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.
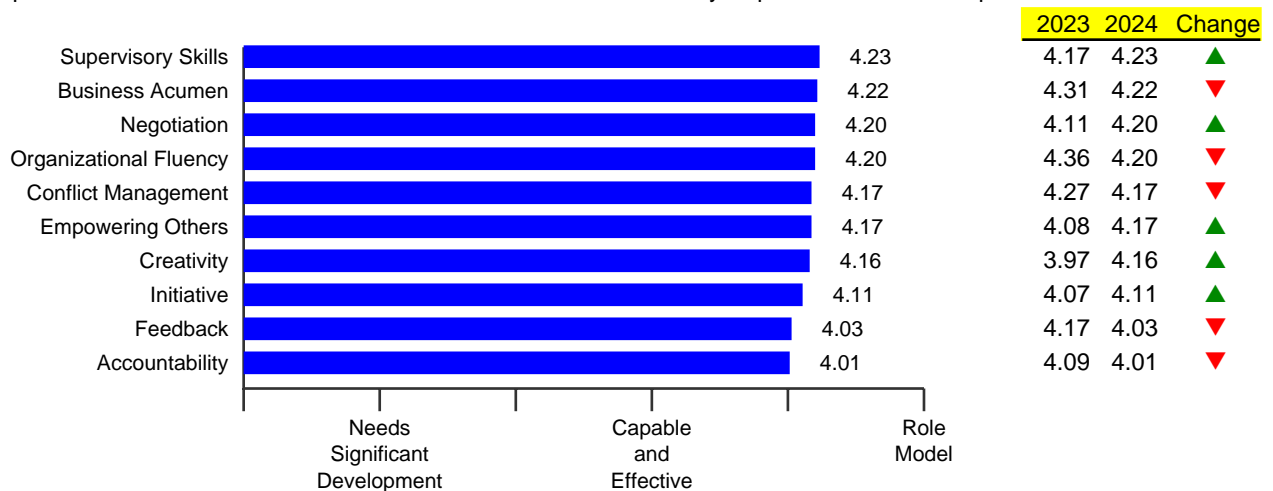
What to Do with Your Feedback

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.
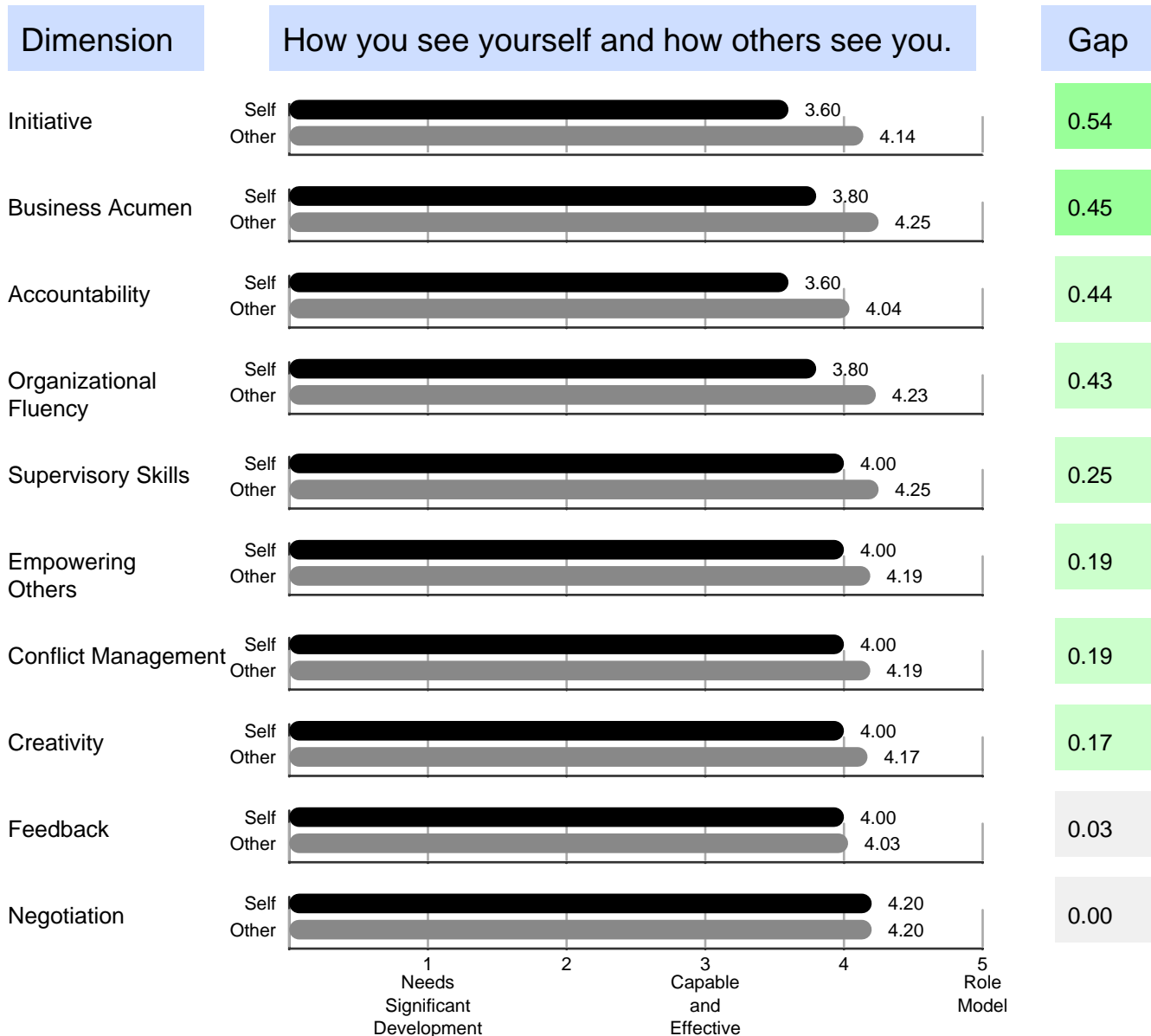
Summary

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 10 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	2023	2024	Change
Supervisory Skills	4.23	4.17	4.23	▲
Business Acumen	4.22	4.31	4.22	▼
Negotiation	4.20	4.11	4.20	▲
Organizational Fluency	4.20	4.36	4.20	▼
Conflict Management	4.17	4.27	4.17	▼
Empowering Others	4.17	4.08	4.17	▲
Creativity	4.16	3.97	4.16	▲
Initiative	4.11	4.07	4.11	▲
Feedback	4.03	4.17	4.03	▼
Accountability	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
Initiative	Self 3.60 / Other 4.14	0.54
Business Acumen	Self 3,80 / Other 4.25	0.45
Accountability	Self 3.60 / Other 4.04	0.44
Organizational Fluency	Self 3,80 / Other 4.23	0.43
Supervisory Skills	Self 4.00 / Other 4.25	0.25
Empowering Others	Self 4.00 / Other 4.19	0.19
Conflict Management	Self 4.00 / Other 4.19	0.19
Creativity	Self 4.00 / Other 4.17	0.17
Feedback	Self 4.00 / Other 4.03	0.03
Negotiation	Self 4.20 / Other 4.20	0.00

Scale: 1 Needs Significant Development — 2 — 3 Capable and Effective — 4 — 5 Role Model

Business Acumen

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. I know how to use financial information to make an impact on the organization.	15	4.13	80.0	20%	47%			33%
2. I am aware of regulations that impact our business.	15	4.33	100.0		67%			33%
3. I understand consumer behaviors and how they may change in the future.	15	4.33	93.3	7%	53%			40%
4. You ask the 'right' questions to size up or evaluate situations.	15	4.07	86.7	13%	67%			20%
5. You understand complex issues and problems.	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. I know how to use financial information to make an impact on the organization.	4.00	4.13	+0.13	▲
2. I am aware of regulations that impact our business.	4.40	4.33	-0.07	▼
3. I understand consumer behaviors and how they may change in the future.	4.47	4.33	-0.13	▼
4. You ask the 'right' questions to size up or evaluate situations.	4.47	4.07	-0.40	▼
5. You understand complex issues and problems.	4.20	4.21	+0.01	▲

Organizational Fluency

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. You understand departmental policies and procedures.	15	4.33	93.3		7%	53%		40%
7. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.33	86.7		13%	40%		47%
8. You get things done through the department.	15	4.07	80.0		20%	53%		27%
9. You are able to explain departmental policies and procedures to others.	15	4.13	80.0		20%	47%		33%
10. You understand the current organizational culture.	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 understand departmental policies and procedures.	4.13	4.33	+0.20 ▲
7. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	4.33	4.33	
8. You get things done through the department.	4.20	4.07	-0.13 ▼
9. You are able to explain departmental policies and procedures to others.	4.67	4.13	-0.53 ▼
10. You understand the current organizational culture.	4.47	4.13	-0.33 ▼

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
11. You effectively determines which issues need immediate attention.	15	4.67	100.0				33%	67%
12. I lead others through my commitment to the department.	15	4.20	86.7	7%	7%		47%	40%
13. I consider diverse perspectives during the disciplinary process.	14	3.64	57.1		14%	29%	36%	21%
14. I listen to the concerns of employees.	14	4.14	85.7	7%	7%		50%	36%
15. I instruct employees on the proper way to perform tasks.	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. You effectively determines which issues need immediate attention.	4.20	4.67	+0.47 ▲
12. I lead others through my commitment to the department.	3.93	4.20	+0.27 ▲
13. I consider diverse perspectives during the disciplinary process.	4.47	3.64	-0.82 ▼
14. I listen to the concerns of employees.	4.00	4.14	+0.14 ▲
15. I instruct employees on the proper way to perform tasks.	4.27	4.47	+0.20 ▲

Creativity

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. You are creative and inspirational.	15	4.00	66.7	7%	27%	27%		40%
17. You create a lot of new ideas.	15	3.87	66.7		33%	47%		20%
18. You add value to the department/organization.	15	4.20	86.7	7%	7%	47%		40%
19. You conceive, implement and evaluate ideas.	15	4.33	86.7		13%	40%		47%
20. You develop solutions to challenging problems.	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 are creative and inspirational.	3.64	4.00	+0.36 ▲
17. You create a lot of new ideas.	4.33	3.87	-0.47 ▼
18. You add value to the department/organization.	3.93	4.20	+0.27 ▲
19. You conceive, implement and evaluate ideas.	4.33	4.33	
20. You develop solutions to challenging problems.	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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. I take responsibility for errors in the production line.	15	3.93	73.3			27%	53%	20%
22. You understand the importance of holding employees accountable for their work.	15	4.00	66.7	13%	20%	20%		47%
23. I accept the consequences for my actions.	15	4.07	80.0			20%	53%	27%
24. You define roles, rights, and responsibilities of the team.	15	4.00	73.3	13%	13%	33%		40%
25. I exhibit a sense of ownership of outcomes and results.	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. I take responsibility for errors in the production line.	4.20	3.93	-0.27 ▼
22. You understand the importance of holding employees accountable for their work.	4.20	4.00	-0.20 ▼
23. I accept the consequences for my actions.	4.13	4.07	-0.07 ▼
24. You define roles, rights, and responsibilities of the team.	3.80	4.00	+0.20 ▲
25. I exhibit a sense of ownership of outcomes and results.	4.13	4.07	-0.07 ▼

Feedback

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 seek feedback to enhance performance.	15	4.00	80.0	7%	13%	53%		27%
27. You share past experiences with others as learning opportunities.	15	3.67	66.7	20%	13%	47%		20%
28. You are visible and approachable.	15	4.40	86.7	13%		33%	53%	
29. You actively seek feedback from others.	15	4.07	80.0	20%		53%		27%
30. You are open to the suggestions of others.	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 seek feedback to enhance performance.	4.47	4.00	-0.47 ▼
27. You share past experiences with others as learning opportunities.	4.00	3.67	-0.33 ▼
28. You are visible and approachable.	4.33	4.40	+0.07 ▲
29. You actively seek feedback from others.	4.07	4.07	
30. You are open to the suggestions of others.	4.00	4.00	

Initiative

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. You are a self-starter. You do not wait to be told to do something.	15	4.27	93.3	7%	60%		33%	
32. You are an inspiration for others to perform above expectations.	14	4.14	92.9	7%	71%		21%	
33. You seize upon opportunities available.	15	4.27	100.0	73%			27%	
34. I look to start work on new projects without waiting for direction from the manager.	15	4.40	93.3	7%	47%		47%	
35. I gladly seek additional responsibilities.	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. You are a self-starter. You do not wait to be told to do something.	4.27	4.27	
32. You are an inspiration for others to perform above expectations.	4.20	4.14	-0.06 ▼
33. You seize upon opportunities available.	3.67	4.27	+0.60 ▲
34. I look to start work on new projects without waiting for direction from the manager.	4.00	4.40	+0.40 ▲
35. I gladly seek additional responsibilities.	4.20	3.47	-0.73 ▼

Empowering 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. I allow employees the opportunity to take time off when needed.	15	4.20	93.3	7%		67%		27%
37. You listen to the ideas employees have for solving issues.	15	4.27	93.3	7%		60%		33%
38. I create a culture where employees are given the opportunity to take the initiative and make impactful decisions.	15	4.00	80.0	20%		60%		20%
39. I allow employees to participate in the workload of the department.	15	4.07	86.7	7%	7%	60%		27%
40. I recognize and reward employees who make important decisions and take action when necessary.	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. I allow employees the opportunity to take time off when needed.	4.00	4.20	+0.20 ▲
37. You listen to the ideas employees have for solving issues.	4.21	4.27	+0.05 ▲
38. I create a culture where employees are given the opportunity to take the initiative and make impactful decisions.	4.07	4.00	-0.07 ▼
39. I allow employees to participate in the workload of the department.	3.87	4.07	+0.20 ▲
40. I recognize and reward employees who make important decisions and take action when necessary.	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. You assist team members by helping them see the other point of view.	15	3.93	80.0	13%	7%	53%		27%
42. You discuss conflict situations with supervisor.	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 deal effectively with employee grievances.	15	4.20	100.0			80%		20%
45. You help employees to think through alternative ways to resolve conflict situations.	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 assist team members by helping them see the other point of view.	3.87	3.93	+0.07 ▲
42. You discuss conflict situations with supervisor.	4.13	4.33	+0.20 ▲
43. You identify and takes steps to prevent potential confrontations.	4.20	4.13	-0.07 ▼
44. You deal effectively with employee grievances.	4.87	4.20	-0.67 ▼
45. You help employees to think through alternative ways to resolve conflict situations.	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. You maintain communication channels between parties in the negotiation.	15	4.40	93.3	7%	47%			47%
47. You are able to adapt to changing situations.	15	4.20	93.3	7%	67%			27%
48. You are able to say "no" when it is essential to maintaining quality and high standards.	15	4.07	86.7	13%	53%			33%
49. You establish good working relationships with others.	15	4.27	93.3	7%	53%			40%
50. You actively listen to conversations to be able to recall important details later.	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 maintain communication channels between parties in the negotiation.	4.13	4.40	+0.27 ▲
47. You are able to adapt to changing situations.	4.07	4.20	+0.13 ▲
48. You are able to say "no" when it is essential to maintaining quality and high standards.	4.00	4.07	+0.07 ▲
49. You establish good working relationships with others.	4.13	4.27	+0.13 ▲
50. You actively listen to conversations to be able to recall important details later.	4.20	4.07	-0.13 ▼

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?