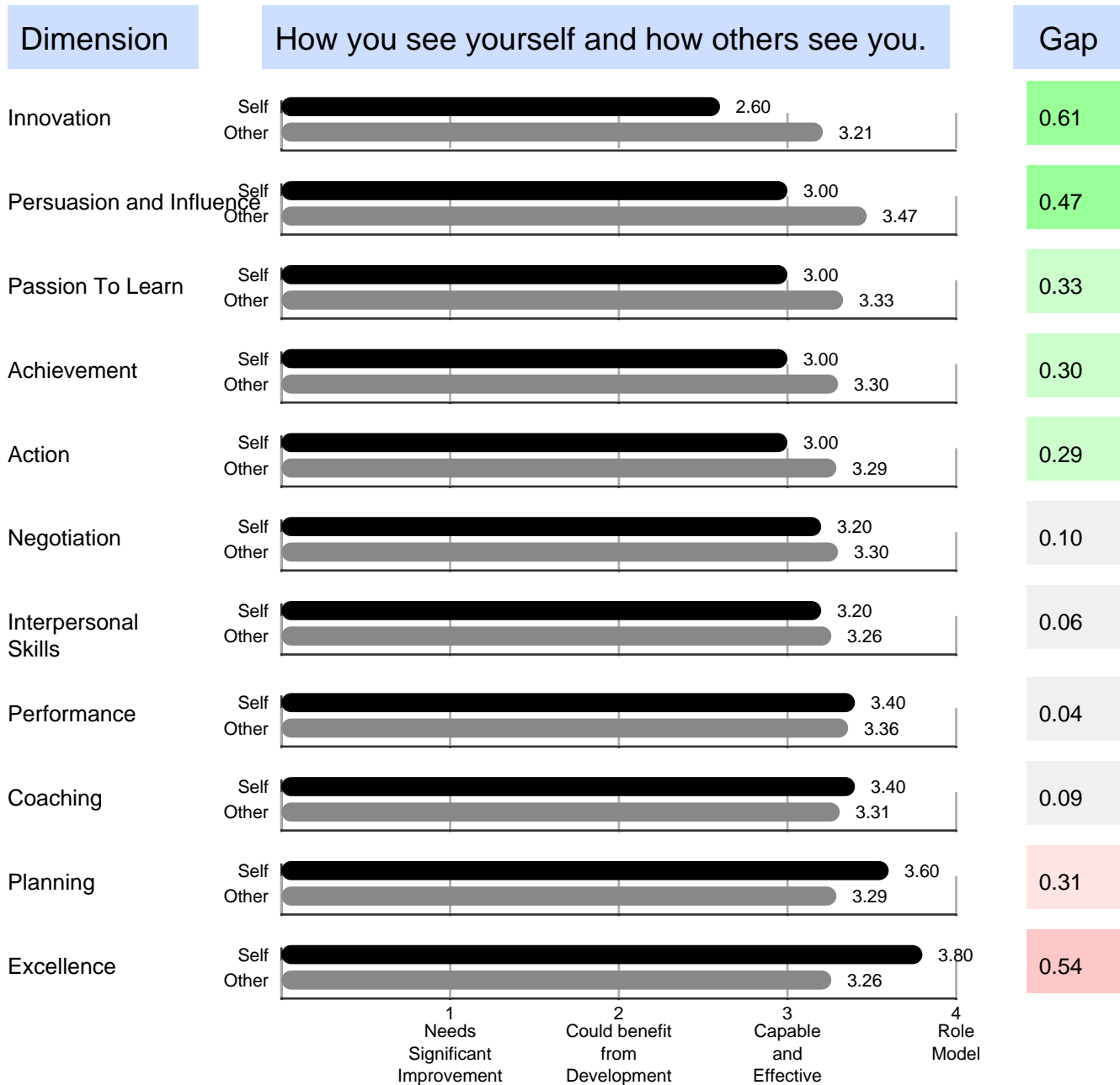
Summary

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 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.

	Score	2021	2022	2023	2024	Change
Persuasion and Influence	3.44	3.40	3.24	3.17	3.44	▲
Performance	3.36	3.35	3.16	3.20	3.36	▲
Coaching	3.32	3.43	3.29	3.25	3.32	▲
Passion To Learn	3.31	3.41	3.32	3.29	3.31	▲
Planning	3.31	3.32	3.33	3.25	3.31	▲
Excellence	3.30	3.23	3.15	3.41	3.30	▼
Negotiation	3.29	3.28	3.45	3.20	3.29	▲
Achievement	3.28	3.23	3.25	3.19	3.28	▲
Action	3.27	3.27	3.31	3.24	3.27	▲
Interpersonal Skills	3.25	3.21	3.27	3.20	3.25	▲
Innovation	3.17	3.29	3.35	3.23	3.17	▼

Scale: Needs Significant Improvement — Could benefit from 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
Innovation	Self 2.60 / Other 3.21	0.61
Persuasion and Influence	Self 3.00 / Other 3.47	0.47
Passion To Learn	Self 3.00 / Other 3.33	0.33
Achievement	Self 3.00 / Other 3.30	0.30
Action	Self 3.00 / Other 3.29	0.29
Negotiation	Self 3.20 / Other 3.30	0.10
Interpersonal Skills	Self 3.20 / Other 3.26	0.06
Performance	Self 3.40 / Other 3.36	0.04
Coaching	Self 3.40 / Other 3.31	0.09
Planning	Self 3.60 / Other 3.29	0.31
Excellence	Self 3.80 / Other 3.26	0.54

Scale:
1 Needs Significant Improvement
2 Could benefit from Development
3 Capable and Effective
4 Role Model

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Is not afraid to take action when necessary.	15	3.20	86.7	13%	53%		33%
2. Is the first to volunteer for assignments.	15	3.33	100.0		67%		33%
3. Fixes problems when they occur.	15	3.33	93.3	7%	53%		40%
4. Starts immediately working on assignments.	15	3.27	93.3	7%	60%		33%
5. Drives and mobilizes others progress toward goals.	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. Is not afraid to take action when necessary.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is the first to volunteer for assignments.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Fixes problems when they occur.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Starts immediately working on assignments.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Drives and mobilizes others progress toward goals.	3.00	3.20	3.13	3.21	+0.08 ▲

Passion To Learn

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. Demonstrates through personal behavior the commitment to high standards of performance.	15	3.47	100.0		53%		47%
7. Enjoys learning new skills and techniques.	15	3.40	93.3	7%	47%		47%
8. Embraces new technology and procedures.	15	3.20	86.7	13%	53%		33%
9. Takes advantage of training opportunities when they arise.	15	3.27	86.7	13%	47%		40%
10. Creates an environment that supports personal development and exploration.	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. Demonstrates through personal behavior the commitment to high standards of performance.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Enjoys learning new skills and techniques.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Embraces new technology and procedures.	3.40	3.40	3.20	3.20	
9. Takes advantage of training opportunities when they arise.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Creates an environment that supports personal development and exploration.	3.33	3.47	3.27	3.20	-0.07 ▼

Persuasion and Influence

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. Able to express own goals and needs.	15	3.67	100.0		33%		67%
12. Ensures stakeholders are involved in the decision making process.	15	3.40	93.3	7%	47%		47%
13. Attempts to persuade others rather than simply control them.	15	3.13	86.7	13%	60%		27%
14. Understanding what others need.	15	3.47	100.0		53%		47%
15. Seeks to obtain consensus or compromise.	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. Able to express own goals and needs.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Ensures stakeholders are involved in the decision making process.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Attempts to persuade others rather than simply control them.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Understanding what others need.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Seeks to obtain consensus or compromise.	3.67	3.27	3.20	3.53	+0.33 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Shown significant improvement in job performance.	15	3.47	93.3	7%	40%	53%	
17. Listens and responds to issues and problems	15	2.93	73.3	27%	53%		20%
18. Able to organize work.	15	3.40	93.3	7%	47%	47%	
19. Has great overall performance	15	3.53	100.0		47%	53%	
20. ...Produce Quality	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. Shown significant improvement in job performance.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Listens and responds to issues and problems	3.40	3.20	3.33	2.93	-0.40 ▼
18. Able to organize work.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Has great overall performance	3.13	2.87	3.53	3.53	
20. ...Produce Quality	3.40	3.20	2.87	3.47	+0.60 ▲

Innovation

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. Encourages open communication to ensure that all proposals are considered.	15	3.00	80.0	20%	60%		20%
22. Implements best practices within the department.	15	3.53	100.0		47%	53%	
23. Offers constructive improvements to existing systems.	15	3.13	86.7	13%	60%		27%
24. Suggests new ideas at meetings.	15	3.13	80.0	7%	13%	40%	40%
25. Develops new products and services.	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. Encourages open communication to ensure that all proposals are considered.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Implements best practices within the department.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Offers constructive improvements to existing systems.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Suggests new ideas at meetings.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Develops new products and services.	3.27	3.33	3.27	3.07	-0.20 ▼

Achievement

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. Demonstrates improvement in performance.	15	3.20	93.3	7%	60%		33%
27. Systematically works to improve the organization	15	3.40	93.3	7%	47%		47%
28. Follows-up and takes action when goals are not met to ensure better results in the future.	15	3.60	93.3	7%	27%	67%	
29. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.20	86.7	13%	53%		33%
30. Set high standards in their performance	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. Demonstrates improvement in performance.	3.53	3.33	3.33	3.20	-0.13	▼
27. Systematically works to improve the organization	3.20	3.33	2.93	3.40	+0.47	▲
28. Follows-up and takes action when goals are not met to ensure better results in the future.	3.33	3.13	3.40	3.60	+0.20	▲
29. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	3.21	3.20	3.20	3.20		
30. Set high standards in their performance	2.87	3.27	3.07	3.00	-0.07	▼

Excellence

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. Produces high quality work.	15	3.33	93.3	7%	53%		40%
32. Takes a lot of pride in their work.	14	3.29	100.0		71%		29%
33. Demonstrates the analytical skills to do their job.	15	3.27	100.0		73%		27%
34. Demonstrates the functional or technical skills necessary to do their job.	15	3.47	93.3	7%	40%	53%	
35. Keeps themselves and others focused on constant improvement.	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. Produces high quality work.	3.13	3.07	3.47	3.33	-0.13	▼
32. Takes a lot of pride in their work.	3.40	3.07	3.60	3.29	-0.31	▼
33. Demonstrates the analytical skills to do their job.	3.07	3.33	3.33	3.27	-0.07	▼
34. Demonstrates the functional or technical skills necessary to do their job.	3.33	3.00	3.53	3.47	-0.07	▼
35. Keeps themselves and others focused on constant improvement.	3.20	3.27	3.13	3.13		

Interpersonal 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
36. Gives good advice and suggestions to coworkers.	15	3.20	93.3	7%	67%		27%
37. Assists those in the department who need help in meeting performance metrics.	15	3.33	93.3	7%	53%	40%	
38. Anticipates the concerns of other employees.	15	3.07	86.7	13%	67%		20%
39. Maintains a high degree of honesty and integrity.	15	3.33	100.0		67%	33%	
40. Is honest about making mistakes and willing to fix them.	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. Gives good advice and suggestions to coworkers.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Assists those in the department who need help in meeting performance metrics.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Anticipates the concerns of other employees.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Maintains a high degree of honesty and integrity.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Is honest about making mistakes and willing to fix them.	3.00	3.20	3.27	3.33	+0.07 ▲

Coaching

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. Helps employees to understand responsibilities, authority, and expectations.	15	3.33	93.3	7%	53%		40%
42. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.40	93.3	7%	47%		47%
43. Develops the skills and capabilities of others.	15	3.13	86.7	13%	60%		27%
44. Addresses employee behavior problems effectively.	15	3.27	100.0		73%		27%
45. Helps employees to maintain high personal standards.	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. Helps employees to understand responsibilities, authority, and expectations.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Develops the skills and capabilities of others.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Addresses employee behavior problems effectively.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Helps employees to maintain high personal standards.	3.20	3.33	3.13	3.47	+0.33 ▲

Negotiation

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. Able to influence others to accept certain positions.	15	3.40	93.3	7%	47%		47%
47. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	3.20	93.3	7%	67%		27%
48. Able to say "no" when it is essential to maintaining quality and high standards.	15	3.20	93.3	7%	60%		33%
49. Maintains good interpersonal relationships with representatives from the other party.	15	3.47	100.0		53%		47%
50. Understands the expectations of other parties in the negotiation.	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. Able to influence others to accept certain positions.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	3.33	3.40	3.20	3.20	
48. Able to say "no" when it is essential to maintaining quality and high standards.	3.60	3.33	3.20	3.20	
49. Maintains good interpersonal relationships with representatives from the other party.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Understands the expectations of other parties in the negotiation.	3.20	3.67	3.27	3.20	-0.07 ▼

Planning

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. Develops plans used to accomplish urgent or critical tasks.	15	3.53	100.0		47%	53%	
52. Creates a timeline to specify when each phase of the project should be concluded.	15	3.27	93.3	7%	60%	33%	
53. Delegates role to team members to accomplish goals.	15	3.33	100.0		67%	33%	
54. Accurately estimates the amount of materials/supplies needed for the project.	15	3.40	93.3	7%	47%	47%	
55. Anticipates obstacles and ways to overcome them.	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. Develops plans used to accomplish urgent or critical tasks.	3.47	3.47	3.13	3.53	+0.40	▲
52. Creates a timeline to specify when each phase of the project should be concluded.	3.47	3.00	3.60	3.27	-0.33	▼
53. Delegates role to team members to accomplish goals.	3.20	3.20	3.13	3.33	+0.20	▲
54. Accurately estimates the amount of materials/supplies needed for the project.	3.20	3.60	3.13	3.40	+0.27	▲
55. Anticipates obstacles and ways to overcome them.	3.27	3.40	3.27	3.00	-0.27	▼

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?