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.
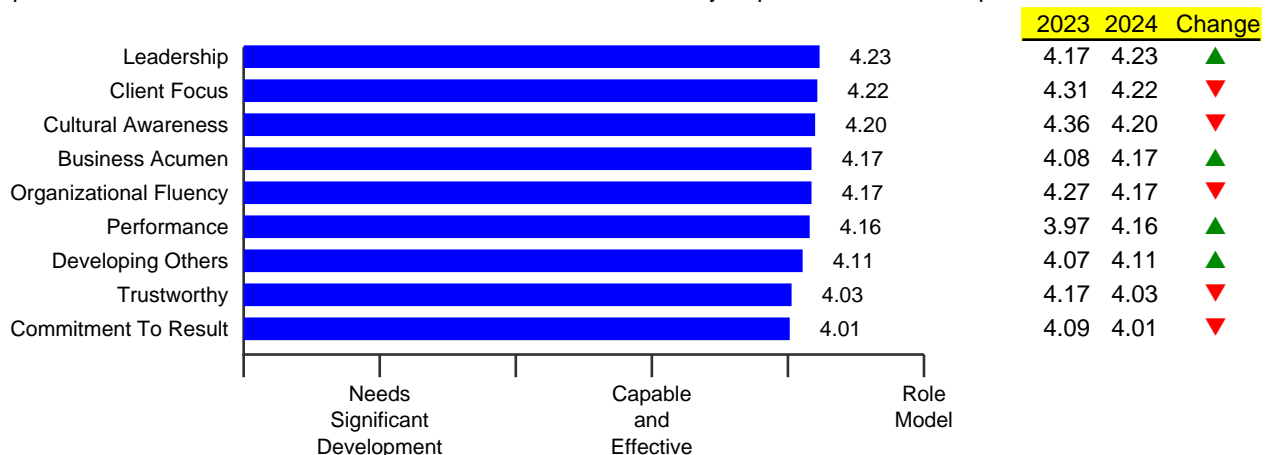
What to Do with Your Feedback

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.
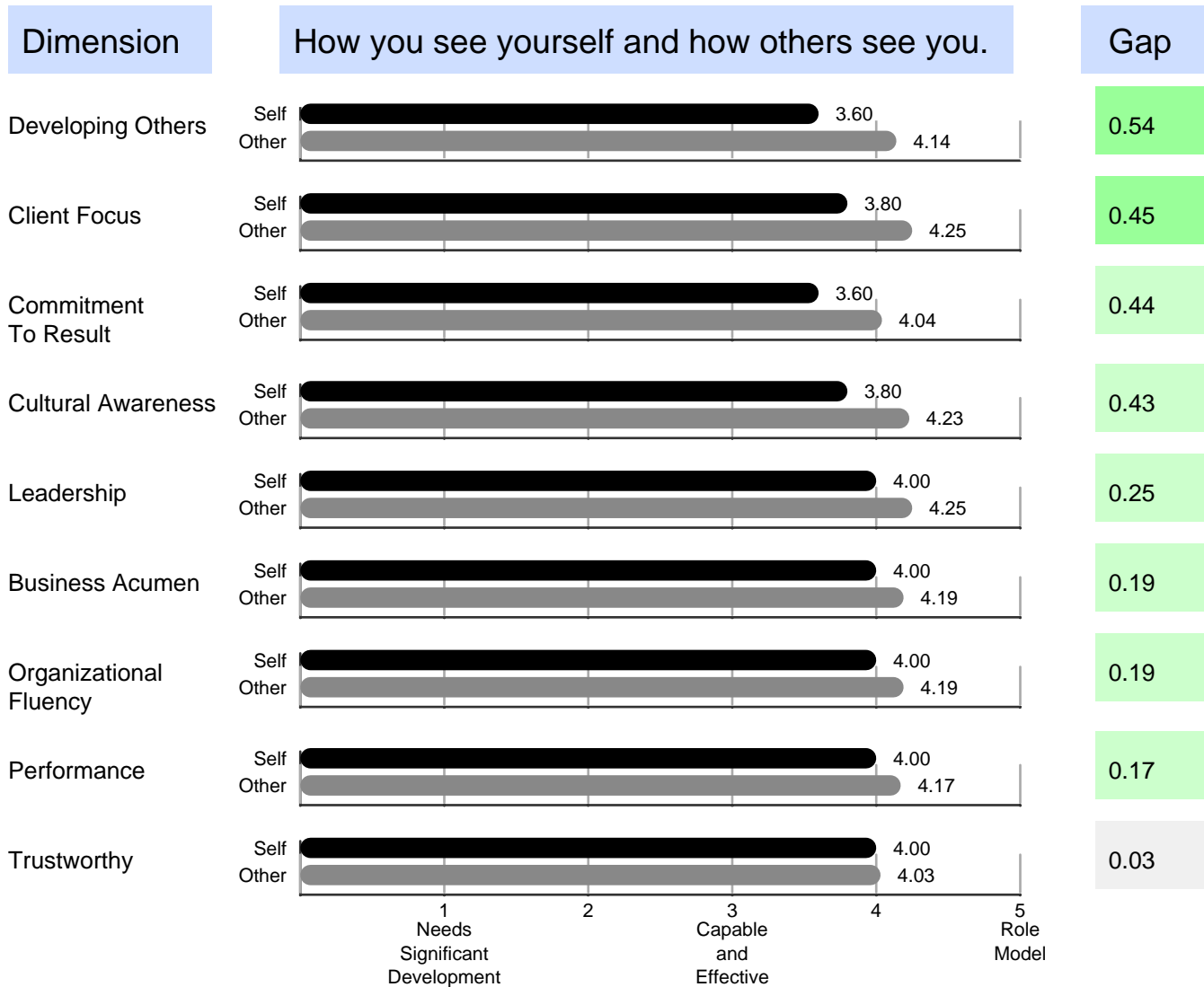
Summary

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.

Dimension	Score	2023	2024	Change
Leadership	4.23	4.17	4.23	▲
Client Focus	4.22	4.31	4.22	▼
Cultural Awareness	4.20	4.36	4.20	▼
Business Acumen	4.17	4.08	4.17	▲
Organizational Fluency	4.17	4.27	4.17	▼
Performance	4.16	3.97	4.16	▲
Developing Others	4.11	4.07	4.11	▲
Trustworthy	4.03	4.17	4.03	▼
Commitment To Result	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
Developing Others	Self 3.60 / Other 4.14	0.54
Client Focus	Self 3.80 / Other 4.25	0.45
Commitment To Result	Self 3.60 / Other 4.04	0.44
Cultural Awareness	Self 3.80 / Other 4.23	0.43
Leadership	Self 4.00 / Other 4.25	0.25
Business Acumen	Self 4.00 / Other 4.19	0.19
Organizational Fluency	Self 4.00 / Other 4.19	0.19
Performance	Self 4.00 / Other 4.17	0.17
Trustworthy	Self 4.00 / Other 4.03	0.03

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

Client 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Is focused on improving client services.	15	4.13	80.0		20%	47%		33%
2. Regularly receives positive feedback from clients.	15	4.33	100.0			67%		33%
3. Anticipates client needs.	15	4.33	93.3	7%	53%			40%
4. Provides a high level of service to clients.	15	4.07	86.7	13%	67%			20%
5. Uses client feedback to help improve products and services.	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. Is focused on improving client services.	4.00	4.13	+0.13 ▲
2. Regularly receives positive feedback from clients.	4.40	4.33	-0.07 ▼
3. Anticipates client needs.	4.47	4.33	-0.13 ▼
4. Provides a high level of service to clients.	4.47	4.07	-0.40 ▼
5. Uses client feedback to help improve products and services.	4.20	4.21	+0.01 ▲

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
6. Seeks out different viewpoints and benefits from different perspectives.	15	4.33	93.3			7%	53%	40%
7. Communicates with others without the influence of racism.	15	4.33	86.7			13%	40%	47%
8. Values the diverse perspectives from others.	15	4.07	80.0			20%	53%	27%
9. Is aware of cultural differences in business etiquette.	15	4.13	80.0			20%	47%	33%
10. Is aware of differences in how individuals from other cultures greet one another.	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. Seeks out different viewpoints and benefits from different perspectives.	4.13	4.33	+0.20 ▲
7. Communicates with others without the influence of racism.	4.33	4.33	
8. Values the diverse perspectives from others.	4.20	4.07	-0.13 ▼
9. Is aware of cultural differences in business etiquette.	4.67	4.13	-0.53 ▼
10. Is aware of differences in how individuals from other cultures greet one another.	4.47	4.13	-0.33 ▼

Leadership

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. Holds others accountable for their actions.	15	4.67	100.0			33%		67%
12. Expresses clear goals and objectives.	15	4.20	86.7	7%	7%	47%		40%
13. Guides decision-making by coaching, counseling and rewarding.	14	3.64	57.1	14%		29%	36%	21%
14. Able to organize the work of others.	14	4.14	85.7	7%	7%	50%		36%
15. Sets clear goals and objectives for subordinates.	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. Holds others accountable for their actions.	4.20	4.67	+0.47 ▲
12. Expresses clear goals and objectives.	3.93	4.20	+0.27 ▲
13. Guides decision-making by coaching, counseling and rewarding.	4.47	3.64	-0.82 ▼
14. Able to organize the work of others.	4.00	4.14	+0.14 ▲
15. Sets clear goals and objectives for subordinates.	4.27	4.47	+0.20 ▲

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
16. Effectively organizes resources and plans	15	4.00	66.7	7%	27%	27%		40%
17. Works effectively in the department.	15	3.87	66.7		33%	47%		20%
18. ...Overall Performance	15	4.20	86.7	7%	7%	47%		40%
19. Sets a high standard for job performance.	15	4.33	86.7		13%	40%		47%
20. Works well in this position.	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. Effectively organizes resources and plans	3.64	4.00	+0.36 ▲
17. Works effectively in the department.	4.33	3.87	-0.47 ▼
18. ...Overall Performance	3.93	4.20	+0.27 ▲
19. Sets a high standard for job performance.	4.33	4.33	
20. Works well in this position.	3.60	4.40	+0.80 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.93	73.3		27%	53%		20%
22. Able to focus on a task even when working alone.	15	4.00	66.7	13%	20%	20%	47%	
23. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.07	80.0		20%	53%		27%
24. Maintains persistence and dedication to achieving results.	15	4.00	73.3	13%	13%	33%	40%	
25. Takes immediate action toward goals.	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. Creates a sense of urgency among the store team members to complete activities, which drive sales.	4.20	3.93	-0.27 ▼
22. Able to focus on a task even when working alone.	4.20	4.00	-0.20 ▼
23. Willing to do whatever it takes-not afraid to have to put in extra effort.	4.13	4.07	-0.07 ▼
24. Maintains persistence and dedication to achieving results.	3.80	4.00	+0.20 ▲
25. Takes immediate action toward goals.	4.13	4.07	-0.07 ▼

Trustworthy

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. Takes ownership, delivers on commitments	15	4.00	80.0	7%	13%	53%		27%
27. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.67	66.7	20%	13%	47%		20%
28. Demonstrates congruence between statements and actions.	15	4.40	86.7	13%	33%		53%	
29. Works in a way that makes others want to work with her/him.	15	4.07	80.0	20%	53%		27%	
30. Demonstrates a sense of responsibility and commitment to public trust.	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. Takes ownership, delivers on commitments	4.47	4.00	-0.47 ▼
27. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	4.00	3.67	-0.33 ▼
28. Demonstrates congruence between statements and actions.	4.33	4.40	+0.07 ▲
29. Works in a way that makes others want to work with her/him.	4.07	4.07	
30. Demonstrates a sense of responsibility and commitment to public trust.	4.00	4.00	

Developing 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
31. Creates opportunities for professional development.	15	4.27	93.3	7%	60%		33%	
32. Supports the successes of other employees.	14	4.14	92.9	7%	71%		21%	
33. Creates a work environment that fosters positive feedback to employees.	15	4.27	100.0	73%		27%		
34. Recognizes and celebrates accomplishments of others.	15	4.40	93.3	7%	47%	47%		
35. Is open to receiving feedback.	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. Creates opportunities for professional development.	4.27	4.27	
32. Supports the successes of other employees.	4.20	4.14	-0.06 ▼
33. Creates a work environment that fosters positive feedback to employees.	3.67	4.27	+0.60 ▲
34. Recognizes and celebrates accomplishments of others.	4.00	4.40	+0.40 ▲
35. Is open to receiving feedback.	4.20	3.47	-0.73 ▼

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
36. Describes and summarizes data.	15	4.20	93.3			7%	67%	27%
37. Recognizes trends in underlying data.	15	4.27	93.3			7%	60%	33%
38. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	15	4.00	80.0			20%	60%	20%
39. Can effectively interpret and analyze market data.	15	4.07	86.7	7%	7%		60%	27%
40. Understands consumer behaviors and how they may change in the future.	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. Describes and summarizes data.	4.00	4.20	+0.20 ▲
37. Recognizes trends in underlying data.	4.21	4.27	+0.05 ▲
38. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	4.07	4.00	-0.07 ▼
39. Can effectively interpret and analyze market data.	3.87	4.07	+0.20 ▲
40. Understands consumer behaviors and how they may change in the future.	4.27	4.33	+0.07 ▲

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
41. Gets things done through the department.	15	3.93	80.0	13%	7%	53%		27%
42. Able to deal with sensitive issues with tact and professionalism.	15	4.33	93.3	7%		47%		47%
43. Adept at navigating within the culture of the department.	15	4.13	86.7	13%		60%		27%
44. Understands the current organizational culture.	15	4.20	100.0			80%		20%
45. Able to explain departmental policies and procedures to others.	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. Gets things done through the department.	3.87	3.93	+0.07 ▲
42. Able to deal with sensitive issues with tact and professionalism.	4.13	4.33	+0.20 ▲
43. Adept at navigating within the culture of the department.	4.20	4.13	-0.07 ▼
44. Understands the current organizational culture.	4.87	4.20	-0.67 ▼
45. Able to explain departmental policies and procedures to others.	4.27	4.27	

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?