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.
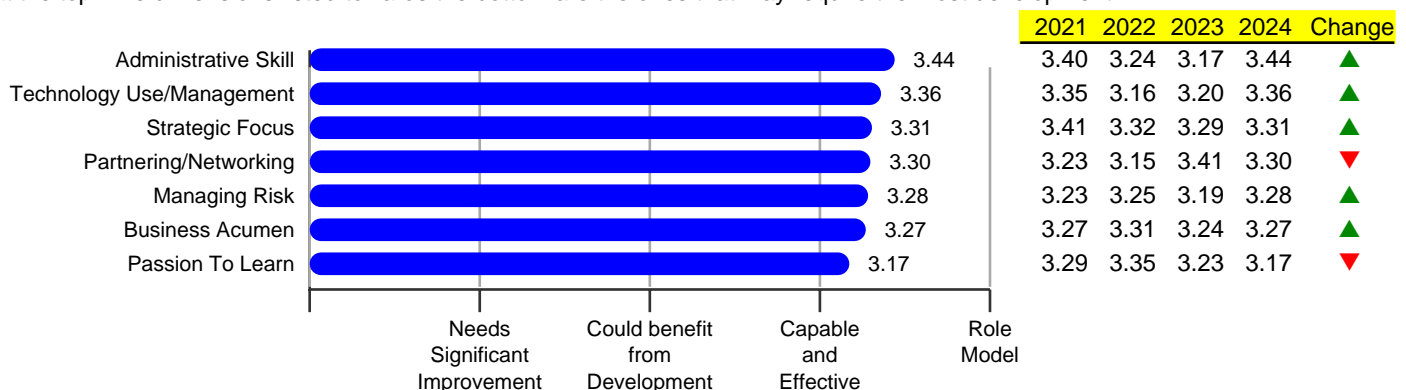
What to Do with Your Feedback

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.
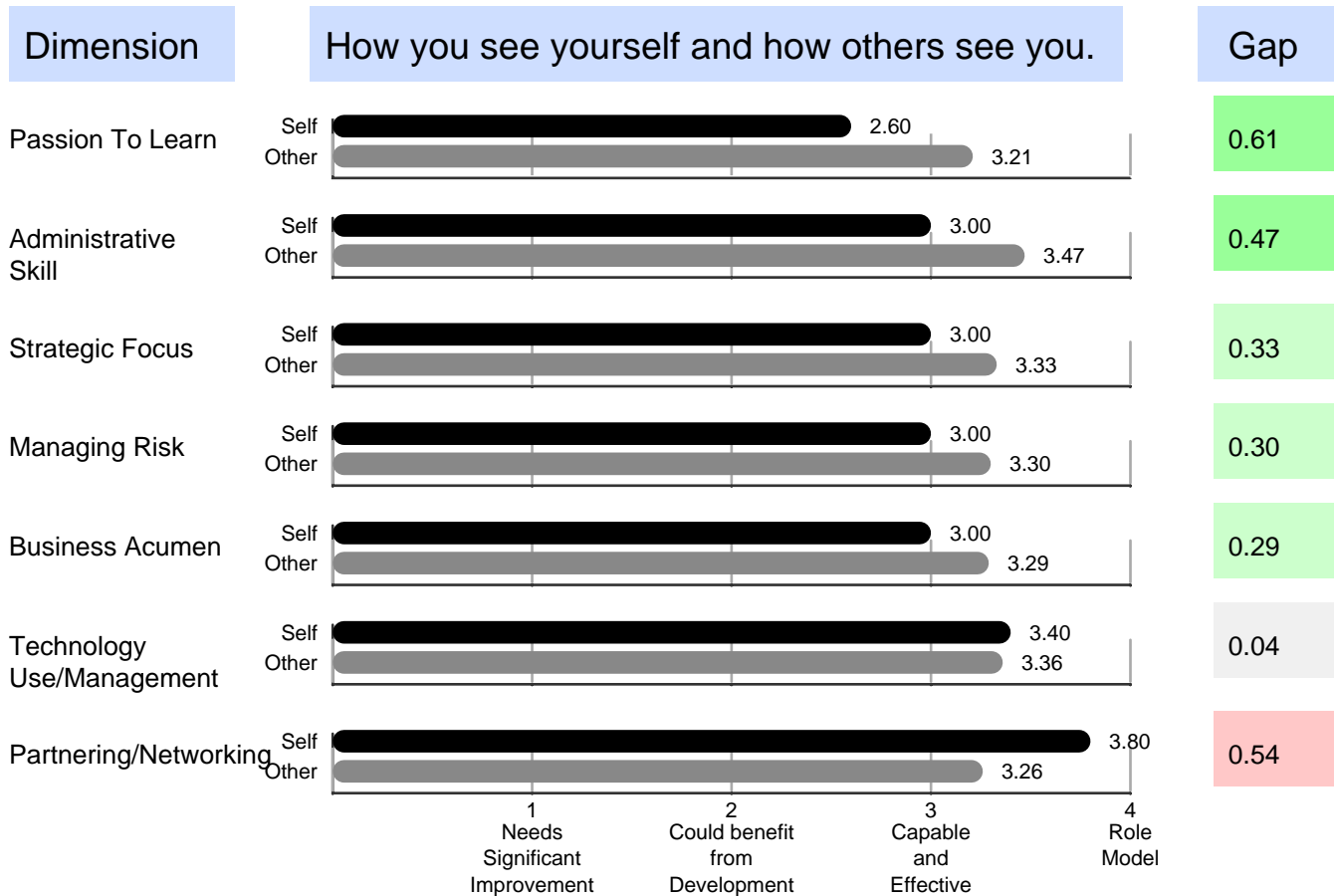
Summary

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 7 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	2021	2022	2023	2024	Change
Administrative Skill	3.44	3.40	3.24	3.17	3.44	▲
Technology Use/Management	3.36	3.35	3.16	3.20	3.36	▲
Strategic Focus	3.31	3.41	3.32	3.29	3.31	▲
Partnering/Networking	3.30	3.23	3.15	3.41	3.30	▼
Managing Risk	3.28	3.23	3.25	3.19	3.28	▲
Business Acumen	3.27	3.27	3.31	3.24	3.27	▲
Passion To Learn	3.17	3.29	3.35	3.23	3.17	▼

Needs Significant Improvement — Could benefit from 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
Passion To Learn	Self 2.60 / Other 3.21	0.61
Administrative Skill	Self 3.00 / Other 3.47	0.47
Strategic Focus	Self 3.00 / Other 3.33	0.33
Managing Risk	Self 3.00 / Other 3.30	0.30
Business Acumen	Self 3.00 / Other 3.29	0.29
Technology Use/Management	Self 3.40 / Other 3.36	0.04
Partnering/Networking	Self 3.80 / Other 3.26	0.54

Scale:
1 Needs Significant Improvement
2 Could benefit from Development
3 Capable and Effective
4 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.20	86.7	13%	53%		33%
2. Understands and applies business and financial principles.	15	3.33	100.0		67%		33%
3. Considers impact of actions on other areas of the organization.	15	3.33	93.3	7%	53%		40%
4. Knows how to use financial information to make an impact on the organization.	15	3.27	93.3	7%	60%		33%
5. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	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. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.20	3.20	3.00	3.20	+0.20 ▲
2. Understands and applies business and financial principles.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Considers impact of actions on other areas of the organization.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Knows how to use financial information to make an impact on the organization.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	3.00	3.20	3.13	3.21	+0.08 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Maintains a strategic focus on external factors impacting the success of the company.	15	3.47	100.0		53%		47%
7. Creates a strategy to pursue and maintain a competitive advantage in business.	15	3.40	93.3	7%	47%		47%
8. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.20	86.7	13%	53%		33%
9. Ensures the department has a viable strategy for moving forward.	15	3.27	86.7	13%	47%		40%
10. Inspires employees to adopt the strategic plan.	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. Maintains a strategic focus on external factors impacting the success of the company.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Creates a strategy to pursue and maintain a competitive advantage in business.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.40	3.40	3.20	3.20	
9. Ensures the department has a viable strategy for moving forward.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Inspires employees to adopt the strategic plan.	3.33	3.47	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Implements and uses performance measures.	15	3.67	100.0		33%	67%	
12. Takes responsibility for decisions.	15	3.40	93.3	7%	47%	47%	
13. Has strong technical/computer skills.	15	3.13	86.7	13%	60%	27%	
14. High attention to detail.	15	3.47	100.0		53%	47%	
15. Able to develop, justify and present a budget.	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. Implements and uses performance measures.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Takes responsibility for decisions.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Has strong technical/computer skills.	3.20	3.21	3.40	3.13	-0.27 ▼
14. High attention to detail.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Able to develop, justify and present a budget.	3.67	3.27	3.20	3.53	+0.33 ▲

Technology Use/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
16. Adopts the implementation of new technology into the workplace.	15	3.47	93.3	7%	40%	53%	
17. Supports technical training and development of employees.	15	2.93	73.3	27%	53%		20%
18. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.40	93.3	7%	47%	47%	
19. Understands and is committed to implementing new technologies.	15	3.53	100.0		47%	53%	
20. Uses technology in decision making and problem solving.	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. Adopts the implementation of new technology into the workplace.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Supports technical training and development of employees.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Understands and is committed to implementing new technologies.	3.13	2.87	3.53	3.53	
20. Uses technology in decision making and problem solving.	3.40	3.20	2.87	3.47	+0.60 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Constantly enhances product knowledge through experimentation and play.	15	3.00	80.0	20%	60%		20%
22. Exhibits willingness to upgrade skills through additional training and education.	15	3.53	100.0		47%	53%	
23. Is open minded and curious about learning new skills.	15	3.13	86.7	13%	60%		27%
24. Demonstrates through personal behavior the commitment to high standards of performance.	15	3.13	80.0	7% 13%	40%	40%	
25. Takes initiative for own learning and development.	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. Constantly enhances product knowledge through experimentation and play.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Exhibits willingness to upgrade skills through additional training and education.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Is open minded and curious about learning new skills.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Demonstrates through personal behavior the commitment to high standards of performance.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Takes initiative for own learning and development.	3.27	3.33	3.27	3.07	-0.20 ▼

Managing Risk

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. Evaluates risks against acceptable risk levels.	15	3.20	93.3	7%	60%		33%
27. Creates a risk management strategy for the organization.	15	3.40	93.3	7%	47%		47%
28. Tracks risks in a project.	15	3.60	93.3	7%	27%	67%	
29. Creates a risk profile for projects and teams.	15	3.20	86.7	13%	53%		33%
30. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	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. Evaluates risks against acceptable risk levels.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Creates a risk management strategy for the organization.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Tracks risks in a project.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Creates a risk profile for projects and teams.	3.21	3.20	3.20	3.20	
30. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	2.87	3.27	3.07	3.00	-0.07 ▼

Partnering/Networking

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. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	3.33	93.3	7%	53%		40%
32. Creates the conditions for partnerships to grow and develop.	14	3.29	100.0		71%		29%
33. Collaborates with others to accomplish goals and objectives.	15	3.27	100.0		73%		27%
34. Partners with peers to obtain influence within the Company.	15	3.47	93.3	7%	40%		53%
35. Maintains infrastructure to support partnerships and networks.	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. Forges mutually beneficial relationships between individuals with diverse backgrounds.	3.13	3.07	3.47	3.33	-0.13	▼
32. Creates the conditions for partnerships to grow and develop.	3.40	3.07	3.60	3.29	-0.31	▼
33. Collaborates with others to accomplish goals and objectives.	3.07	3.33	3.33	3.27	-0.07	▼
34. Partners with peers to obtain influence within the Company.	3.33	3.00	3.53	3.47	-0.07	▼
35. Maintains infrastructure to support partnerships and networks.	3.20	3.27	3.13	3.13		

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?