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.
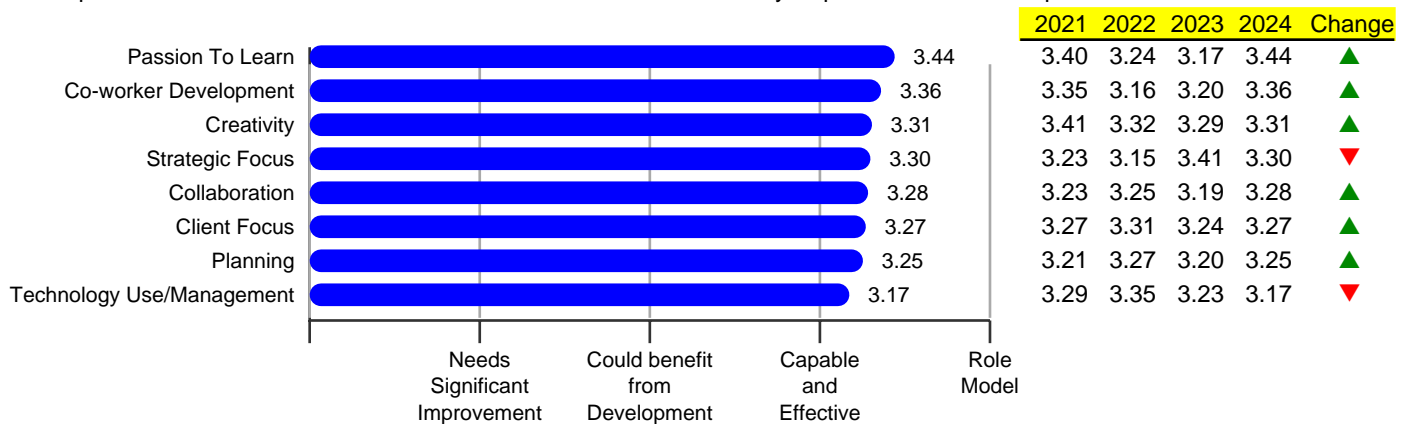
What to Do with Your Feedback

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.
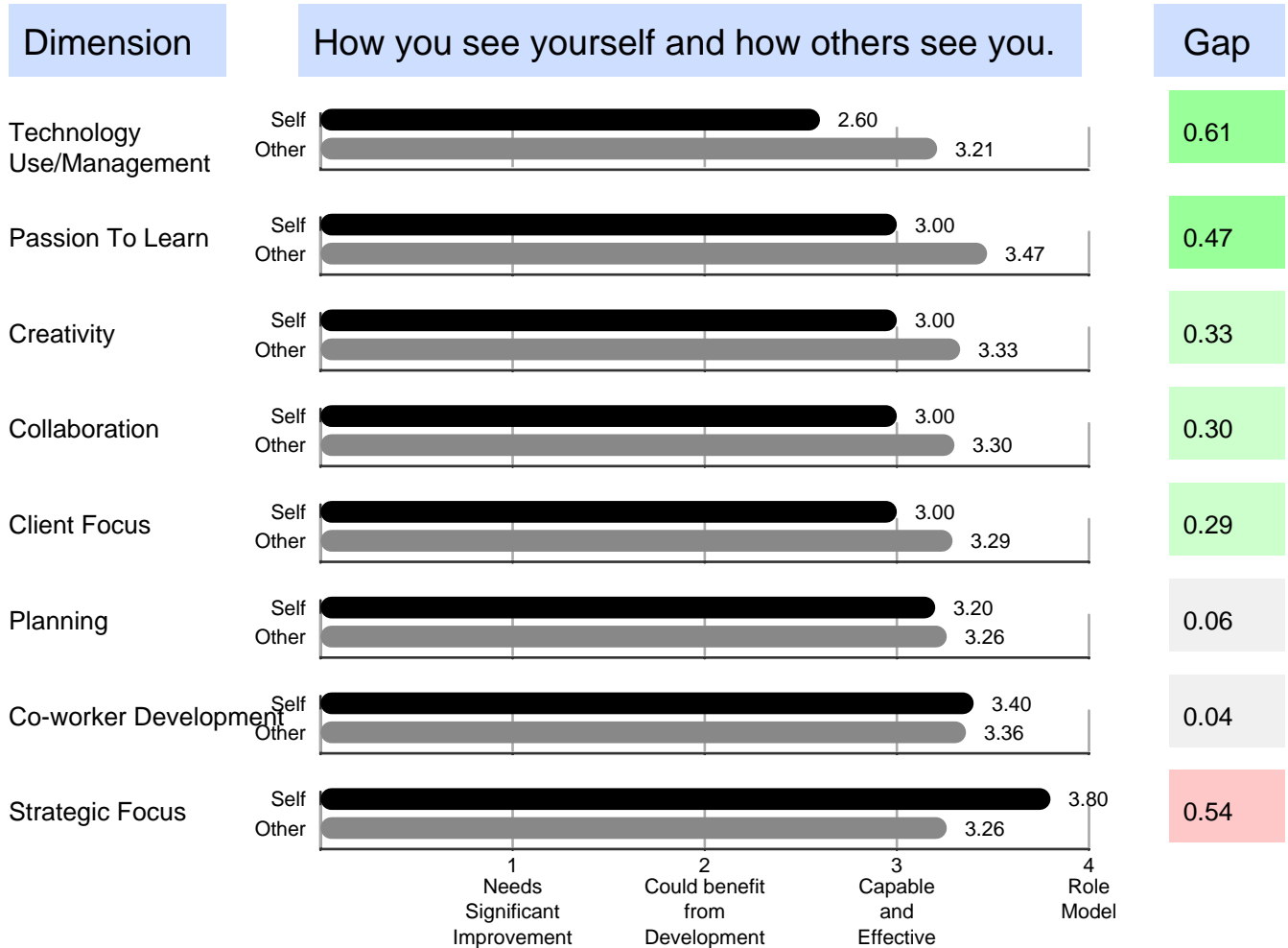
Summary

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 8 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	2021	2022	2023	2024	Change
Passion To Learn	3.44	3.40	3.24	3.17	3.44	▲
Co-worker Development	3.36	3.35	3.16	3.20	3.36	▲
Creativity	3.31	3.41	3.32	3.29	3.31	▲
Strategic Focus	3.30	3.23	3.15	3.41	3.30	▼
Collaboration	3.28	3.23	3.25	3.19	3.28	▲
Client Focus	3.27	3.27	3.31	3.24	3.27	▲
Planning	3.25	3.21	3.27	3.20	3.25	▲
Technology Use/Management	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
Technology Use/Management	Self 2.60 / Other 3.21	0.61
Passion To Learn	Self 3.00 / Other 3.47	0.47
Creativity	Self 3.00 / Other 3.33	0.33
Collaboration	Self 3.00 / Other 3.30	0.30
Client Focus	Self 3.00 / Other 3.29	0.29
Planning	Self 3.20 / Other 3.26	0.06
Co-worker Development	Self 3.40 / Other 3.36	0.04
Strategic Focus	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

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. I exceed expectations of the clients.	15	3.20	86.7	13%	53%		33%
2. You engage with clients on multiple levels.	15	3.33	100.0		67%		33%
3. I am competent in handling client cases.	15	3.33	93.3	7%	53%		40%
4. You consistently demonstrate a client focus.	15	3.27	93.3	7%	60%		33%
5. You are aware of the client's needs.	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. I exceed expectations of the clients.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You engage with clients on multiple levels.	3.27	3.40	3.40	3.33	-0.07 ▼
3. I am competent in handling client cases.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You consistently demonstrate a client focus.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You are aware of the client's needs.	3.00	3.20	3.13	3.21	+0.08 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. You add value to the department/organization.	15	3.47	100.0		53%		47%
7. You conceive, implement and evaluate ideas.	15	3.40	93.3	7%	47%		47%
8. You are creative and inspirational.	15	3.20	86.7	13%	53%		33%
9. You develop solutions to challenging problems.	15	3.27	86.7	13%	47%		40%
10. You create a lot of new ideas.	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. You add value to the department/organization.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You conceive, implement and evaluate ideas.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You are creative and inspirational.	3.40	3.40	3.20	3.20	
9. You develop solutions to challenging problems.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You create a lot of new ideas.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. You will participate in training classes even if offered outside of normal working hours.	15	3.67	100.0		33%		67%
12. You create an environment that supports personal development and exploration.	15	3.40	93.3	7%	47%		47%
13. You take advantage of training opportunities when they arise.	15	3.13	86.7	13%	60%		27%
14. You constantly enhance product knowledge through experimentation and play.	15	3.47	100.0		53%		47%
15. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need.	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. You will participate in training classes even if offered outside of normal working hours.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You create an environment that supports personal development and exploration.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You take advantage of training opportunities when they arise.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You constantly enhance product knowledge through experimentation and play.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need.	3.67	3.27	3.20	3.53	+0.33 ▲

Co-worker Development

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. You work to identify root causes of performance problems	15	3.47	93.3	7%	40%	53%	
17. You set and clearly communicate expectations, performance goals, and measurements to others	15	2.93	73.3	27%	53%		20%
18. You give others development opportunities through project assignments and increased job responsibilities	15	3.40	93.3	7%	47%	47%	
19. You take immediate action on poor performance	15	3.53	100.0		47%	53%	
20. You provide ongoing feedback to co-workers on your development progress	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. You work to identify root causes of performance problems	3.33	3.00	3.07	3.47	+0.40 ▲
17. You set and clearly communicate expectations, performance goals, and measurements to others	3.40	3.20	3.33	2.93	-0.40 ▼
18. You give others development opportunities through project assignments and increased job responsibilities	3.47	3.53	3.20	3.40	+0.20 ▲
19. You take immediate action on poor performance	3.13	2.87	3.53	3.53	
20. You provide ongoing feedback to co-workers on your development progress	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. You use technology in decision making and problem solving.	15	3.00	80.0	20%	60%		20%
22. You identify gaps between actual and needed technical competencies and provide recommendations for required training.	15	3.53	100.0		47%		53%
23. You support technical training and development of employees.	15	3.13	86.7	13%	60%		27%
24. You adopt the implementation of new technology into the workplace.	15	3.13	80.0	7% 13%	40%		40%
25. You support employee training and development initiatives regarding implementation of technology.	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. You use technology in decision making and problem solving.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You identify gaps between actual and needed technical competencies and provide recommendations for required training.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You support technical training and development of employees.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You adopt the implementation of new technology into the workplace.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You support employee training and development initiatives regarding implementation of technology.	3.27	3.33	3.27	3.07	-0.20 ▼

Collaboration

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. You consult with other partners on issues.	15	3.20	93.3	7%	60%		33%
27. You readily share information with other group members.	15	3.40	93.3	7%	47%	47%	
28. You allow various stakeholders to contribute their expertise to the solution of a problem.	15	3.60	93.3	7%	27%	67%	
29. You build consensus among team members.	15	3.20	86.7	13%	53%		33%
30. You encourage collaboration with other departments.	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. You consult with other partners on issues.	3.53	3.33	3.33	3.20	-0.13 ▼
27. You readily share information with other group members.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You allow various stakeholders to contribute their expertise to the solution of a problem.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You build consensus among team members.	3.21	3.20	3.20	3.20	
30. You encourage collaboration with other departments.	2.87	3.27	3.07	3.00	-0.07 ▼

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
31. You set strategic objectives to be achieved.	15	3.33	93.3	7%	53%		40%
32. You make sure employees understand the strategy and goals.	14	3.29	100.0		71%		29%
33. I identify and focus resources on strategic growth opportunities.	15	3.27	100.0		73%		27%
34. You ensure that the department's goals are strategically aligned with the company's goals.	15	3.47	93.3	7%	40%		53%
35. You let employees know how their roles contribute toward the achievement of strategic company objectives.	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. You set strategic objectives to be achieved.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You make sure employees understand the strategy and goals.	3.40	3.07	3.60	3.29	-0.31 ▼
33. I identify and focus resources on strategic growth opportunities.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You ensure that the department's goals are strategically aligned with the company's goals.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You let employees know how their roles contribute toward the achievement of strategic company objectives.	3.20	3.27	3.13	3.13	

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. I can develop a detailed plan outlining tasks, resources, timelines, and deliverables.	15	3.20	93.3	7%	67%		27%
37. I anticipate the impacts of strategic plans.	15	3.33	93.3	7%	53%		40%
38. You are able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.07	86.7	13%	67%		20%
39. I schedule staff based on seasonal needs.	15	3.33	100.0		67%		33%
40. I develop plans used to accomplish urgent or critical tasks.	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. I can develop a detailed plan outlining tasks, resources, timelines, and deliverables.	3.53	3.20	3.33	3.20	-0.13 ▼
37. I anticipate the impacts of strategic plans.	3.20	3.27	3.07	3.33	+0.26 ▲
38. You are able to look ahead (beyond the present) when addressing the work/needs of the department.	3.13	3.40	3.33	3.07	-0.27 ▼
39. I schedule staff based on seasonal needs.	3.20	3.27	3.00	3.33	+0.33 ▲
40. I develop plans used to accomplish urgent or critical tasks.	3.00	3.20	3.27	3.33	+0.07 ▲

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?