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.
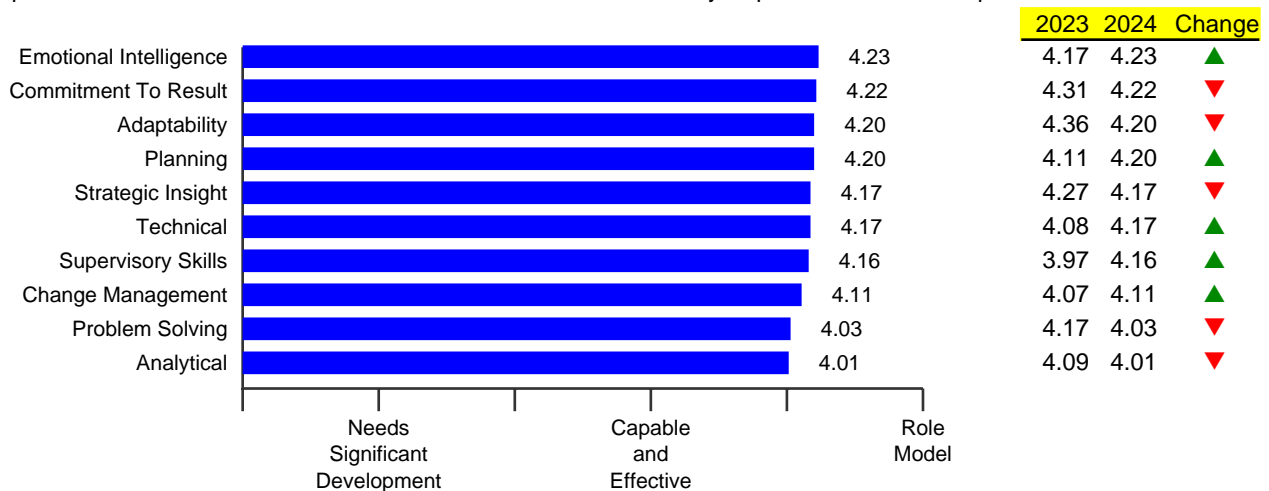
What to Do with Your Feedback

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.
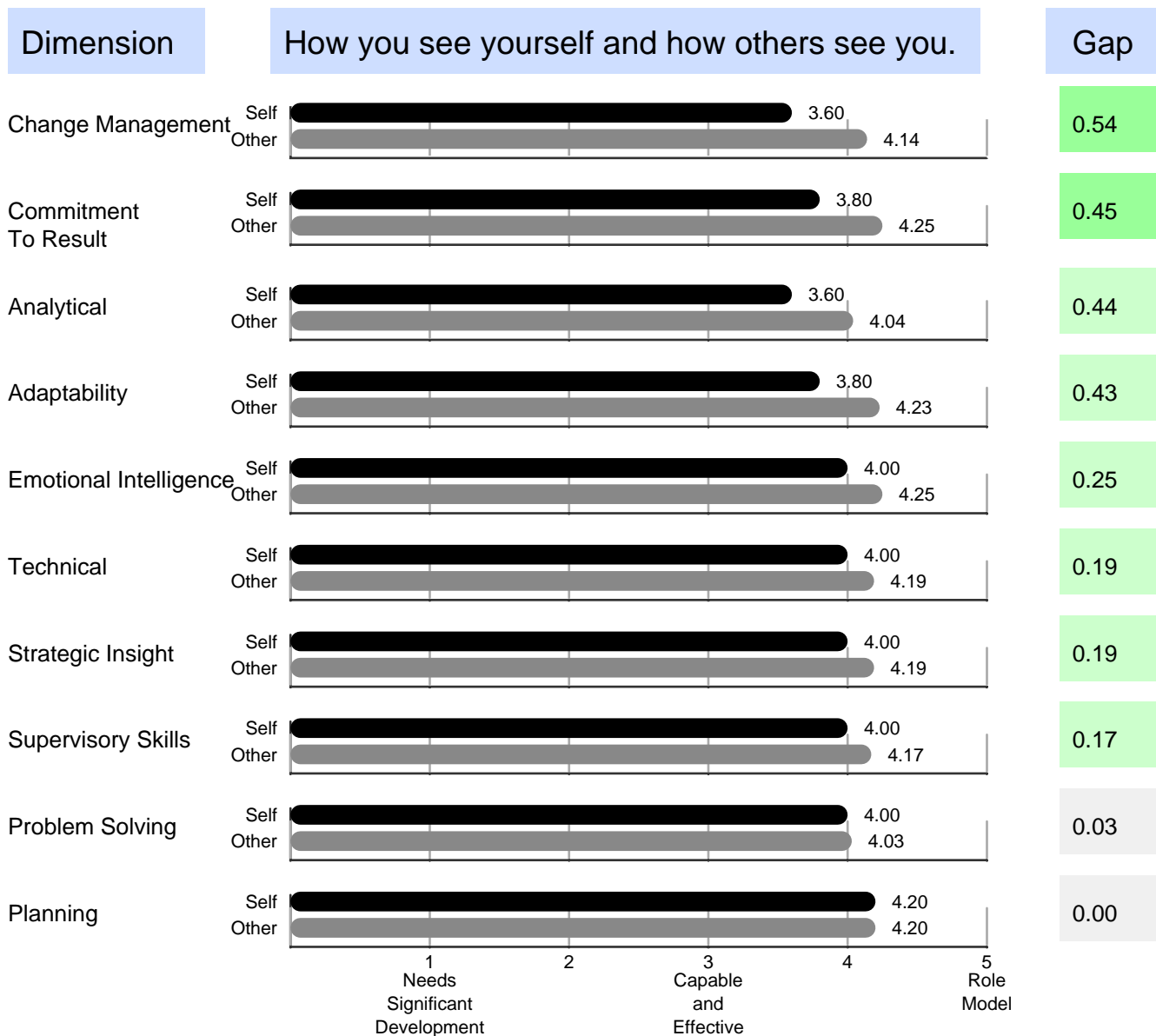
Summary

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.

	Score	2023	2024	Change
Emotional Intelligence	4.23	4.17	4.23	▲
Commitment To Result	4.22	4.31	4.22	▼
Adaptability	4.20	4.36	4.20	▼
Planning	4.20	4.11	4.20	▲
Strategic Insight	4.17	4.27	4.17	▼
Technical	4.17	4.08	4.17	▲
Supervisory Skills	4.16	3.97	4.16	▲
Change Management	4.11	4.07	4.11	▲
Problem Solving	4.03	4.17	4.03	▼
Analytical	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
Change Management	Self 3.60 / Other 4.14	0.54
Commitment To Result	Self 3,80 / Other 4.25	0.45
Analytical	Self 3.60 / Other 4.04	0.44
Adaptability	Self 3,80 / Other 4.23	0.43
Emotional Intelligence	Self 4.00 / Other 4.25	0.25
Technical	Self 4.00 / Other 4.19	0.19
Strategic Insight	Self 4.00 / Other 4.19	0.19
Supervisory Skills	Self 4.00 / Other 4.17	0.17
Problem Solving	Self 4.00 / Other 4.03	0.03
Planning	Self 4.20 / Other 4.20	0.00

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

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
1. Able to focus on a task even when working alone.	15	4.13	80.0	20%		47%		33%
2. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.33	100.0		67%			33%
3. Encourages commitment in others to obtain results.	15	4.33	93.3	7%	53%			40%
4. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.07	86.7	13%	67%			20%
5. Creates a sense of urgency among the store team members to complete activities, which drive sales.	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. Able to focus on a task even when working alone.	4.00	4.13	+0.13 ▲
2. Willing to do whatever it takes-not afraid to have to put in extra effort.	4.40	4.33	-0.07 ▼
3. Encourages commitment in others to obtain results.	4.47	4.33	-0.13 ▼
4. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	4.47	4.07	-0.40 ▼
5. Creates a sense of urgency among the store team members to complete activities, which drive sales.	4.20	4.21	+0.01 ▲

Adaptability

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. Accommodates changes as needed.	15	4.33	93.3		7%	53%		40%
7. Will stop what they are doing to help colleagues in need.	15	4.33	86.7		13%	40%		47%
8. Adjusts priorities to changing business goals.	15	4.07	80.0		20%	53%		27%
9. Is aware of changes to team personnel.	15	4.13	80.0		20%	47%		33%
10. Able to work effectively with new people and new teams.	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. Accommodates changes as needed.	4.13	4.33	+0.20 ▲
7. Will stop what they are doing to help colleagues in need.	4.33	4.33	
8. Adjusts priorities to changing business goals.	4.20	4.07	-0.13 ▼
9. Is aware of changes to team personnel.	4.67	4.13	-0.53 ▼
10. Able to work effectively with new people and new teams.	4.47	4.13	-0.33 ▼

Emotional Intelligence

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. Able to understand others' points of view.	15	4.67	100.0				33%	67%
12. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.20	86.7	7%	7%	47%		40%
13. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	14	3.64	57.1	14%	29%	36%		21%
14. Is able to control their own emotions.	14	4.14	85.7	7%	7%	50%		36%
15. Is able to manage their own emotions.	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. Able to understand others' points of view.	4.20	4.67	+0.47 ▲
12. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.93	4.20	+0.27 ▲
13. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	4.47	3.64	-0.82 ▼
14. Is able to control their own emotions.	4.00	4.14	+0.14 ▲
15. Is able to manage their own emotions.	4.27	4.47	+0.20 ▲

Supervisory Skills

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. Implements disciplinary policy in accordance with the union contract	15	4.00	66.7	7%	27%	27%		40%
17. Intervenes immediately if disciplinary action is warranted.	15	3.87	66.7		33%	47%		20%
18. Reviews performance against established measures.	15	4.20	86.7	7% 7%	47%			40%
19. Instructs employees on the safest way to perform tasks.	15	4.33	86.7	13%	40%		47%	
20. Enforces workplace rules fairly.	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. Implements disciplinary policy in accordance with the union contract	3.64	4.00	+0.36 ▲
17. Intervenes immediately if disciplinary action is warranted.	4.33	3.87	-0.47 ▼
18. Reviews performance against established measures.	3.93	4.20	+0.27 ▲
19. Instructs employees on the safest way to perform tasks.	4.33	4.33	
20. Enforces workplace rules fairly.	3.60	4.40	+0.80 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Analyzes issues and reduces them to their component parts.	15	3.93	73.3			27%	53%	20%
22. Prioritizes various actions to be taken when solving a problem.	15	4.00	66.7	13%	20%	20%	47%	
23. Analyzes data and information from several sources and arrives at logical conclusions.	15	4.07	80.0			20%	53%	27%
24. Balances risks and costs with the rewards and probabilities of success when decisions.	15	4.00	73.3	13%	13%	33%	40%	
25. Identifies opportunities for progress and innovation.	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. Analyzes issues and reduces them to their component parts.	4.20	3.93	-0.27 ▼
22. Prioritizes various actions to be taken when solving a problem.	4.20	4.00	-0.20 ▼
23. Analyzes data and information from several sources and arrives at logical conclusions.	4.13	4.07	-0.07 ▼
24. Balances risks and costs with the rewards and probabilities of success when decisions.	3.80	4.00	+0.20 ▲
25. Identifies opportunities for progress and innovation.	4.13	4.07	-0.07 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Finds creative ways to get things done with limited resources.	15	4.00	80.0	7%	13%	53%		27%
27. Is a good problem solver and decision maker	15	3.67	66.7	20%	13%	47%		20%
28. Understands the root causes of problems.	15	4.40	86.7		13%	33%	53%	
29. Solves problems using logic and insight.	15	4.07	80.0		20%	53%		27%
30. Makes judgments based upon relevant information.	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. Finds creative ways to get things done with limited resources.	4.47	4.00	-0.47 ▼
27. Is a good problem solver and decision maker	4.00	3.67	-0.33 ▼
28. Understands the root causes of problems.	4.33	4.40	+0.07 ▲
29. Solves problems using logic and insight.	4.07	4.07	
30. Makes judgments based upon relevant information.	4.00	4.00	

Change 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Able to get team members to change their attitudes.	15	4.27	93.3		7%	60%		33%
32. Supports the Company's efforts to implement changes.	14	4.14	92.9		7%	71%		21%
33. Assists others in understanding changes to the organization.	15	4.27	100.0			73%		27%
34. Addresses organizational and departmental resistance to changes.	15	4.40	93.3		7%	47%		47%
35. Develops plans for following through on the changes.	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. Able to get team members to change their attitudes.	4.27	4.27	
32. Supports the Company's efforts to implement changes.	4.20	4.14	-0.06 ▼
33. Assists others in understanding changes to the organization.	3.67	4.27	+0.60 ▲
34. Addresses organizational and departmental resistance to changes.	4.00	4.40	+0.40 ▲
35. Develops plans for following through on the changes.	4.20	3.47	-0.73 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Demonstrates mastery of the technical competencies required in his/her work.	15	4.20	93.3	7%		67%		27%
37. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.27	93.3	7%		60%		33%
38. Seeks information from others as needed.	15	4.00	80.0	20%		60%		20%
39. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.07	86.7	7%	7%	60%		27%
40. Is knowledgeable of procedures or systems necessary for the job.	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. Demonstrates mastery of the technical competencies required in his/her work.	4.00	4.20	+0.20 ▲
37. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	4.21	4.27	+0.05 ▲
38. Seeks information from others as needed.	4.07	4.00	-0.07 ▼
39. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.87	4.07	+0.20 ▲
40. Is knowledgeable of procedures or systems necessary for the job.	4.27	4.33	+0.07 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.93	80.0	13%	7%	53%		27%
42. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	4.33	93.3	7%		47%		47%
43. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	15	4.13	86.7		13%	60%		27%
44. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	4.20	100.0			80%		20%
45. Analyzes unique issues or problems impacting the Company.	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. Analyzes records and reports to obtain insight into potential issues and trends.	3.87	3.93	+0.07 ▲
42. Anticipates business cycles and trends and makes adjustments in a timely manner.	4.13	4.33	+0.20 ▲
43. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	4.20	4.13	-0.07 ▼
44. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	4.87	4.20	-0.67 ▼
45. Analyzes unique issues or problems impacting the Company.	4.27	4.27	

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Effectively uses logistics planning to reduce supply delays.	15	4.40	93.3	7%	47%			47%
47. Plans for future staffing needs.	15	4.20	93.3	7%	67%			27%
48. Determines staffing needs for the project/department.	15	4.07	86.7	13%	53%			33%
49. Notifies staff when the plan is not on schedule.	15	4.27	93.3	7%	53%			40%
50. Able to identify the needs of the department before a major change.	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. Effectively uses logistics planning to reduce supply delays.	4.13	4.40	+0.27 ▲
47. Plans for future staffing needs.	4.07	4.20	+0.13 ▲
48. Determines staffing needs for the project/department.	4.00	4.07	+0.07 ▲
49. Notifies staff when the plan is not on schedule.	4.13	4.27	+0.13 ▲
50. Able to identify the needs of the department before a major change.	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?