



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.

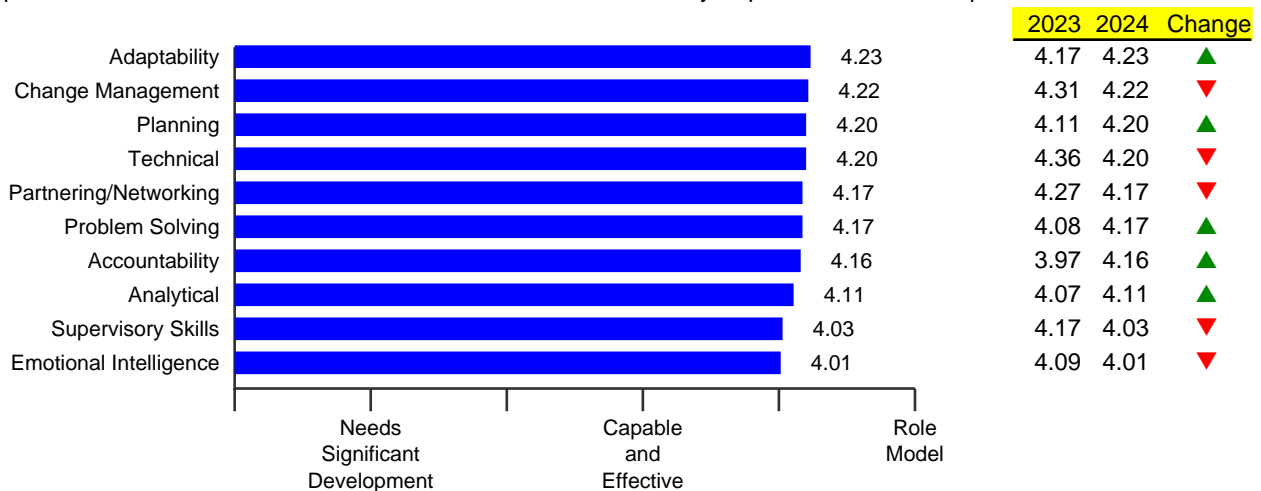
What to Do with Your Feedback

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

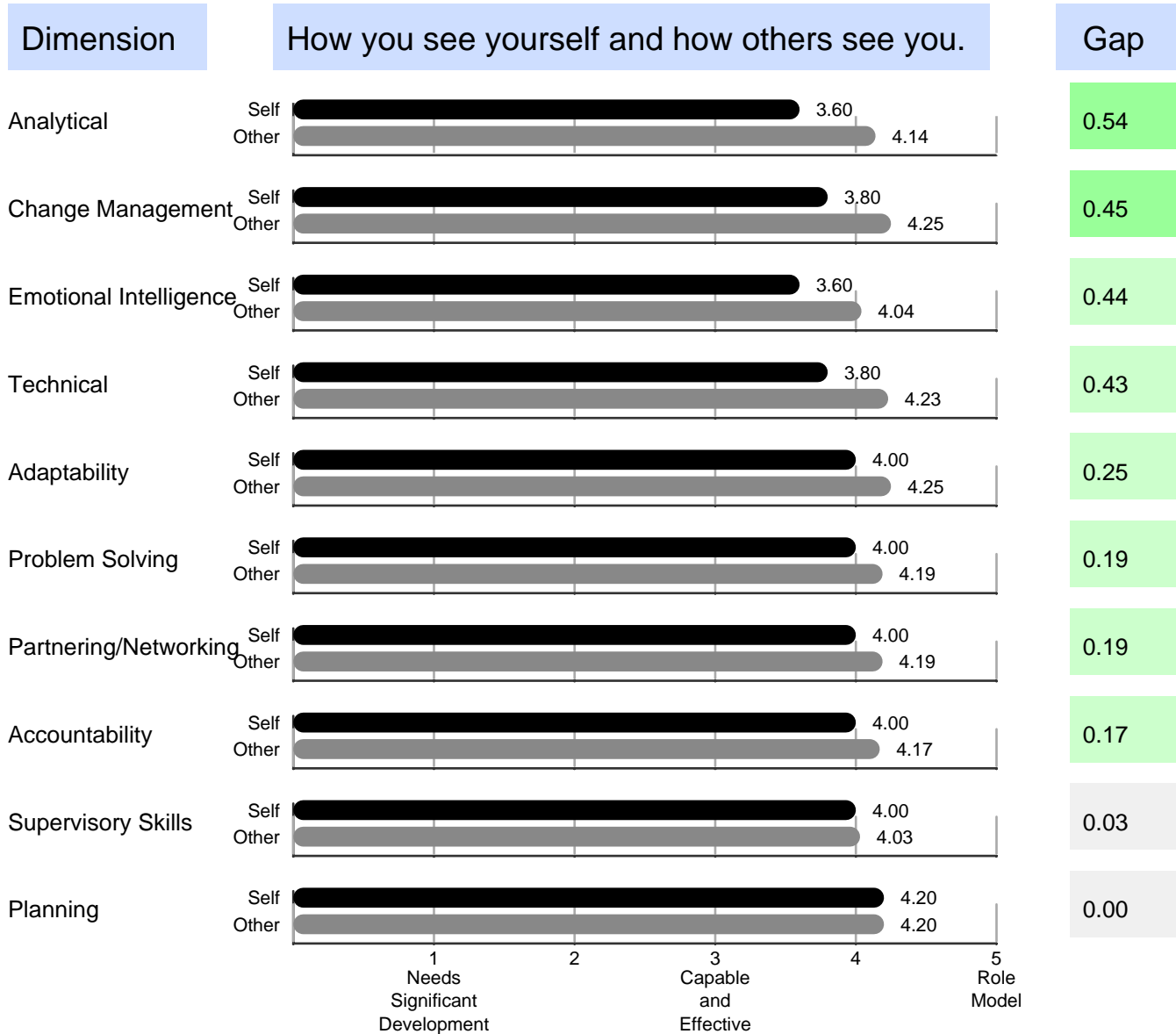
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



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.



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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Works cooperatively with others to implement changes.	15	4.13	80.0	20%	47%	33%		
2. Addresses organizational and departmental resistance to changes.	15	4.33	100.0		67%	33%		
3. Inspires others to accept changes.	15	4.33	93.3	7%	53%	40%		
4. Effective in dealing with ambiguous and challenging situations.	15	4.07	86.7	13%	67%	20%		
5. Is a leading force driving changes.	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. Works cooperatively with others to implement changes.	4.00	4.13	+0.13 ▲
2. Addresses organizational and departmental resistance to changes.	4.40	4.33	-0.07 ▼
3. Inspires others to accept changes.	4.47	4.33	-0.13 ▼
4. Effective in dealing with ambiguous and challenging situations.	4.47	4.07	-0.40 ▼
5. Is a leading force driving changes.	4.20	4.21	+0.01 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. 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	4.33	93.3	7%	53%			40%
7. Is knowledgeable of procedures or systems necessary for the job.	15	4.33	86.7	13%	40%			47%
8. Willingly shares his/her technical expertise; sought out as resource by others	15	4.07	80.0	20%	53%			27%
9. Knows how to produce high quality products/work.	15	4.13	80.0	20%	47%			33%
10. Willingly shares information and expertise; sought out as resource by others	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. 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.	4.13	4.33	+0.20 ▲
7. Is knowledgeable of procedures or systems necessary for the job.	4.33	4.33	
8. Willingly shares his/her technical expertise; sought out as resource by others	4.20	4.07	-0.13 ▼
9. Knows how to produce high quality products/work.	4.67	4.13	-0.53 ▼
10. Willingly shares information and expertise; sought out as resource by others	4.47	4.13	-0.33 ▼

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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Able to step in and help co-workers when needed.	15	4.67	100.0					
12. Adjusts strategy when new information is presented.	15	4.20	86.7					
13. Adjusts to the new vision and mission of the company.	14	3.64	57.1					
14. Able to adapt to changes in technology and processes.	14	4.14	85.7					
15. Embraces change and fosters an open-minded environment.	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. Able to step in and help co-workers when needed.	4.20	4.67	+0.47 ▲
12. Adjusts strategy when new information is presented.	3.93	4.20	+0.27 ▲
13. Adjusts to the new vision and mission of the company.	4.47	3.64	-0.82 ▼
14. Able to adapt to changes in technology and processes.	4.00	4.14	+0.14 ▲
15. Embraces change and fosters an open-minded environment.	4.27	4.47	+0.20 ▲

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
16. Accepts accountability for their work.	15	4.00	66.7	7%	27%	27%	40%	
17. Develops goals and establishes objective measures of success.	15	3.87	66.7		33%	47%	20%	
18. Accepts personal responsibility for their actions.	15	4.20	86.7	7%	7%	47%	40%	
19. Takes responsibility for the team's actions and results.	15	4.33	86.7		13%	40%	47%	
20. Takes full responsibility for project outcomes.	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. Accepts accountability for their work.	3.64	4.00	+0.36 ▲
17. Develops goals and establishes objective measures of success.	4.33	3.87	-0.47 ▼
18. Accepts personal responsibility for their actions.	3.93	4.20	+0.27 ▲
19. Takes responsibility for the team's actions and results.	4.33	4.33	0.00 ▲
20. Takes full responsibility for project outcomes.	3.60	4.40	+0.80 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Is able to express themselves clearly.	15	3.93	73.3	27%		53%		20%
22. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.00	66.7	13%	20%	20%		47%
23. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.07	80.0	20%		53%		27%
24. Able to understand others' points of view.	15	4.00	73.3	13%	13%	33%		40%
25. Is able to manage their own emotions.	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. Is able to express themselves clearly.	4.20	3.93	-0.27 ▼
22. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	4.20	4.00	-0.20 ▼
23. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	4.13	4.07	-0.07 ▼
24. Able to understand others' points of view.	3.80	4.00	+0.20 ▲
25. Is able to manage their own emotions.	4.13	4.07	-0.07 ▼

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Spends time to actively listen to the grievance.	15	4.00	80.0	7%	13%	53%	27%	
27. Provides clear expectations of outcomes during performance reviews.	15	3.67	66.7	20%	13%	47%	20%	
28. Provides detailed feedback to employees.	15	4.40	86.7	13%	33%	53%		
29. Willing to consider a spectrum of disciplinary measures, ranging from formal warnings to unpaid leave.	15	4.07	80.0	20%	53%	27%		
30. Provides useful and constructive feedback to employees.	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. Spends time to actively listen to the grievance.	4.47	4.00	-0.47 ▼
27. Provides clear expectations of outcomes during performance reviews.	4.00	3.67	-0.33 ▼
28. Provides detailed feedback to employees.	4.33	4.40	+0.07 ▲
29. Willing to consider a spectrum of disciplinary measures, ranging from formal warnings to unpaid leave.	4.07	4.07	
30. Provides useful and constructive feedback to employees.	4.00	4.00	

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
31. Selects the appropriate techniques for analysis.	15	4.27	93.3	7%	60%			33%
32. Implements data validation techniques and methods.	14	4.14	92.9	7%	71%			21%
33. Identifies opportunities for progress and innovation.	15	4.27	100.0		73%			27%
34. Identifies the root cause of a problem.	15	4.40	93.3	7%	47%			47%
35. Uses appropriate techniques to solve problems.	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. Selects the appropriate techniques for analysis.	4.27	4.27	
32. Implements data validation techniques and methods.	4.20	4.14	-0.06 ▼
33. Identifies opportunities for progress and innovation.	3.67	4.27	+0.60 ▲
34. Identifies the root cause of a problem.	4.00	4.40	+0.40 ▲
35. Uses appropriate techniques to solve problems.	4.20	3.47	-0.73 ▼

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	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Solves problems using logic and insight.	15	4.20	93.3	7%	67%			27%
37. Ability to develop innovative solutions to problems.	15	4.27	93.3	7%	60%			33%
38. Ability to solve problems at root cause rather than at symptom level.	15	4.00	80.0	20%	60%			20%
39. Is a good problem solver and decision maker	15	4.07	86.7	7%	7%	60%		27%
40. Finds creative ways to get things done with limited resources.	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. Solves problems using logic and insight.	4.00	4.20	+0.20 ▲
37. Ability to develop innovative solutions to problems.	4.21	4.27	+0.05 ▲
38. Ability to solve problems at root cause rather than at symptom level.	4.07	4.00	-0.07 ▼
39. Is a good problem solver and decision maker	3.87	4.07	+0.20 ▲
40. Finds creative ways to get things done with limited resources.	4.27	4.33	+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 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. Builds alliances between departments and teams.	15	3.93	80.0	13%	7%	53%		27%
42. Maintains infrastructure to support partnerships and networks.	15	4.33	93.3	7%		47%		47%
43. Supports a partnering/networking culture.	15	4.13	86.7		13%	60%		27%
44. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	4.20	100.0			80%		20%
45. Partners with peers to obtain influence within the Company.	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. Builds alliances between departments and teams.	3.87	3.93	+0.07 ▲
42. Maintains infrastructure to support partnerships and networks.	4.13	4.33	+0.20 ▲
43. Supports a partnering/networking culture.	4.20	4.13	-0.07 ▼
44. Develops a sense of trust in subordinates so they can freely interact and share information with others.	4.87	4.20	-0.67 ▼
45. Partners with peers to obtain influence within the Company.	4.27	4.27	

Planning

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
46. Establishes a course of action for self and others to accomplish specific goals.	15	4.40	93.3	7%	47%	47%		
47. Sets the appropriate sequence of tasks to ensure completion of the project.	15	4.20	93.3	7%	67%	27%		
48. Creates a timeline to specify when each phase of the project should be concluded.	15	4.07	86.7	13%	53%	33%		
49. Assigns the right tasks to the right people and holds them accountable.	15	4.27	93.3	7%	53%	40%		
50. Sets up and monitors timeframes and plans	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. Establishes a course of action for self and others to accomplish specific goals.	4.13	4.40	+0.27 ▲
47. Sets the appropriate sequence of tasks to ensure completion of the project.	4.07	4.20	+0.13 ▲
48. Creates a timeline to specify when each phase of the project should be concluded.	4.00	4.07	+0.07 ▲
49. Assigns the right tasks to the right people and holds them accountable.	4.13	4.27	+0.13 ▲
50. Sets up and monitors timeframes and plans	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?