



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.

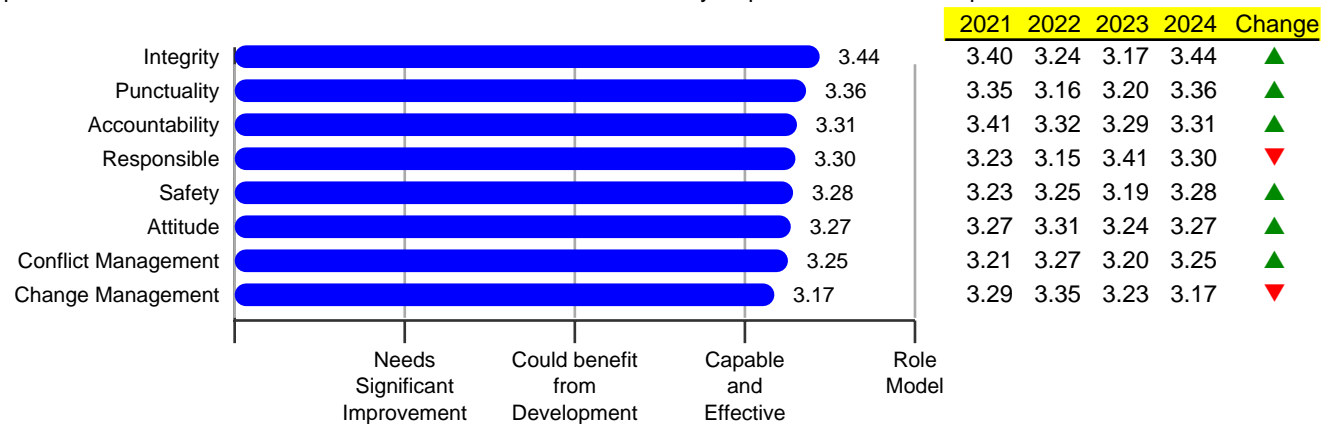
What to Do with Your Feedback

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

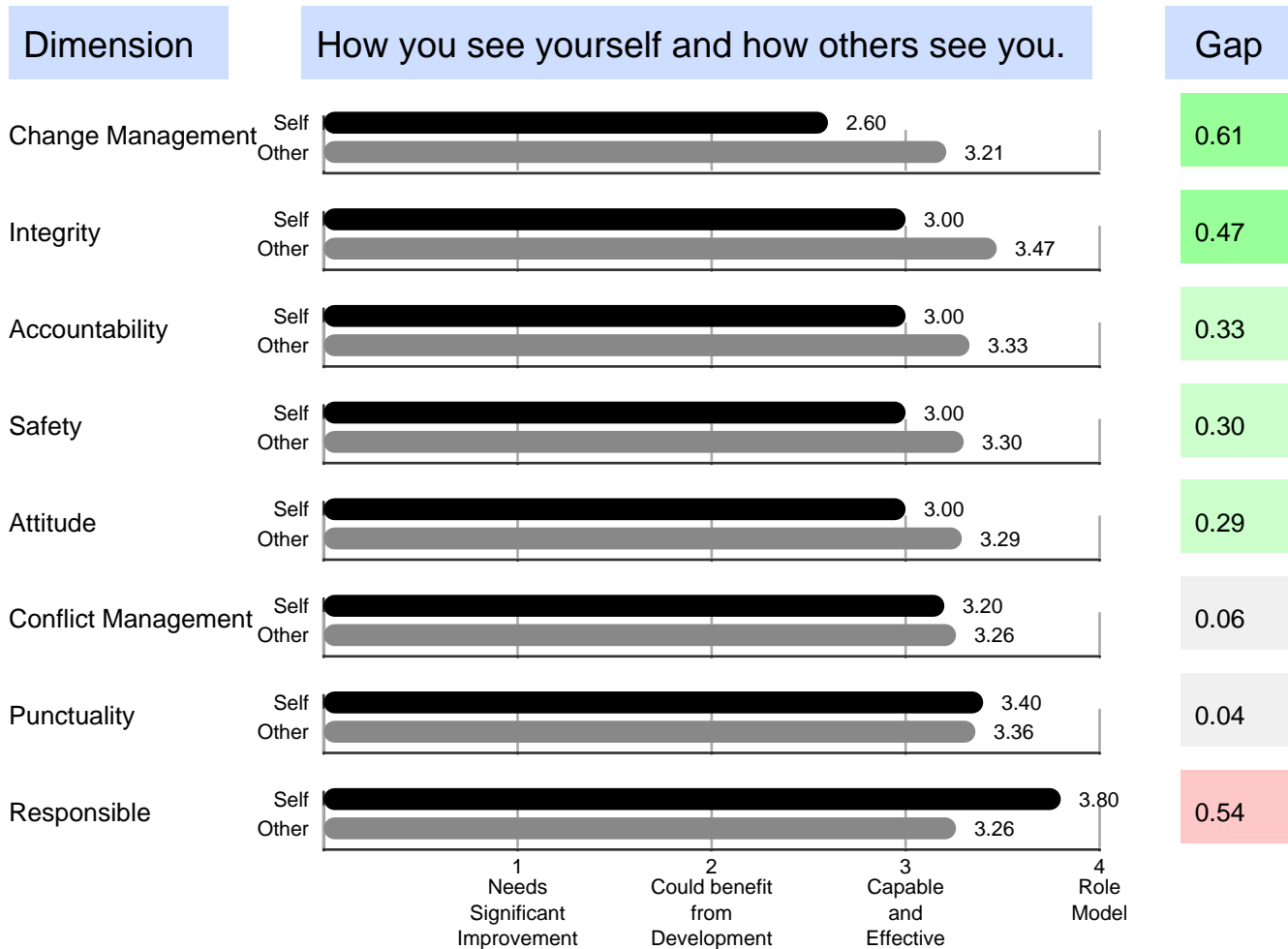
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Contributes to a positive and fun work environment.	15	3.20	86.7	13%	53%	33%	
2. Treats all people fairly and with respect.	15	3.33	100.0		67%	33%	
3. Contributes to a positive work environment.	15	3.33	93.3	7%	53%	40%	
4. Builds open and trusting relationships.	15	3.27	93.3	7%	60%	33%	
5. Visibly supports and encourages diversity in style and background.	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. Contributes to a positive and fun work environment.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Treats all people fairly and with respect.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Contributes to a positive work environment.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Builds open and trusting relationships.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Visibly supports and encourages diversity in style and background.	3.00	3.20	3.13	3.21	+0.08 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Always keeps the supervisor informed of relevant information.	15	3.47	100.0		53%	47%	
7. Exhibits good governance in their role as an executive.	15	3.40	93.3	7%	47%	47%	
8. Holds employees responsible if expectations are not met.	15	3.20	86.7	13%	53%	33%	
9. Encourages employees to take on greater responsibilities.	15	3.27	86.7	13%	47%	40%	
10. Takes responsibility for the team's actions and results.	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. Always keeps the supervisor informed of relevant information.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Exhibits good governance in their role as an executive.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Holds employees responsible if expectations are not met.	3.40	3.40	3.20	3.20	
9. Encourages employees to take on greater responsibilities.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Takes responsibility for the team's actions and results.	3.33	3.47	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Demonstrates honesty and truthfulness at all times.	15	3.67	100.0	33%	67%		
12. Accepts responsibility for mistakes.	15	3.40	93.3	7%	47%	47%	
13. Demonstrates sincerity in actions with others.	15	3.13	86.7	13%	60%	27%	
14. Establishes relationships of trust, honesty, fairness, and integrity.	15	3.47	100.0	53%	47%		
15. Does what was promised.	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. Demonstrates honesty and truthfulness at all times.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Accepts responsibility for mistakes.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Demonstrates sincerity in actions with others.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Establishes relationships of trust, honesty, fairness, and integrity.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Does what was promised.	3.67	3.27	3.20	3.53	+0.33 ▲

Punctuality

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. Conducts appointments at scheduled start time.	15	3.47	93.3	7%	40%	53%	
17. Responds to requests for information in a timely manner.	15	2.93	73.3	27%	53%		20%
18. Invoices clients on a timely basis.	15	3.40	93.3	7%	47%	47%	
19. Maintains an efficient schedule of activities.	15	3.53	100.0		47%	53%	
20. Avoids making personal phone calls during working hours.	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. Conducts appointments at scheduled start time.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Responds to requests for information in a timely manner.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Invoices clients on a timely basis.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Maintains an efficient schedule of activities.	3.13	2.87	3.53	3.53	
20. Avoids making personal phone calls during working hours.	3.40	3.20	2.87	3.47	+0.60 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Inspires others to accept changes.	15	3.00	80.0	20%	60%		20%
22. Supports the Company's efforts to implement changes.	15	3.53	100.0		47%	53%	
23. Able to get team members to change their attitudes.	15	3.13	86.7	13%	60%		27%
24. Assists others in understanding changes to the organization.	15	3.13	80.0	7% 13%	40%		40%
25. Effective in dealing with ambiguous and challenging situations.	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. Inspires others to accept changes.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Supports the Company's efforts to implement changes.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Able to get team members to change their attitudes.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Assists others in understanding changes to the organization.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Effective in dealing with ambiguous and challenging situations.	3.27	3.33	3.27	3.07	-0.20 ▼

Safety

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. Is aware of OSHA safety guidelines.	15	3.20	93.3	7%	60%	33%	
27. Creates accurate and effective measures of safety.	15	3.40	93.3	7%	47%	47%	
28. Performs work safely.	15	3.60	93.3	7%	27%	67%	
29. Supports our company's safety programs.	15	3.20	86.7	13%	53%	33%	
30. Ensures that all supervisors are aware of regulatory and compliance measures.	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. Is aware of OSHA safety guidelines.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Creates accurate and effective measures of safety.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Performs work safely.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Supports our company's safety programs.	3.21	3.20	3.20	3.20	
30. Ensures that all supervisors are aware of regulatory and compliance measures.	2.87	3.27	3.07	3.00	-0.07 ▼

Responsible

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. Sets a good example	15	3.33	93.3	7%	53%	40%	
32. Responsible for setting the vision of the department.	14	3.29	100.0		71%	29%	
33. Sets a good example.	15	3.27	100.0		73%	27%	
34. Is a person you can trust.	15	3.47	93.3	7%	40%	53%	
35. Holds herself / himself accountable to goals / objectives	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. Sets a good example	3.13	3.07	3.47	3.33	-0.13 ▼
32. Responsible for setting the vision of the department.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Sets a good example.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is a person you can trust.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Holds herself / himself accountable to goals / objectives	3.20	3.27	3.13	3.13	

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Identifies and takes steps to prevent potential confrontations.	15	3.20	93.3	7%	67%		27%
37. Clearly expresses expectations to others.	15	3.33	93.3	7%	53%		40%
38. Helps employees to think through alternative ways to resolve conflict situations.	15	3.07	86.7	13%	67%		20%
39. Assists team members by helping them see the other point of view.	15	3.33	100.0		67%		33%
40. Deals effectively with employee grievances.	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. Identifies and takes steps to prevent potential confrontations.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Clearly expresses expectations to others.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Helps employees to think through alternative ways to resolve conflict situations.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Assists team members by helping them see the other point of view.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Deals effectively with employee grievances.	3.00	3.20	3.27	3.33	+0.07 ▲

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?