



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.

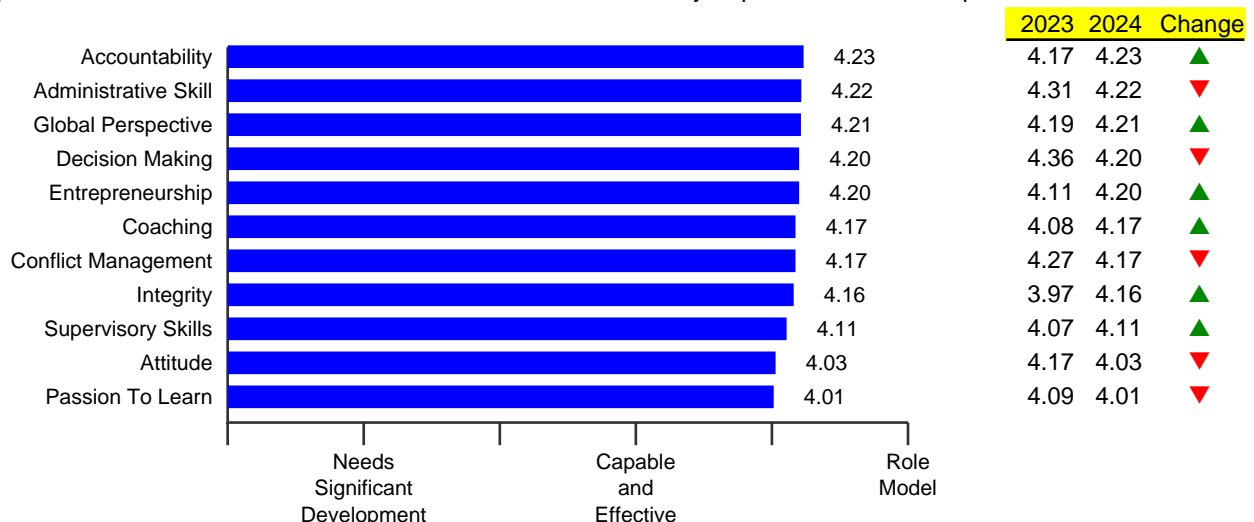
What to Do with Your Feedback

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

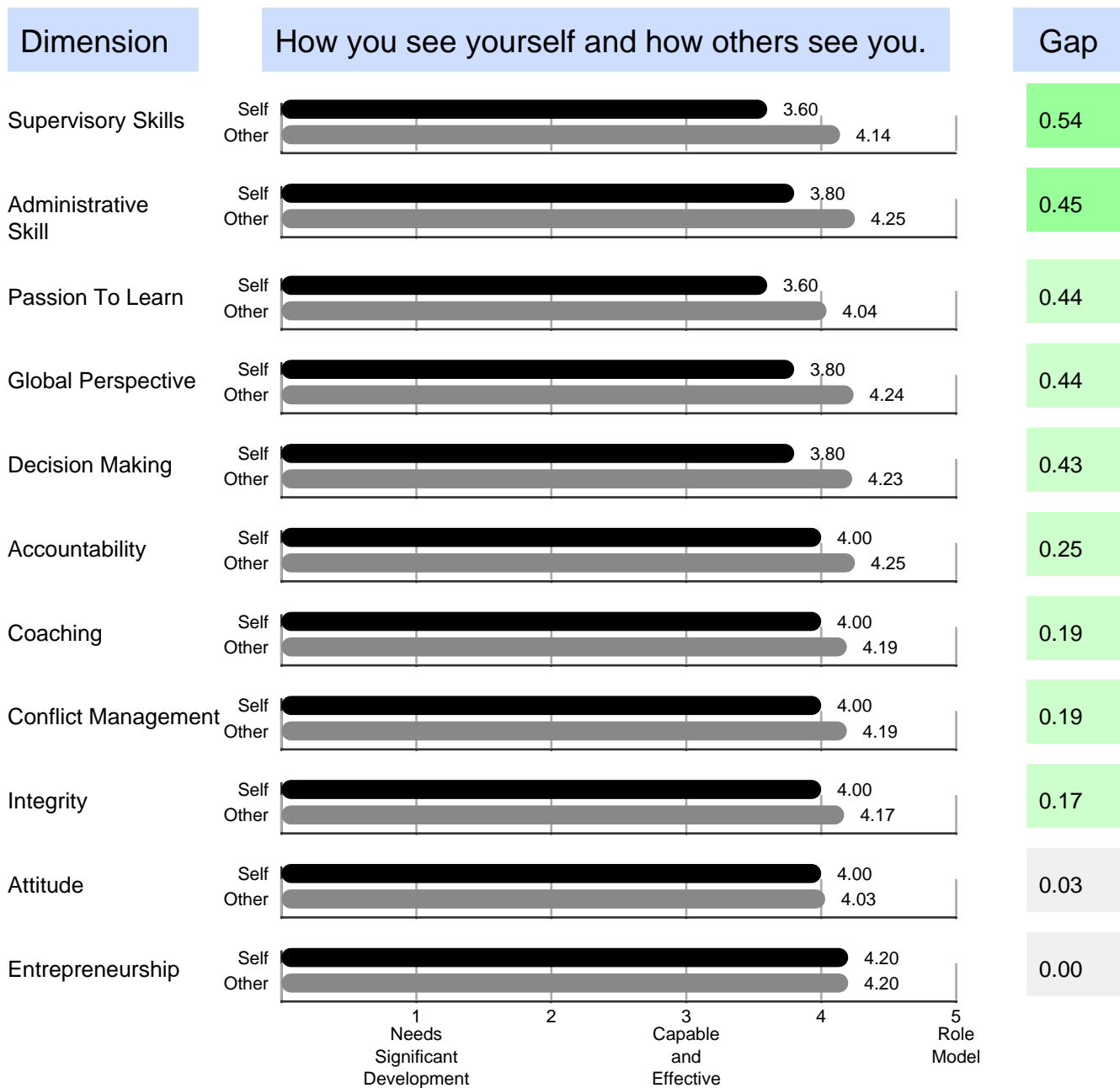
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



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.



Administrative Skill

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. You implement and use performance measures.	15	4.13	80.0	20%		47%		33%
2. You have a high attention to detail.	15	4.33	100.0			67%		33%
3. You have strong organizational skills to keep the workspace and department in order	15	4.33	93.3	7%		53%		40%
4. You accurately implement contract provisions.	15	4.07	86.7	13%		67%		20%
5. You are able to develop, justify and present a budget.	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. You implement and use performance measures.	4.00	4.13	+0.13 ▲
2. You have a high attention to detail.	4.40	4.33	-0.07 ▼
3. You have strong organizational skills to keep the workspace and department in order	4.47	4.33	-0.13 ▼
4. You accurately implement contract provisions.	4.47	4.07	-0.40 ▼
5. You are able to develop, justify and present a budget.	4.20	4.21	+0.01 ▲

Decision Making

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. You outline the parameters influencing the decision making process.	15	4.33	93.3	7%	53%		40%	
7. You effectively choose appropriate courses of action.	15	4.33	86.7	13%	40%		47%	
8. I make decisions that support the department's goals and objectives.	15	4.07	80.0	20%	53%		27%	
9. You are confident in the decisions you make.	15	4.13	80.0	20%	47%		33%	
10. I facilitate meetings with others to try to consider alternative courses of action.	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. You outline the parameters influencing the decision making process.	4.13	4.33	+0.20 ▲
7. You effectively choose appropriate courses of action.	4.33	4.33	
8. I make decisions that support the department's goals and objectives.	4.20	4.07	-0.13 ▼
9. You are confident in the decisions you make.	4.67	4.13	-0.53 ▼
10. I facilitate meetings with others to try to consider alternative courses of action.	4.47	4.13	-0.33 ▼

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
11. I am prepared and on time for meetings and scheduled events.	15	4.67	100.0				33%	67%
12. I provide clear reasons for underperformance.	15	4.20	86.7	7%	7%		47%	40%
13. You are someone who is trustworthy.	14	3.64	57.1	14%		29%	36%	21%
14. You consistently exhibit professionalism in interactions with employees.	14	4.14	85.7	7%	7%		50%	36%
15. You take responsibility for your actions and admit mistakes openly.	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. I am prepared and on time for meetings and scheduled events.	4.20	4.67	+0.47 ▲
12. I provide clear reasons for underperformance.	3.93	4.20	+0.27 ▲
13. You are someone who is trustworthy.	4.47	3.64	-0.82 ▼
14. You consistently exhibit professionalism in interactions with employees.	4.00	4.14	+0.14 ▲
15. You take responsibility for your actions and admit mistakes openly.	4.27	4.47	+0.20 ▲

Integrity

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. You accept responsibility for mistakes.	15	4.00	66.7	7%	27%	27%	40%	
17. You demonstrate honesty and truthfulness at all times.	15	3.87	66.7		33%	47%	20%	
18. You maintain strong relationships with others.	15	4.20	86.7	7%	7%	47%	40%	
19. You protect the integrity and confidentiality of information	15	4.33	86.7		13%	40%	47%	
20. You follow tasks to completion.	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. You accept responsibility for mistakes.	3.64	4.00	+0.36 ▲
17. You demonstrate honesty and truthfulness at all times.	4.33	3.87	-0.47 ▼
18. You maintain strong relationships with others.	3.93	4.20	+0.27 ▲
19. You protect the integrity and confidentiality of information	4.33	4.33	0.00 ▲
20. You follow tasks to completion.	3.60	4.40	+0.80 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. You constantly enhance product knowledge through experimentation and play.	15	3.93	73.3	27%		53%		20%
22. You enhance your value to the company through additional training and development.	15	4.00	66.7	13%	20%	20%		47%
23. You inspire others to learn new things.	15	4.07	80.0	20%		53%		27%
24. You take initiative for own learning and development.	15	4.00	73.3	13%	13%	33%		40%
25. You are open to feedback from others.	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. You constantly enhance product knowledge through experimentation and play.	4.20	3.93	-0.27 ▼
22. You enhance your value to the company through additional training and development.	4.20	4.00	-0.20 ▼
23. You inspire others to learn new things.	4.13	4.07	-0.07 ▼
24. You take initiative for own learning and development.	3.80	4.00	+0.20 ▲
25. You are open to feedback from others.	4.13	4.07	-0.07 ▼

Attitude

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. You contribute to a positive and fun work environment.	15	4.00	80.0	7%	13%	53%		27%
27. You build open and trusting relationships.	15	3.67	66.7	20%	13%	47%		20%
28. You show by your actions that you trust in the positive intentions of others.	15	4.40	86.7	13%	33%	53%		
29. You are gracious and professional in your interactions with others.	15	4.07	80.0	20%		53%		27%
30. You work to eliminate unnecessary work or barriers that get in others' way.	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. You contribute to a positive and fun work environment.	4.47	4.00	-0.47 ▼
27. You build open and trusting relationships.	4.00	3.67	-0.33 ▼
28. You show by your actions that you trust in the positive intentions of others.	4.33	4.40	+0.07 ▲
29. You are gracious and professional in your interactions with others.	4.07	4.07	
30. You work to eliminate unnecessary work or barriers that get in others' way.	4.00	4.00	

Supervisory 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. I listen to the concerns of employees.	15	4.27	93.3	7%		60%		33%
32. I introduce targeted training and development initiatives to address and elevate subpar performance.	14	4.14	92.9	7%		71%		21%
33. I have a strong work ethic that inspires others.	15	4.27	100.0			73%		27%
34. I am effective in resolving conflicts to mutual satisfaction of the parties.	15	4.40	93.3	7%		47%		47%
35. You encourage employees to take responsibility for their mistakes.	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. I listen to the concerns of employees.	4.27	4.27	
32. I introduce targeted training and development initiatives to address and elevate subpar performance.	4.20	4.14	-0.06 ▼
33. I have a strong work ethic that inspires others.	3.67	4.27	+0.60 ▲
34. I am effective in resolving conflicts to mutual satisfaction of the parties.	4.00	4.40	+0.40 ▲
35. You encourage employees to take responsibility for their mistakes.	4.20	3.47	-0.73 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. You coach employees in how to strengthen knowledge and skills to improve work performance.	15	4.20	93.3	7%	67%			27%
37. You meet regularly with employees to coach them on areas that will enhance your performance	15	4.27	93.3	7%	60%			33%
38. You conduct regular performance appraisals and feedback.	15	4.00	80.0	20%	60%			20%
39. You help employees to understand responsibilities, authority, and expectations.	15	4.07	86.7	7%	7%	60%		27%
40. You help employees to maintain high personal standards.	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. You coach employees in how to strengthen knowledge and skills to improve work performance.	4.00	4.20	+0.20 ▲
37. You meet regularly with employees to coach them on areas that will enhance your performance	4.21	4.27	+0.05 ▲
38. You conduct regular performance appraisals and feedback.	4.07	4.00	-0.07 ▼
39. You help employees to understand responsibilities, authority, and expectations.	3.87	4.07	+0.20 ▲
40. You help employees to maintain high personal standards.	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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. You discuss conflict situations with supervisor.	15	3.93	80.0	13%	7%	53%		27%
42. You clearly express expectations to others.	15	4.33	93.3	7%		47%		47%
43. You identify and takes steps to prevent potential confrontations.	15	4.13	86.7	13%		60%		27%
44. You assist team members by helping them see the other point of view.	15	4.20	100.0			80%		20%
45. You try to understand others' point of view before making judgments	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. You discuss conflict situations with supervisor.	3.87	3.93	+0.07 ▲
42. You clearly express expectations to others.	4.13	4.33	+0.20 ▲
43. You identify and takes steps to prevent potential confrontations.	4.20	4.13	-0.07 ▼
44. You assist team members by helping them see the other point of view.	4.87	4.20	-0.67 ▼
45. You try to understand others' point of view before making judgments	4.27	4.27	

Entrepreneurship

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. You can work effectively in an environment of uncertainty.	15	4.40	93.3	7%	47%	47%		
47. You encourage risk taking for developing potential business opportunities.	15	4.20	93.3	7%	67%		27%	
48. You seek and utilize mentors to help guide your professional development.	15	4.07	86.7	13%	53%		33%	
49. You find unique ways to go around barriers to success.	15	4.27	93.3	7%	53%		40%	
50. You are excellent at managing relationships with stakeholders.	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. You can work effectively in an environment of uncertainty.	4.13	4.40	+0.27 ▲
47. You encourage risk taking for developing potential business opportunities.	4.07	4.20	+0.13 ▲
48. You seek and utilize mentors to help guide your professional development.	4.00	4.07	+0.07 ▲
49. You find unique ways to go around barriers to success.	4.13	4.27	+0.13 ▲
50. You are excellent at managing relationships with stakeholders.	4.20	4.07	-0.13 ▼

Global Perspective

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. You analyze global issues/problems that are having a large impact on the Company.	15	4.33	93.3	7%	47%	47%		
52. You understand how cultures differ and how these differences impact work behavior.	15	4.13	86.7	13%	60%	27%		
53. You work well with others from different cultural backgrounds.	15	4.33	100.0		67%	33%		
54. You are aware of the culture, behaviors, identities and beliefs of others.	15	4.27	93.3	7%	60%	33%		
55. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.	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. You analyze global issues/problems that are having a large impact on the Company.	4.13	4.33	+0.20 ▲
52. You understand how cultures differ and how these differences impact work behavior.	4.40	4.13	-0.27 ▼
53. You work well with others from different cultural backgrounds.	4.07	4.33	+0.27 ▲
54. You are aware of the culture, behaviors, identities and beliefs of others.	4.07	4.27	+0.20 ▲
55. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.	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?