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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.

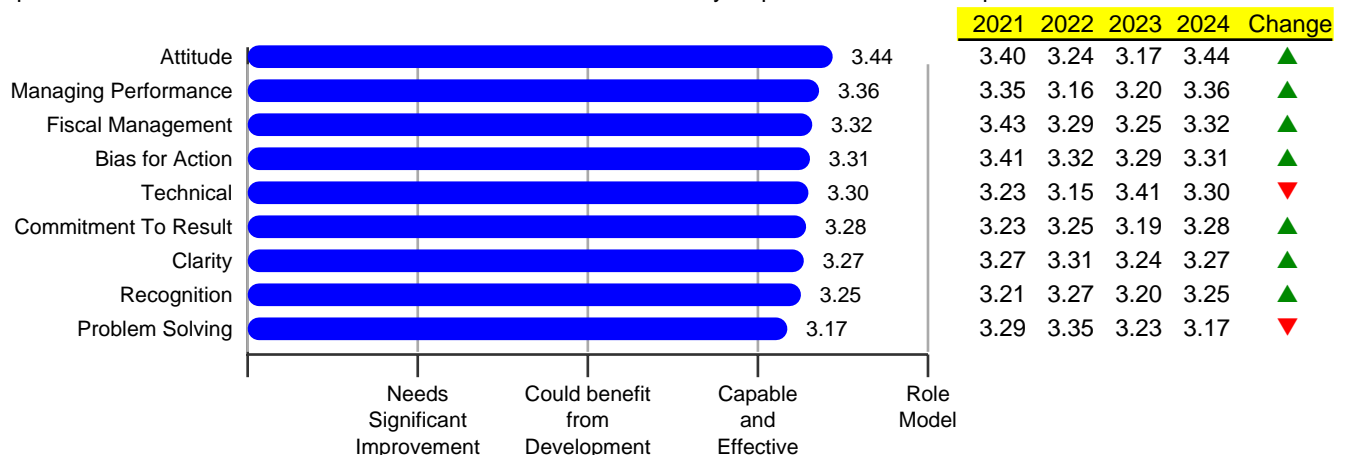
## What to Do with Your Feedback

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

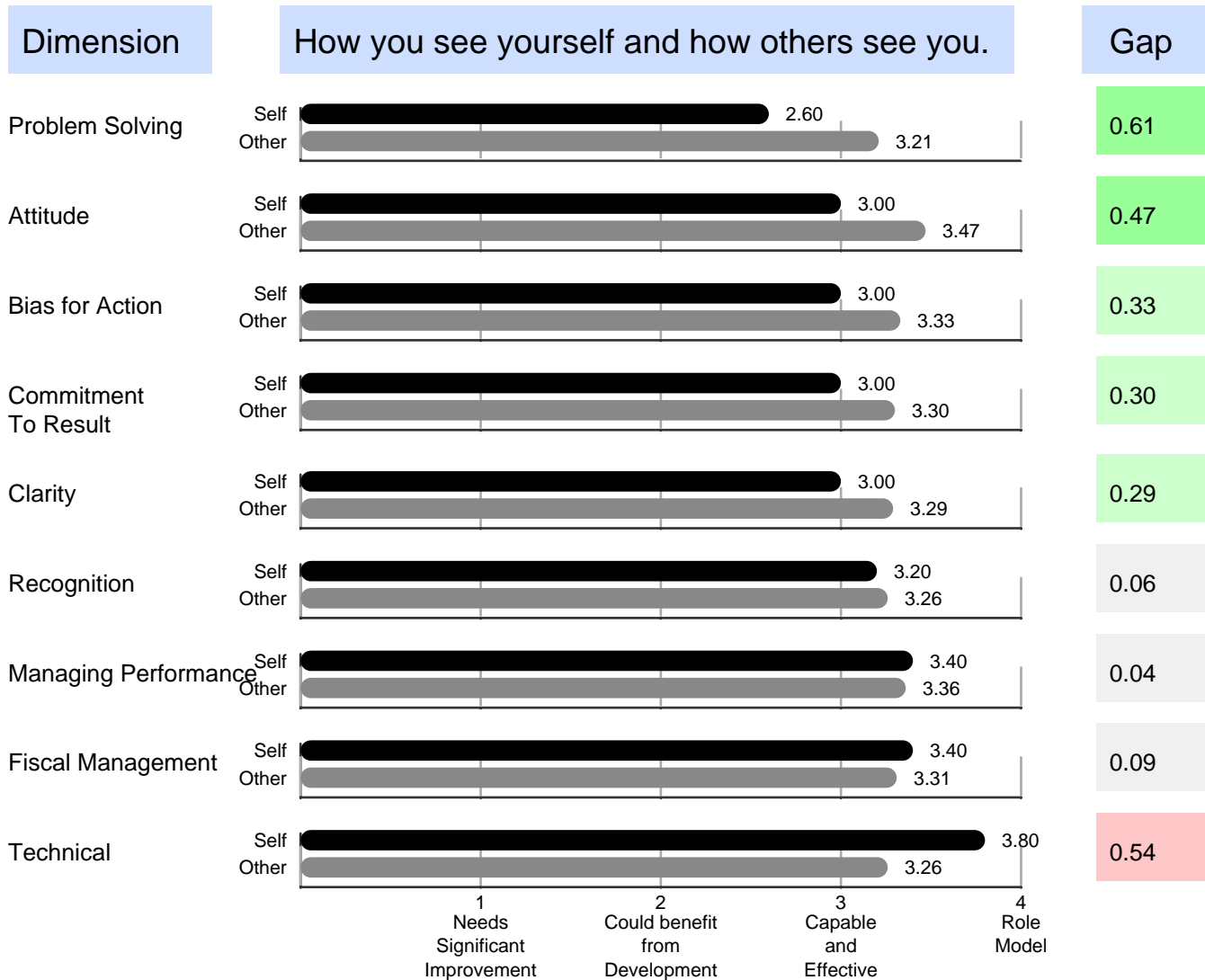
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Clarifies problems and their causes to help employees correct them.	15	3.20	86.7	13%	53%	33%	
2. Uses appropriate grammar and tense in communications.	15	3.33	100.0		67%	33%	
3. Clearly explains the vision and goals of the company.	15	3.33	93.3	7%	53%	40%	
4. Checks details thoroughly.	15	3.27	93.3	7%	60%	33%	
5. Avoids creating ambiguity or mixed messages.	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. Clarifies problems and their causes to help employees correct them.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Uses appropriate grammar and tense in communications.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Clearly explains the vision and goals of the company.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Checks details thoroughly.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Avoids creating ambiguity or mixed messages.	3.00	3.20	3.13	3.21	+0.08 ▲

## Bias for Action

### 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. Motivates others to achieve or exceed goals	15	3.47	100.0		53%	47%	
7. Identifies ways to simplify work processes and reduce cycle times	15	3.40	93.3	7%	47%	47%	
8. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.20	86.7	13%	53%	33%	
9. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.27	86.7	13%	47%	40%	
10. Seeks and utilizes opportunities for continuous learning and self-development.	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. Motivates others to achieve or exceed goals	3.40	3.13	3.07	3.47	+0.40 ▲
7. Identifies ways to simplify work processes and reduce cycle times	3.40	3.20	3.33	3.40	+0.07 ▲
8. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.40	3.40	3.20	3.20	
9. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Seeks and utilizes opportunities for continuous learning and self-development.	3.33	3.47	3.27	3.20	-0.07 ▼

## 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
11. Shows by their actions that they trust in the positive intentions of others.	15	3.67	100.0	33%	67%		
12. Treats all people fairly and with respect.	15	3.40	93.3	7%	47%	47%	
13. Contributes to a positive work environment.	15	3.13	86.7	13%	60%	27%	
14. Visibly supports and encourages diversity in style and background.	15	3.47	100.0	53%	47%		
15. Contributes to a positive and fun work environment.	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. Shows by their actions that they trust in the positive intentions of others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Treats all people fairly and with respect.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Contributes to a positive work environment.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Visibly supports and encourages diversity in style and background.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Contributes to a positive and fun work environment.	3.67	3.27	3.20	3.53	+0.33 ▲

## Managing 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Sets clear and ambitious goals to be met.	15	3.47	93.3	7%	40%	53%	
17. Ensures employees understand their performance expectations.	15	2.93	73.3	27%	53%		20%
18. Makes sure the team's goals are met.	15	3.40	93.3	7%	47%	47%	
19. Recognizes employees with a long and distinguished career of service.	15	3.53	100.0		47%	53%	
20. Is consistent in clearly communicating job requirements.	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. Sets clear and ambitious goals to be met.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Ensures employees understand their performance expectations.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Makes sure the team's goals are met.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Recognizes employees with a long and distinguished career of service.	3.13	2.87	3.53	3.53	
20. Is consistent in clearly communicating job requirements.	3.40	3.20	2.87	3.47	+0.60 ▲

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Able to balance the needs of different people in a solution to a problem.	15	3.00	80.0	20%	60%		20%
22. Generates alternative solutions to problems and challenges.	15	3.53	100.0		47%	53%	
23. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	3.13	86.7	13%	60%		27%
24. Actively seeks the root cause of a problem.	15	3.13	80.0	7%	13%	40%	40%
25. Ability to develop innovative solutions to problems.	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. Able to balance the needs of different people in a solution to a problem.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Generates alternative solutions to problems and challenges.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Actively seeks the root cause of a problem.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Ability to develop innovative solutions to problems.	3.27	3.33	3.27	3.07	-0.20 ▼



## Commitment To Result

### 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. Takes immediate action toward goals.	15	3.20	93.3	7%	60%	33%	
27. Maintains persistence and dedication to achieving results.	15	3.40	93.3	7%	47%	47%	
28. Committed to the team.	15	3.60	93.3	7%	27%	67%	
29. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.20	86.7	13%	53%	33%	
30. Able to focus on a task even when working alone.	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. Takes immediate action toward goals.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Maintains persistence and dedication to achieving results.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Committed to the team.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.21	3.20	3.20	3.20	
30. Able to focus on a task even when working alone.	2.87	3.27	3.07	3.00	-0.07 ▼

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. 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	3.33	93.3	7%	53%	40%	
32. Willingly shares information and expertise; sought out as resource by others	14	3.29	100.0		71%	29%	
33. Knows how to produce high quality products/work.	15	3.27	100.0		73%	27%	
34. Demonstrates mastery of the technical competencies required in his/her work.	15	3.47	93.3	7%	40%	53%	
35. Willingly shares his/her technical expertise; sought out as resource by others	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. 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.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Willingly shares information and expertise; sought out as resource by others	3.40	3.07	3.60	3.29	-0.31 ▼
33. Knows how to produce high quality products/work.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Demonstrates mastery of the technical competencies required in his/her work.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Willingly shares his/her technical expertise; sought out as resource by others	3.20	3.27	3.13	3.13	

## Recognition

### 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. Is sincerely interested in the suggestions of co-workers	15	3.20	93.3	7%	67%		27%
37. Says "thank you" to show appreciation for work of others.	15	3.33	93.3	7%	53%		40%
38. Reinforces and rewards employees for accomplishing necessary goals.	15	3.07	86.7	13%	67%		20%
39. Makes people around them feel appreciated and valued.	15	3.33	100.0		67%		33%
40. Recognizes the abilities and skills of self and others	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. Is sincerely interested in the suggestions of co-workers	3.53	3.20	3.33	3.20	-0.13 ▼
37. Says "thank you" to show appreciation for work of others.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Reinforces and rewards employees for accomplishing necessary goals.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Makes people around them feel appreciated and valued.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Recognizes the abilities and skills of self and others	3.00	3.20	3.27	3.33	+0.07 ▲

## Fiscal 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
41. Develops of the department's annual budget.	15	3.33	93.3	7%	53%	40%	
42. Effective in using Company's resources.	15	3.40	93.3	7%	47%	47%	
43. Monitors expenses and verifies the need for items purchased.	15	3.13	86.7	13%	60%	27%	
44. Provides budgeting and accounting support to the Company.	15	3.27	100.0		73%	27%	
45. Ensures others follow the correct rules and regulations on fiscal matters.	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
41. Develops of the department's annual budget.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Effective in using Company's resources.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Monitors expenses and verifies the need for items purchased.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Provides budgeting and accounting support to the Company.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Ensures others follow the correct rules and regulations on fiscal matters.	3.20	3.33	3.13	3.47	+0.33 ▲

## 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?