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.
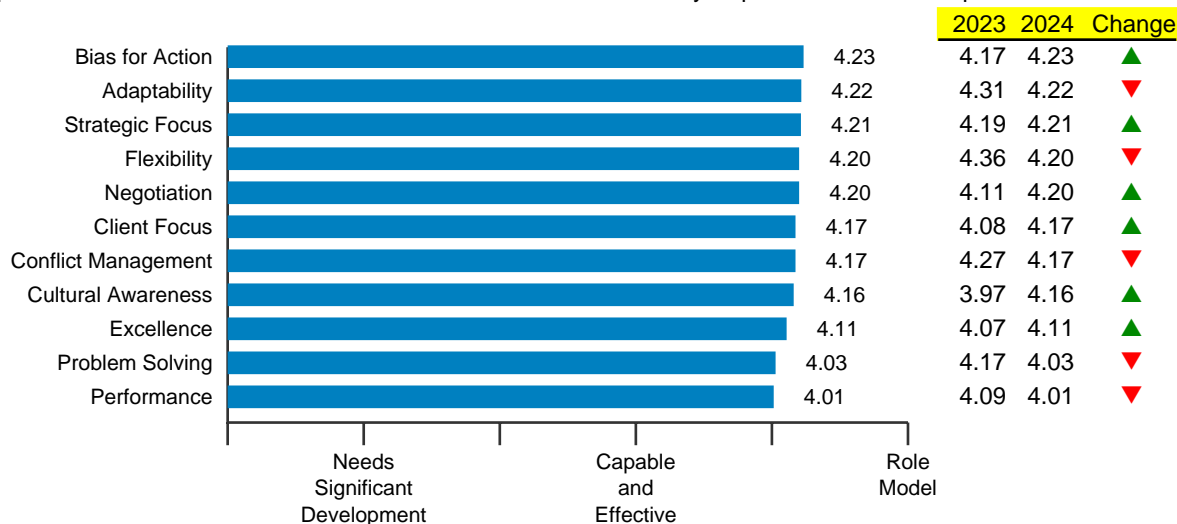
What to Do with Your Feedback

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.
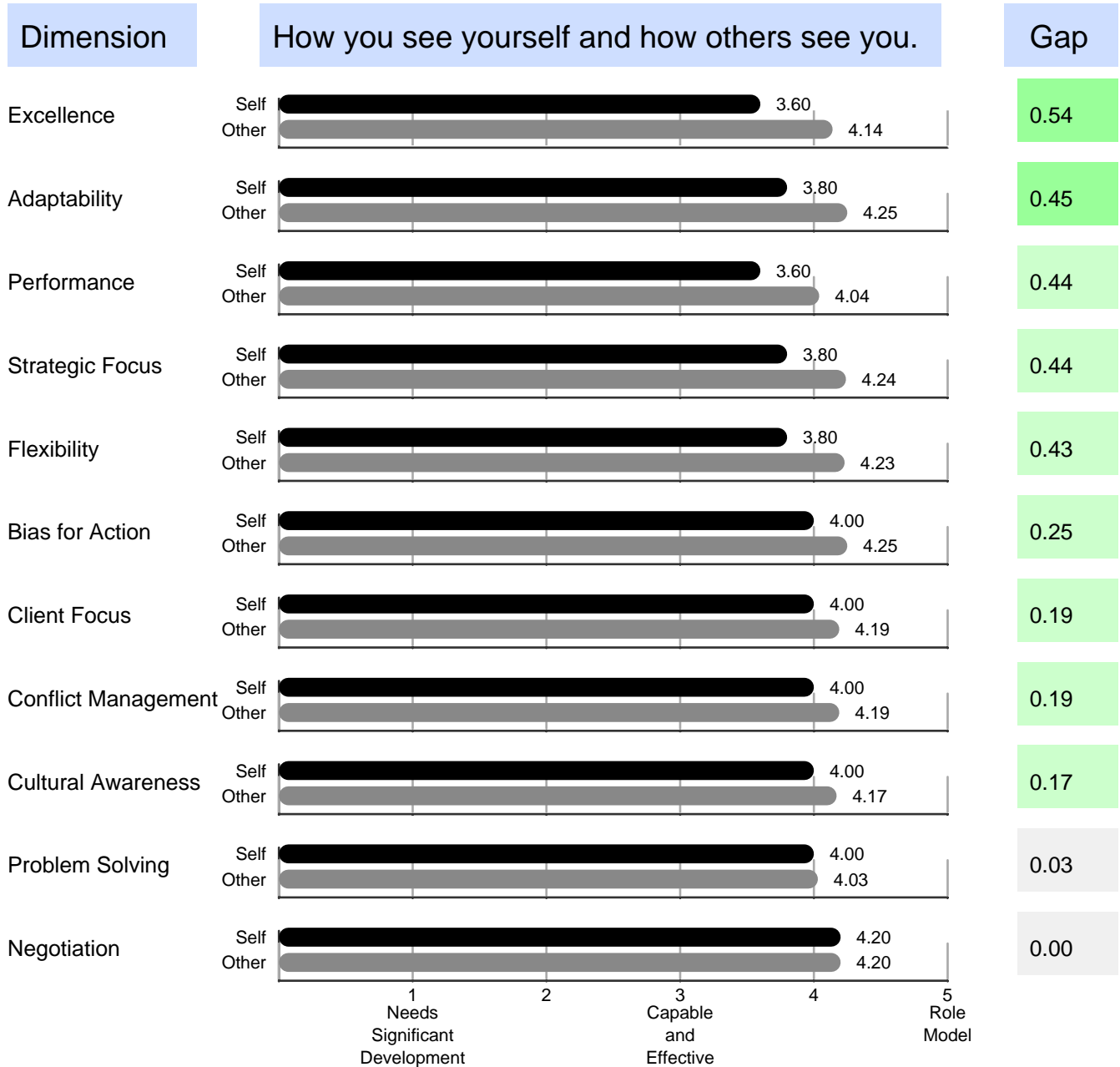
Summary

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.

		2023	2024	Change
Bias for Action	4.23	4.17	4.23	▲
Adaptability	4.22	4.31	4.22	▼
Strategic Focus	4.21	4.19	4.21	▲
Flexibility	4.20	4.36	4.20	▼
Negotiation	4.20	4.11	4.20	▲
Client Focus	4.17	4.08	4.17	▲
Conflict Management	4.17	4.27	4.17	▼
Cultural Awareness	4.16	3.97	4.16	▲
Excellence	4.11	4.07	4.11	▲
Problem Solving	4.03	4.17	4.03	▼
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
Excellence	Self 3.60 / Other 4.14	0.54
Adaptability	Self 3.80 / Other 4.25	0.45
Performance	Self 3.60 / Other 4.04	0.44
Strategic Focus	Self 3.80 / Other 4.24	0.44
Flexibility	Self 3.80 / Other 4.23	0.43
Bias for Action	Self 4.00 / Other 4.25	0.25
Client Focus	Self 4.00 / Other 4.19	0.19
Conflict Management	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
Negotiation	Self 4.20 / Other 4.20	0.00

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

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
1. Adapts to changes in team membership.	15	4.13	80.0	20%		47%		33%
2. Is proactive and takes steps to prepare for changes in the workplace.	15	4.33	100.0			67%		33%
3. Is aware of changes in the environment.	15	4.33	93.3	7%		53%		40%
4. Able to step in and help co-workers when needed.	15	4.07	86.7	13%		67%		20%
5. Is aware of changes to the policies and procedures.	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. Adapts to changes in team membership.	4.00	4.13	+0.13 ▲
2. Is proactive and takes steps to prepare for changes in the workplace.	4.40	4.33	-0.07 ▼
3. Is aware of changes in the environment.	4.47	4.33	-0.13 ▼
4. Able to step in and help co-workers when needed.	4.47	4.07	-0.40 ▼
5. Is aware of changes to the policies and procedures.	4.20	4.21	+0.01 ▲

Flexibility

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. Able to adapt processes in response to critical incidents that impact the workflow.	15	4.33	93.3	7%	53%			40%
7. Delivers a variety of products that vary in type and volume.	15	4.33	86.7	13%	40%			47%
8. Actively listens to others, considers their viewpoints, and incorporates these insights into the decision-making process.	15	4.07	80.0	20%	53%			27%
9. Encourages a culture of experimentation and innovation.	15	4.13	80.0	20%	47%			33%
10. Able to increase output to meet increased demand.	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. Able to adapt processes in response to critical incidents that impact the workflow.	4.13	4.33	+0.20 ▲
7. Delivers a variety of products that vary in type and volume.	4.33	4.33	
8. Actively listens to others, considers their viewpoints, and incorporates these insights into the decision-making process.	4.20	4.07	-0.13 ▼
9. Encourages a culture of experimentation and innovation.	4.67	4.13	-0.53 ▼
10. Able to increase output to meet increased demand.	4.47	4.13	-0.33 ▼

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
11. Displays high energy and enthusiasm on consistent basis.	15	4.67	100.0				33%	67%
12. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	4.20	86.7	7%	7%		47%	40%
13. Encourages risk taking and experimentation to improve performance	14	3.64	57.1	14%	29%		36%	21%
14. Motivates others to achieve or exceed goals	14	4.14	85.7	7%	7%		50%	36%
15. Conveys a sense of urgency about addressing problems and opportunities	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. Displays high energy and enthusiasm on consistent basis.	4.20	4.67	+0.47 ▲
12. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.93	4.20	+0.27 ▲
13. Encourages risk taking and experimentation to improve performance	4.47	3.64	-0.82 ▼
14. Motivates others to achieve or exceed goals	4.00	4.14	+0.14 ▲
15. Conveys a sense of urgency about addressing problems and opportunities	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. Understands what customs and etiquette are important for individuals from other cultures.	15	4.00	66.7	7%	27%	27%		40%
17. Is willing to include individuals with different cultural backgrounds on the team.	15	3.87	66.7		33%	47%		20%
18. Seeks out different viewpoints and benefits from different perspectives.	15	4.20	86.7	7%	7%	47%		40%
19. Develops skills and attitudes to bridge cultural differences.	15	4.33	86.7		13%	40%		47%
20. Open to learning about different cultures.	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. Understands what customs and etiquette are important for individuals from other cultures.	3.64	4.00	+0.36 ▲
17. Is willing to include individuals with different cultural backgrounds on the team.	4.33	3.87	-0.47 ▼
18. Seeks out different viewpoints and benefits from different perspectives.	3.93	4.20	+0.27 ▲
19. Develops skills and attitudes to bridge cultural differences.	4.33	4.33	
20. Open to learning about different cultures.	3.60	4.40	+0.80 ▲

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. Effective in performing his/her job.	15	3.93	73.3		27%	53%		20%
22. ...Overall Performance	15	4.00	66.7	13%	20%	20%		47%
23. Sets a high standard for job performance.	15	4.07	80.0		20%	53%		27%
24. Effectively organizes resources and plans	15	4.00	73.3	13%	13%	33%		40%
25. Has great overall performance	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. Effective in performing his/her job.	4.20	3.93	-0.27 ▼
22. ...Overall Performance	4.20	4.00	-0.20 ▼
23. Sets a high standard for job performance.	4.13	4.07	-0.07 ▼
24. Effectively organizes resources and plans	3.80	4.00	+0.20 ▲
25. Has great overall performance	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. Identifies fresh approaches and shows a willingness to question traditional assumptions.	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. Able to balance the needs of different people in a solution to a problem.	15	4.40	86.7		13%	33%	53%	
29. Understands the root causes of problems.	15	4.07	80.0		20%	53%		27%
30. Ability to develop innovative solutions to problems.	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. Identifies fresh approaches and shows a willingness to question traditional assumptions.	4.47	4.00	-0.47 ▼
27. Implements effective solutions to critical problems.	4.00	3.67	-0.33 ▼
28. Able to balance the needs of different people in a solution to a problem.	4.33	4.40	+0.07 ▲
29. Understands the root causes of problems.	4.07	4.07	
30. Ability to develop innovative solutions to problems.	4.00	4.00	

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Is planful and organized.	15	4.27	93.3	7%	60%			33%
32. Demonstrates the functional or technical skills necessary to do their job.	14	4.14	92.9	7%	71%			21%
33. Can be counted on to add value wherever they are involved.	15	4.27	100.0		73%			27%
34. Takes a lot of pride in their work.	15	4.40	93.3	7%	47%			47%
35. Keeps themselves and others focused on constant improvement.	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. Is planful and organized.	4.27	4.27	
32. Demonstrates the functional or technical skills necessary to do their job.	4.20	4.14	-0.06 ▼
33. Can be counted on to add value wherever they are involved.	3.67	4.27	+0.60 ▲
34. Takes a lot of pride in their work.	4.00	4.40	+0.40 ▲
35. Keeps themselves and others focused on constant improvement.	4.20	3.47	-0.73 ▼

Client Focus

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. Effectively troubleshoots client issues.	15	4.20	93.3	7%		67%		27%
37. Competent in managing client projects.	15	4.27	93.3	7%		60%		33%
38. Focuses on the unique needs of each client.	15	4.00	80.0	20%		60%		20%
39. Identifies opportunities that will enhance the client's experience.	15	4.07	86.7	7%	7%	60%		27%
40. Tailors innovative products for each client.	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. Effectively troubleshoots client issues.	4.00	4.20	+0.20 ▲
37. Competent in managing client projects.	4.21	4.27	+0.05 ▲
38. Focuses on the unique needs of each client.	4.07	4.00	-0.07 ▼
39. Identifies opportunities that will enhance the client's experience.	3.87	4.07	+0.20 ▲
40. Tailors innovative products for each client.	4.27	4.33	+0.07 ▲

Conflict Management

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. Seeks to reduce the scarcity of limited resources by sourcing materials from new locations.	15	3.93	80.0	13%	7%	53%		27%
42. Facilitates collaborative processes to reduce conflict.	15	4.33	93.3	7%		47%		47%
43. Discusses conflict situations with supervisor.	15	4.13	86.7		13%	60%		27%
44. Addresses concerns about the availability of limited resources.	15	4.20	100.0			80%		20%
45. Prevents minor issues from escalating into major problems.	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. Seeks to reduce the scarcity of limited resources by sourcing materials from new locations.	3.87	3.93	+0.07 ▲
42. Facilitates collaborative processes to reduce conflict.	4.13	4.33	+0.20 ▲
43. Discusses conflict situations with supervisor.	4.20	4.13	-0.07 ▼
44. Addresses concerns about the availability of limited resources.	4.87	4.20	-0.67 ▼
45. Prevents minor issues from escalating into major problems.	4.27	4.27	

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Clearly explains the issues and interests at the start of negotiations.	15	4.40	93.3	7%	47%			47%
47. Keeps the negotiations constructive and focused on problem-solving rather than conflict.	15	4.20	93.3	7%	67%			27%
48. Justifies viewpoints using strong and credible data.	15	4.07	86.7	13%	53%			33%
49. Is resolute in positions to better withstand pressure and resist making hasty concessions.	15	4.27	93.3	7%	53%			40%
50. Assesses the validity and relevance of each piece of information, considering the context and source.	15	4.07	80.0	20%	53%			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
46. Clearly explains the issues and interests at the start of negotiations.	4.13	4.40	+0.27 ▲
47. Keeps the negotiations constructive and focused on problem-solving rather than conflict.	4.07	4.20	+0.13 ▲
48. Justifies viewpoints using strong and credible data.	4.00	4.07	+0.07 ▲
49. Is resolute in positions to better withstand pressure and resist making hasty concessions.	4.13	4.27	+0.13 ▲
50. Assesses the validity and relevance of each piece of information, considering the context and source.	4.20	4.07	-0.13 ▼

Strategic Focus

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
51. Makes sure that all departments/teams are contributing toward the success of the strategy.	15	4.33	93.3	7%	47%			47%
52. Implements and executes the company's strategy for advancing production capabilities.	15	4.13	86.7	13%	60%			27%
53. Able to decline a poor strategy by proposing alternate strategies.	15	4.33	100.0		67%			33%
54. Supports changes being recommended from senior management.	15	4.27	93.3	7%	60%			33%
55. Develops a strategic vision for the future.	15	4.00	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	2023	2024	Change
51. Makes sure that all departments/teams are contributing toward the success of the strategy.	4.13	4.33	+0.20 ▲
52. Implements and executes the company's strategy for advancing production capabilities.	4.40	4.13	-0.27 ▼
53. Able to decline a poor strategy by proposing alternate strategies.	4.07	4.33	+0.27 ▲
54. Supports changes being recommended from senior management.	4.07	4.27	+0.20 ▲
55. Develops a strategic vision for the future.	4.27	4.00	-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?