



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.

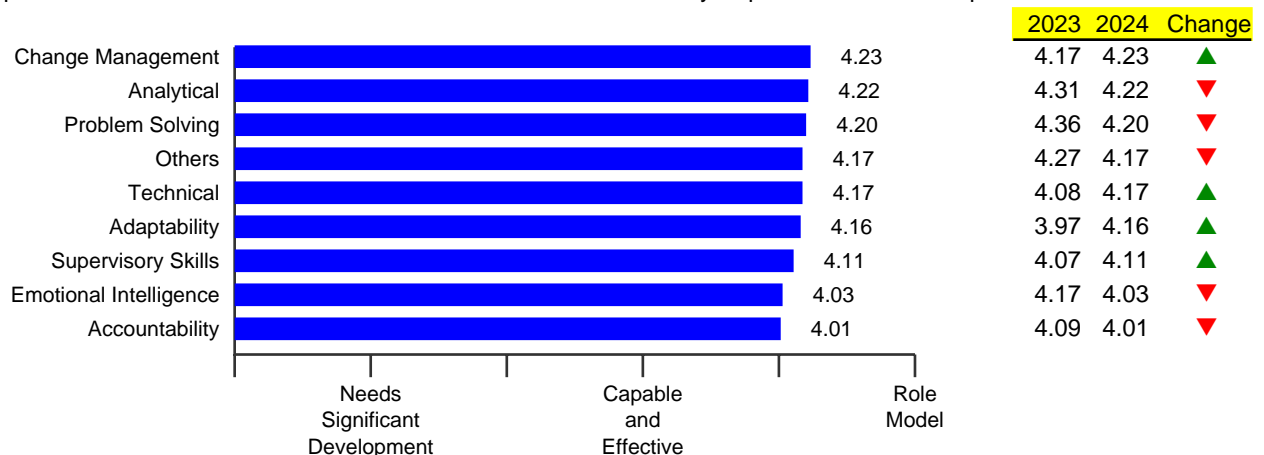
What to Do with Your Feedback

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

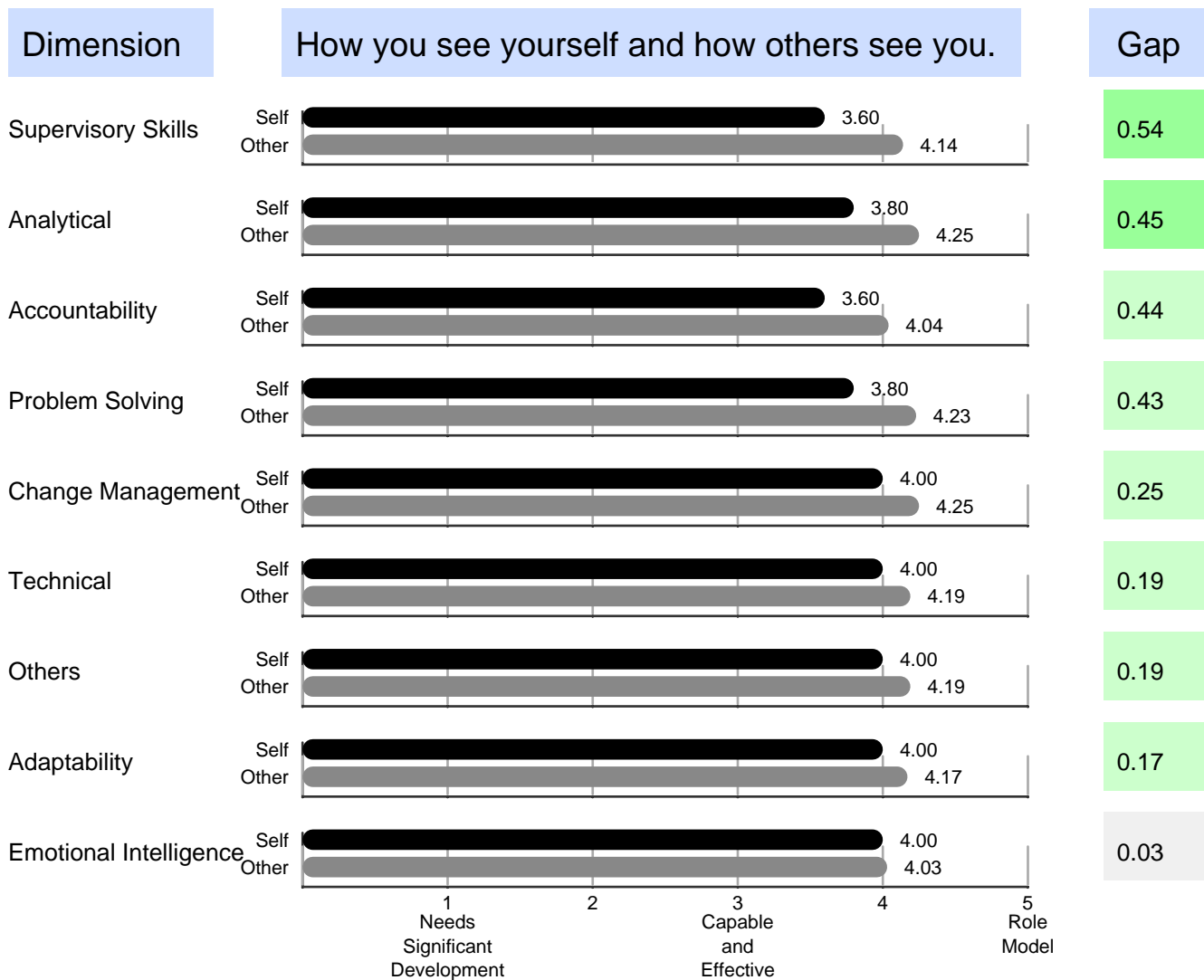
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



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.



Analytical

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
1. Selects the appropriate techniques for analysis.	15	4.13	80.0	20%	47%	33%		
2. Identifies the root cause of a problem.	15	4.33	100.0		67%	33%		
3. Uses appropriate techniques to solve problems.	15	4.33	93.3	7%	53%	40%		
4. Identifies problems and issues needing resolution.	15	4.07	86.7	13%	67%	20%		
5. Implements data validation techniques and methods.	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. Selects the appropriate techniques for analysis.	4.00	4.13	+0.13 ▲
2. Identifies the root cause of a problem.	4.40	4.33	-0.07 ▼
3. Uses appropriate techniques to solve problems.	4.47	4.33	-0.13 ▼
4. Identifies problems and issues needing resolution.	4.47	4.07	-0.40 ▼
5. Implements data validation techniques and methods.	4.20	4.21	+0.01 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Understands the root causes of problems.	15	4.33	93.3	7%	53%		40%	
7. Effective in solving problems.	15	4.33	86.7	13%	40%		47%	
8. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	4.07	80.0	20%	53%		27%	
9. Makes judgments based upon relevant information.	15	4.13	80.0	20%	47%		33%	
10. Actively seeks the root cause of a problem.	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. Understands the root causes of problems.	4.13	4.33	+0.20 ▲
7. Effective in solving problems.	4.33	4.33	
8. Identifies fresh approaches and shows a willingness to question traditional assumptions.	4.20	4.07	-0.13 ▼
9. Makes judgments based upon relevant information.	4.67	4.13	-0.53 ▼
10. Actively seeks the root cause of a problem.	4.47	4.13	-0.33 ▼

Change 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
11. Adopts changes to set and example for others to follow.	15	4.67	100.0					
12. Supports the Company's efforts to implement changes.	15	4.20	86.7					
13. Effective in dealing with ambiguous and challenging situations.	14	3.64	57.1					
14. Is an inspiration for others to accept the recent changes.	14	4.14	85.7					
15. Assists others in understanding changes to the organization.	15	4.47	93.3					

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. Adopts changes to set and example for others to follow.	4.20	4.67	+0.47 ▲
12. Supports the Company's efforts to implement changes.	3.93	4.20	+0.27 ▲
13. Effective in dealing with ambiguous and challenging situations.	4.47	3.64	-0.82 ▼
14. Is an inspiration for others to accept the recent changes.	4.00	4.14	+0.14 ▲
15. Assists others in understanding changes to the organization.	4.27	4.47	+0.20 ▲

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	Response Levels				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Is open to new ideas and innovations.	15	4.00	66.7	7%	27%	27%	40%	
17. Continually trying to improve skills to remain current.	15	3.87	66.7		33%	47%	20%	
18. Responsive to the needs of others.	15	4.20	86.7	7%	7%	47%	40%	
19. Develops insights and applies innovative solutions to projects and problems.	15	4.33	86.7		13%	40%	47%	
20. Will stop what they are doing to help colleagues in need.	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. Is open to new ideas and innovations.	3.64	4.00	+0.36 ▲
17. Continually trying to improve skills to remain current.	4.33	3.87	-0.47 ▼
18. Responsive to the needs of others.	3.93	4.20	+0.27 ▲
19. Develops insights and applies innovative solutions to projects and problems.	4.33	4.33	0.00 ▲
20. Will stop what they are doing to help colleagues in need.	3.60	4.40	+0.80 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Takes full responsibility for results.	15	3.93	73.3	27%		53%		20%
22. Accepts the consequences for their actions.	15	4.00	66.7	13%	20%	20%		47%
23. Is someone you can trust.	15	4.07	80.0	20%		53%		27%
24. Documents performance goals through an individual development plan.	15	4.00	73.3	13%	13%	33%		40%
25. Takes ownership of mistakes and learns from them.	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. Takes full responsibility for results.	4.20	3.93	-0.27 ▼
22. Accepts the consequences for their actions.	4.20	4.00	-0.20 ▼
23. Is someone you can trust.	4.13	4.07	-0.07 ▼
24. Documents performance goals through an individual development plan.	3.80	4.00	+0.20 ▲
25. Takes ownership of mistakes and learns from them.	4.13	4.07	-0.07 ▼

Emotional Intelligence

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
26. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.00	80.0	7%	13%	53%	27%	
27. Is able to manage their own emotions.	15	3.67	66.7	20%	13%	47%	20%	
28. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.40	86.7	13%	33%	53%		
29. Accurately perceives the emotional reactions of others.	15	4.07	80.0	20%	53%	27%		
30. Helps employees to resolve conflicts, communicate clearly, and work together to solve 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. Is attentive to emotional cues and interprets others' feelings correctly.	4.47	4.00	-0.47 ▼
27. Is able to manage their own emotions.	4.00	3.67	-0.33 ▼
28. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	4.33	4.40	+0.07 ▲
29. Accurately perceives the emotional reactions of others.	4.07	4.07	
30. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	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	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Determines appropriate staffing levels for the job.	15	4.27	93.3	7%	60%			33%
32. Fosters a positive work environment in the department.	14	4.14	92.9	7%	71%			21%
33. Contributes to a productive work environment for the team.	15	4.27	100.0		73%			27%
34. Has a strong work ethic that inspires others.	15	4.40	93.3	7%	47%			47%
35. Provides feedback referencing specific instances or examples of behaviors.	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. Determines appropriate staffing levels for the job.	4.27	4.27	
32. Fosters a positive work environment in the department.	4.20	4.14	-0.06 ▼
33. Contributes to a productive work environment for the team.	3.67	4.27	+0.60 ▲
34. Has a strong work ethic that inspires others.	4.00	4.40	+0.40 ▲
35. Provides feedback referencing specific instances or examples of behaviors.	4.20	3.47	-0.73 ▼

Technical

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
36. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	4.20	93.3	7%		67%		27%
37. Is knowledgeable of procedures or systems necessary for the job.	15	4.27	93.3	7%		60%		33%
38. Knows how to produce high quality products/work.	15	4.00	80.0	20%		60%		20%
39. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.07	86.7	7%	7%	60%		27%
40. Demonstrates mastery of the technical competencies required in his/her work.	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. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	4.00	4.20	+0.20 ▲
37. Is knowledgeable of procedures or systems necessary for the job.	4.21	4.27	+0.05 ▲
38. Knows how to produce high quality products/work.	4.07	4.00	-0.07 ▼
39. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.87	4.07	+0.20 ▲
40. Demonstrates mastery of the technical competencies required in his/her work.	4.27	4.33	+0.07 ▲

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 (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. Consistently demonstrates ability and willingness to trust others.	15	3.93	80.0	13%	7%	53%		27%
42. Able to see issues from others' perspectives.	15	4.33	93.3	7%		47%		47%
43. Includes others in the decision making processes.	15	4.13	86.7		13%	60%		27%
44. Supports the efforts of other employees in implementing solutions to problems.	15	4.20	100.0			80%		20%
45. Is able to see issues from others' perspectives.	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. Consistently demonstrates ability and willingness to trust others.	3.87	3.93	+0.07 ▲
42. Able to see issues from others' perspectives.	4.13	4.33	+0.20 ▲
43. Includes others in the decision making processes.	4.20	4.13	-0.07 ▼
44. Supports the efforts of other employees in implementing solutions to problems.	4.87	4.20	-0.67 ▼
45. Is able to see issues from others' perspectives.	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?