



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.

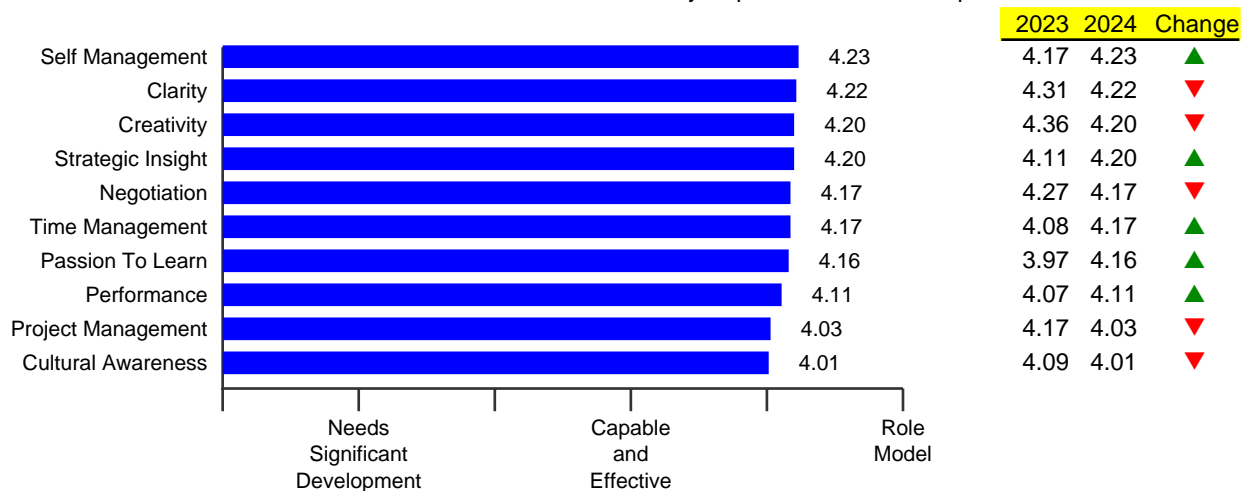
What to Do with Your Feedback

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

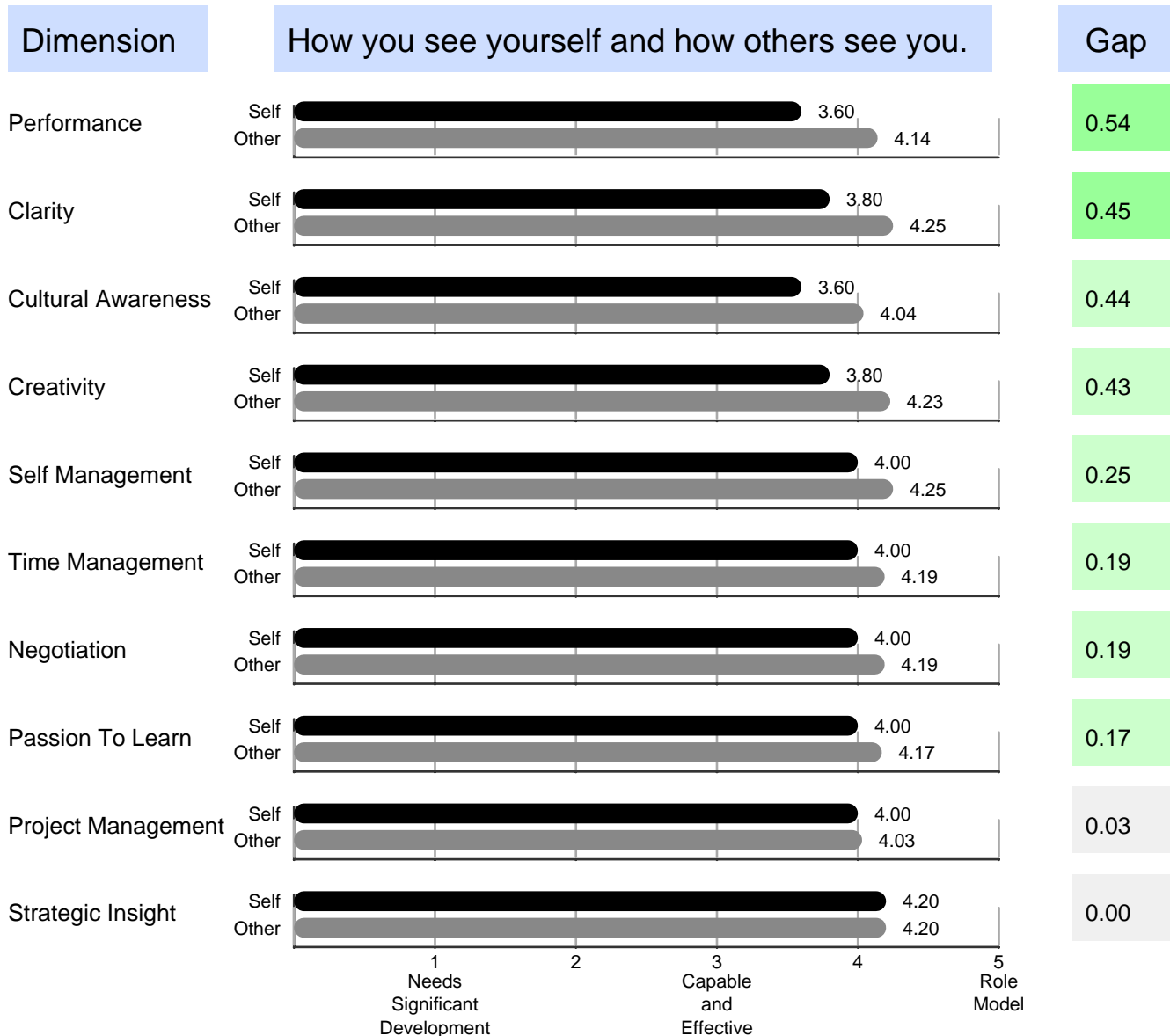
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Clarity

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. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	4.13	80.0	20%		47%		33%
2. Maintains clarity in goals and objectives.	15	4.33	100.0		67%			33%
3. Communicates with clarity and efficiency.	15	4.33	93.3	7%	53%			40%
4. Adjusts communication methods to the needs of the audience.	15	4.07	86.7	13%	67%			20%
5. Clearly defines work objectives for employees.	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. Makes sure goals and objectives are clearly and thoroughly explained and understood.	4.00	4.13	+0.13 ▲
2. Maintains clarity in goals and objectives.	4.40	4.33	-0.07 ▼
3. Communicates with clarity and efficiency.	4.47	4.33	-0.13 ▼
4. Adjusts communication methods to the needs of the audience.	4.47	4.07	-0.40 ▼
5. Clearly defines work objectives for employees.	4.20	4.21	+0.01 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Is creative.	15	4.33	93.3	7%	53%		40%	
7. Creates a lot of new ideas.	15	4.33	86.7	13%	40%		47%	
8. Adds value to the department/organization.	15	4.07	80.0	20%	53%		27%	
9. Is creative and inspirational.	15	4.13	80.0	20%	47%		33%	
10. Inspires creativity in their team.	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 creative.	4.13	4.33	+0.20 ▲
7. Creates a lot of new ideas.	4.33	4.33	
8. Adds value to the department/organization.	4.20	4.07	-0.13 ▼
9. Is creative and inspirational.	4.67	4.13	-0.53 ▼
10. Inspires creativity in their team.	4.47	4.13	-0.33 ▼

Self 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. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	4.67	100.0					
12. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.20	86.7					
13. Consciously controls own negative emotions in order to keep team morale up.	14	3.64	57.1					
14. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	14	4.14	85.7					
15. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	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. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	4.20	4.67	+0.47 ▲
12. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.93	4.20	+0.27 ▲
13. Consciously controls own negative emotions in order to keep team morale up.	4.47	3.64	-0.82 ▼
14. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	4.00	4.14	+0.14 ▲
15. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	4.27	4.47	+0.20 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	4.00	66.7	7%	27%	27%	40%	
17. Demonstrates through personal behavior the commitment to high standards of performance.	15	3.87	66.7		33%	47%	20%	
18. Takes initiative for own learning and development.	15	4.20	86.7	7%	7%	47%	40%	
19. Is open to feedback from others.	15	4.33	86.7		13%	40%	47%	
20. Enhances value to the company through additional training and development.	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. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.64	4.00	+0.36 ▲
17. Demonstrates through personal behavior the commitment to high standards of performance.	4.33	3.87	-0.47 ▼
18. Takes initiative for own learning and development.	3.93	4.20	+0.27 ▲
19. Is open to feedback from others.	4.33	4.33	
20. Enhances value to the company through additional training and development.	3.60	4.40	+0.80 ▲

Cultural Awareness

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. Supports and mentors others that may have different cultural backgrounds.	15	3.93	73.3	27%		53%		20%
22. Willing to work with employees who have different cultural backgrounds.	15	4.00	66.7	13%	20%	20%		47%
23. Is aware of differences in how individuals from other cultures greet one another.	15	4.07	80.0	20%		53%		27%
24. Is aware of the similarities and differences among and between cultural groups.	15	4.00	73.3	13%	13%	33%		40%
25. Understands what customs and etiquette are important for individuals from other cultures.	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. Supports and mentors others that may have different cultural backgrounds.	4.20	3.93	-0.27 ▼
22. Willing to work with employees who have different cultural backgrounds.	4.20	4.00	-0.20 ▼
23. Is aware of differences in how individuals from other cultures greet one another.	4.13	4.07	-0.07 ▼
24. Is aware of the similarities and differences among and between cultural groups.	3.80	4.00	+0.20 ▲
25. Understands what customs and etiquette are important for individuals from other cultures.	4.13	4.07	-0.07 ▼

Project 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
26. Ensures the project is executed on time and on budget.	15	4.00	80.0	7%	13%	53%	27%	
27. Understands the budget constraints for the project.	15	3.67	66.7	20%	13%	47%	20%	
28. Creates a schedule for the different phases of the project.	15	4.40	86.7	13%	33%	53%		
29. Identifies potential risks to completing the project on time.	15	4.07	80.0	20%	33%	53%	27%	
30. Formulates the schedule for the project phases, resoures usage, and benchmarks.	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. Ensures the project is executed on time and on budget.	4.47	4.00	-0.47 ▼
27. Understands the budget constraints for the project.	4.00	3.67	-0.33 ▼
28. Creates a schedule for the different phases of the project.	4.33	4.40	+0.07 ▲
29. Identifies potential risks to completing the project on time.	4.07	4.07	
30. Formulates the schedule for the project phases, resoures usage, and benchmarks.	4.00	4.00	

Performance

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. Effective in performing his/her job.	15	4.27	93.3	7%		60%		33%
32. Listens and responds to issues and problems	14	4.14	92.9	7%		71%		21%
33. Shown significant improvement in job performance.	15	4.27	100.0			73%		27%
34. Sets a high standard for job performance.	15	4.40	93.3	7%		47%		47%
35. Works effectively in the department.	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. Effective in performing his/her job.	4.27	4.27	
32. Listens and responds to issues and problems	4.20	4.14	-0.06 ▼
33. Shown significant improvement in job performance.	3.67	4.27	+0.60 ▲
34. Sets a high standard for job performance.	4.00	4.40	+0.40 ▲
35. Works effectively in the department.	4.20	3.47	-0.73 ▼

Time 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
36. Sets clearly defined goals.	15	4.20	93.3	7%		67%		27%
37. Uses time efficiently to achieve higher productivity.	15	4.27	93.3	7%		60%		33%
38. Rarely misses deadlines; often producing results before expected.	15	4.00	80.0		20%	60%		20%
39. Achieves more through effective time management.	15	4.07	86.7	7%	7%	60%		27%
40. Uses scripts or software tools to automate computer centered processes.	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. Sets clearly defined goals.	4.00	4.20	+0.20 ▲
37. Uses time efficiently to achieve higher productivity.	4.21	4.27	+0.05 ▲
38. Rarely misses deadlines; often producing results before expected.	4.07	4.00	-0.07 ▼
39. Achieves more through effective time management.	3.87	4.07	+0.20 ▲
40. Uses scripts or software tools to automate computer centered processes.	4.27	4.33	+0.07 ▲

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Stays calm and focuses on the core issues to be discussed.	15	3.93	80.0	13%	7%	53%		27%
42. Able to control their emotional responses and correctly gauge the emotions of others.	15	4.33	93.3	7%		47%		47%
43. Understands the expectations of other parties in the negotiation.	15	4.13	86.7		13%	60%		27%
44. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	4.20	100.0			80%		20%
45. Maintains communication channels between parties in the negotiation.	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. Stays calm and focuses on the core issues to be discussed.	3.87	3.93	+0.07 ▲
42. Able to control their emotional responses and correctly gauge the emotions of others.	4.13	4.33	+0.20 ▲
43. Understands the expectations of other parties in the negotiation.	4.20	4.13	-0.07 ▼
44. Researches the needs of the other party to identify strengths and weaknesses of positions.	4.87	4.20	-0.67 ▼
45. Maintains communication channels between parties in the negotiation.	4.27	4.27	

Strategic Insight

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. Pursues strategic alliances with valued partners.	15	4.40	93.3	7%	47%	47%		
47. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	4.20	93.3	7%	67%			27%
48. Meets with customers to gain insight into their core needs and how best to serve them.	15	4.07	86.7	13%	53%			33%
49. Analyzes records and reports to obtain insight into potential issues and trends.	15	4.27	93.3	7%	53%			40%
50. Creates a vision for the organization based on insights gathered from other companies in the industry.	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. Pursues strategic alliances with valued partners.	4.13	4.40	+0.27 ▲
47. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	4.07	4.20	+0.13 ▲
48. Meets with customers to gain insight into their core needs and how best to serve them.	4.00	4.07	+0.07 ▲
49. Analyzes records and reports to obtain insight into potential issues and trends.	4.13	4.27	+0.13 ▲
50. Creates a vision for the organization based on insights gathered from other companies in the industry.	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?