



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.

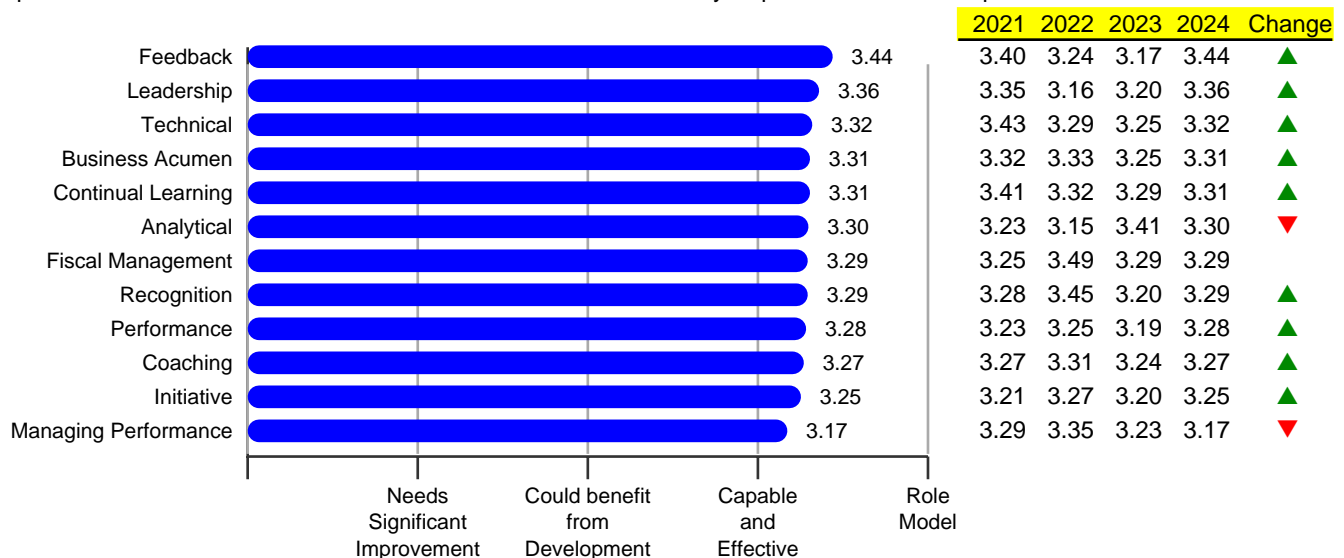
What to Do with Your Feedback

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

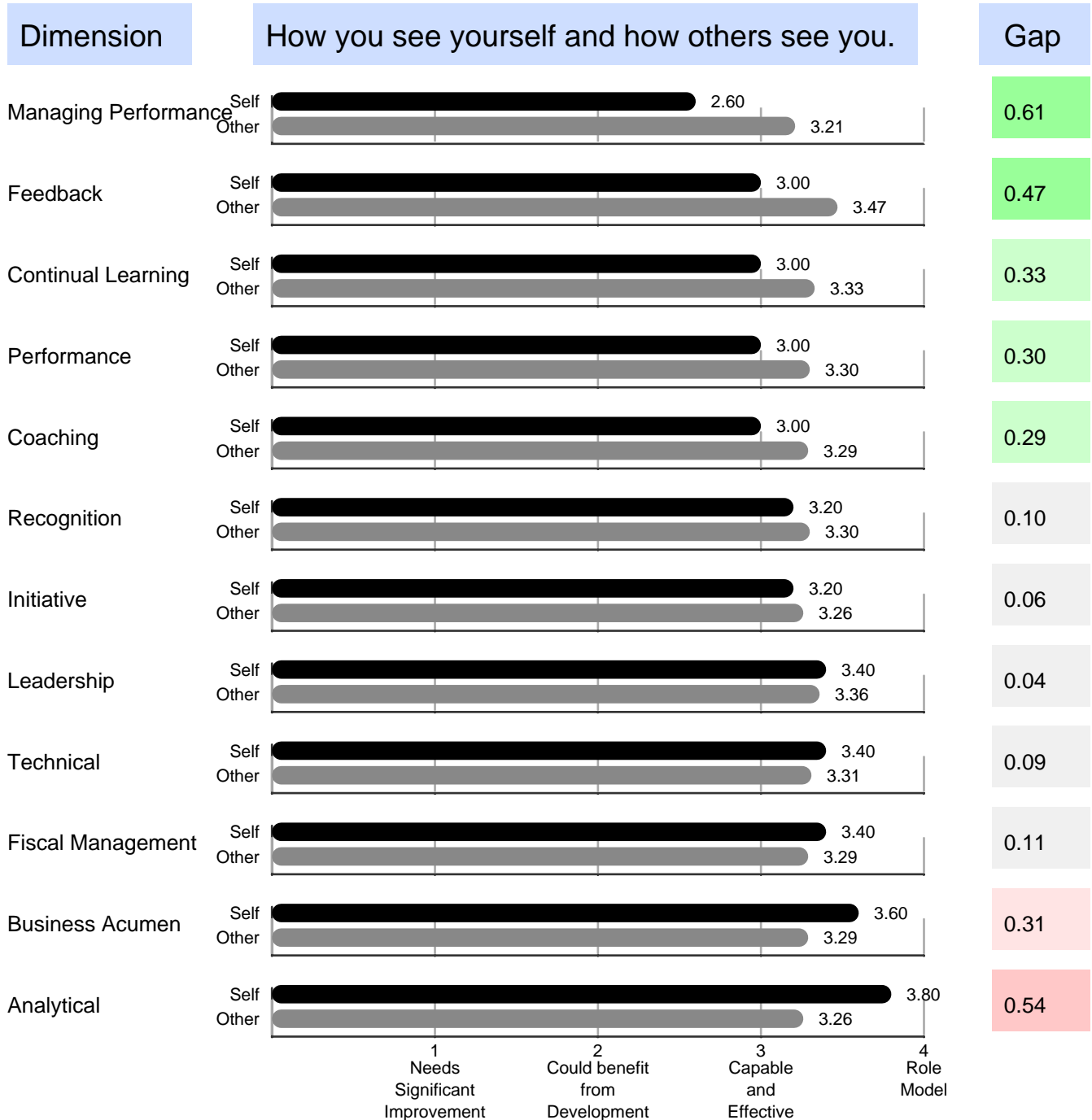
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

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.



Coaching

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. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.20	86.7	13%	53%	33%	
2. Meets regularly with employees to coach them on areas that will enhance their performance	15	3.33	100.0		67%	33%	
3. Helps employees to understand responsibilities, authority, and expectations.	15	3.33	93.3	7%	53%	40%	
4. Conducts regular performance appraisals and feedback.	15	3.27	93.3	7%	60%	33%	
5. Provides clear, motivating, and constructive feedback.	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. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Meets regularly with employees to coach them on areas that will enhance their performance	3.27	3.40	3.40	3.33	-0.07 ▼
3. Helps employees to understand responsibilities, authority, and expectations.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Conducts regular performance appraisals and feedback.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Provides clear, motivating, and constructive feedback.	3.00	3.20	3.13	3.21	+0.08 ▲

Continual Learning

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. Improves on their skill sets.	15	3.47	100.0		53%	47%	
7. Grasps new ideas, concepts, technical, or business knowledge.	15	3.40	93.3	7%	47%	47%	
8. Participates in regular training offered.	15	3.20	86.7	13%	53%	33%	
9. Shares best practices with others and learns from others.	15	3.27	86.7	13%	47%	40%	
10. Sets relevant learning objectives and goals.	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. Improves on their skill sets.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Grasps new ideas, concepts, technical, or business knowledge.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Participates in regular training offered.	3.40	3.40	3.20	3.20	
9. Shares best practices with others and learns from others.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Sets relevant learning objectives and goals.	3.33	3.47	3.27	3.20	-0.07 ▼

Feedback

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. Asks others for their ideas and opinions.	15	3.67	100.0	33%	67%		
12. Open to the suggestions of others.	15	3.40	93.3	7%	47%	47%	
13. Actively seeks feedback from others.	15	3.13	86.7	13%	60%	27%	
14. Considers other's opinion and suggestions.	15	3.47	100.0	53%	47%		
15. Looks to others for input.	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. Asks others for their ideas and opinions.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Open to the suggestions of others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Actively seeks feedback from others.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Considers other's opinion and suggestions.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Looks to others for input.	3.67	3.27	3.20	3.53	+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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Motivates others to reach and exceed organizational goals and objectives.	15	3.47	93.3	7%	40%	53%	
17. Takes ownership and accountability for results	15	2.93	73.3	27%	53%	20%	
18. Able to influence others.	15	3.40	93.3	7%	47%	47%	
19. Sits down regularly with employees to review their job performance.	15	3.53	100.0		47%	53%	
20. Gives direct, constructive, and actionable feedback.	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. Motivates others to reach and exceed organizational goals and objectives.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Takes ownership and accountability for results	3.40	3.20	3.33	2.93	-0.40 ▼
18. Able to influence others.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Sits down regularly with employees to review their job performance.	3.13	2.87	3.53	3.53	
20. Gives direct, constructive, and actionable feedback.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Monitors progress to ensure performance goals are being met.	15	3.00	80.0	20%	60%		20%
22. Ensures employees understand their performance expectations.	15	3.53	100.0		47%	53%	
23. Sets long and short term goals.	15	3.13	86.7	13%	60%		27%
24. Places employees on probation if they fail to meet minimum performance standards.	15	3.13	80.0	7%	13%	40%	40%
25. Is proactive in administering the rewards program.	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. Monitors progress to ensure performance goals are being met.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Ensures employees understand their performance expectations.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Sets long and short term goals.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Places employees on probation if they fail to meet minimum performance standards.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Is proactive in administering the rewards program.	3.27	3.33	3.27	3.07	-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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Able to organize work.	15	3.20	93.3	7%	60%	33%	
27. ...Overall Performance	15	3.40	93.3	7%	47%	47%	
28. Listens and responds to issues and problems	15	3.60	93.3	7%	27%	67%	
29. Sets a high standard for job performance.	15	3.20	86.7	13%	53%	33%	
30. Shown significant improvement in job performance.	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. Able to organize work.	3.53	3.33	3.33	3.20	-0.13 ▼
27. ...Overall Performance	3.20	3.33	2.93	3.40	+0.47 ▲
28. Listens and responds to issues and problems	3.33	3.13	3.40	3.60	+0.20 ▲
29. Sets a high standard for job performance.	3.21	3.20	3.20	3.20	
30. Shown significant improvement in job performance.	2.87	3.27	3.07	3.00	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Identifies opportunities for progress and innovation.	15	3.33	93.3	7%	53%	40%	
32. Balances risks and costs with the rewards and probabilities of success when decisions.	14	3.29	100.0		71%	29%	
33. Prioritizes various actions to be taken when solving a problem.	15	3.27	100.0		73%	27%	
34. Uses appropriate techniques to solve problems.	15	3.47	93.3	7%	40%	53%	
35. Identifies problems and issues needing resolution.	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. Identifies opportunities for progress and innovation.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Balances risks and costs with the rewards and probabilities of success when decisions.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Prioritizes various actions to be taken when solving a problem.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Uses appropriate techniques to solve problems.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Identifies problems and issues needing resolution.	3.20	3.27	3.13	3.13	

Initiative

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. Confronts problems immediately without supervisor instructions.	15	3.20	93.3	7%	67%		27%
37. Begins immediate action on projects.	15	3.33	93.3	7%	53%		40%
38. Does the right thing without being told.	15	3.07	86.7	13%	67%		20%
39. Updates the documentation as soon as the situation changes.	15	3.33	100.0		67%		33%
40. Cleans the workspace without being told.	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. Confronts problems immediately without supervisor instructions.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Begins immediate action on projects.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Does the right thing without being told.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Updates the documentation as soon as the situation changes.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Cleans the workspace without being told.	3.00	3.20	3.27	3.33	+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
41. Knows how to produce high quality products/work.	15	3.33	93.3	7%	53%	40%	
42. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.40	93.3	7%	47%	47%	
43. Willingly shares his/her technical expertise; sought out as resource by others	15	3.13	86.7	13%	60%	27%	
44. Demonstrates mastery of the technical competencies required in his/her work.	15	3.27	100.0		73%	27%	
45. Seeks information from others as needed.	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. Knows how to produce high quality products/work.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Willingly shares his/her technical expertise; sought out as resource by others	3.87	3.13	3.20	3.13	-0.07 ▼
44. Demonstrates mastery of the technical competencies required in his/her work.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Seeks information from others as needed.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. Lets employees know when they have done well	15	3.40	93.3	7%	47%	47%	
47. Finds opportunities to recognize others.	15	3.20	93.3	7%	67%		27%
48. Says "thank you" to show appreciation for work of others.	15	3.20	93.3	7%	60%		33%
49. Recognizes the abilities and skills of self and others	15	3.47	100.0		53%		47%
50. Offers recognition in a timely manner.	15	3.20	86.7	13%	53%		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
46. Lets employees know when they have done well	3.27	3.40	3.20	3.40	+0.20 ▲
47. Finds opportunities to recognize others.	3.33	3.40	3.20	3.20	
48. Says "thank you" to show appreciation for work of others.	3.60	3.33	3.20	3.20	
49. Recognizes the abilities and skills of self and others	3.00	3.47	3.13	3.47	+0.33 ▲
50. Offers recognition in a timely manner.	3.20	3.67	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. Understands the costs, profits, markets, and added value of issues.	15	3.53	100.0	47%	53%		
52. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.27	93.3	7%	60%	33%	
53. Keeps informed of current income and expenses.	15	3.33	100.0	67%	33%		
54. Anticipates marketplace opportunities and supports speed to market.	15	3.40	93.3	7%	47%	47%	
55. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	15	3.00	80.0	20%	60%	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
51. Understands the costs, profits, markets, and added value of issues.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.47	3.00	3.60	3.27	-0.33 ▼
53. Keeps informed of current income and expenses.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Anticipates marketplace opportunities and supports speed to market.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	3.27	3.40	3.27	3.00	-0.27 ▼

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
56. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.53	100.0	47%	53%		
57. Develops of the department's annual budget.	15	2.93	86.7	13%	80%	7%	
58. Effective in using Company's resources.	15	3.53	93.3	7%	33%	60%	
59. Monitors spending.	15	3.33	93.3	7%	53%	40%	
60. Develops budgets and plans for various programs and initiatives.	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
56. Ensures others follow the correct rules and regulations on fiscal matters.	3.13	3.47	3.13	3.53	+0.40 ▲
57. Develops of the department's annual budget.	3.13	3.53	3.20	2.93	-0.27 ▼
58. Effective in using Company's resources.	3.27	3.27	3.33	3.53	+0.20 ▲
59. Monitors spending.	3.33	3.53	3.33	3.33	
60. Develops budgets and plans for various programs and initiatives.	3.40	3.67	3.47	3.13	-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?