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.
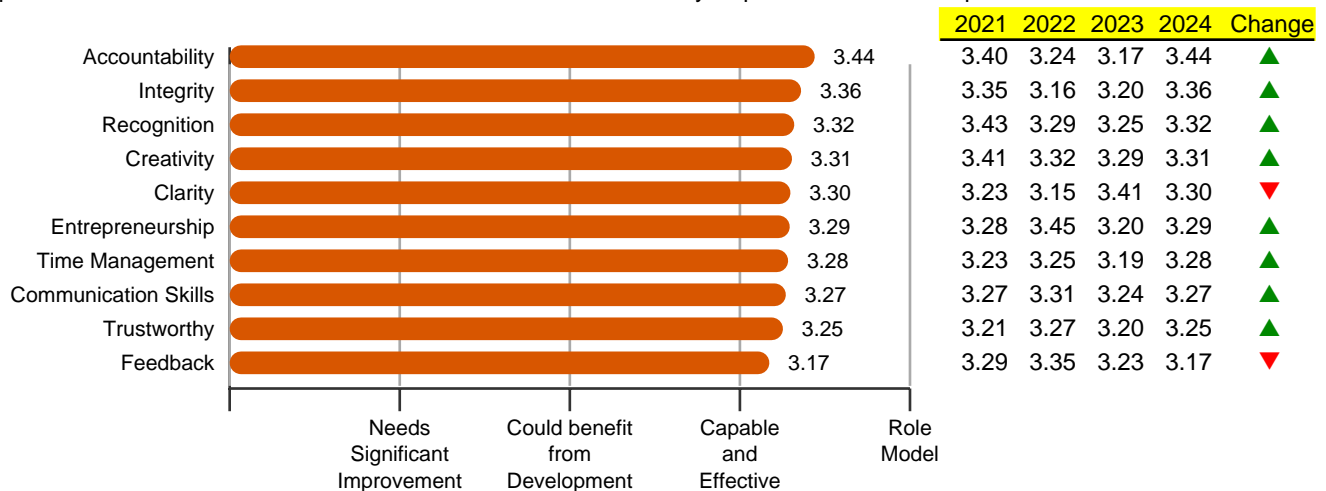
What to Do with Your Feedback

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.
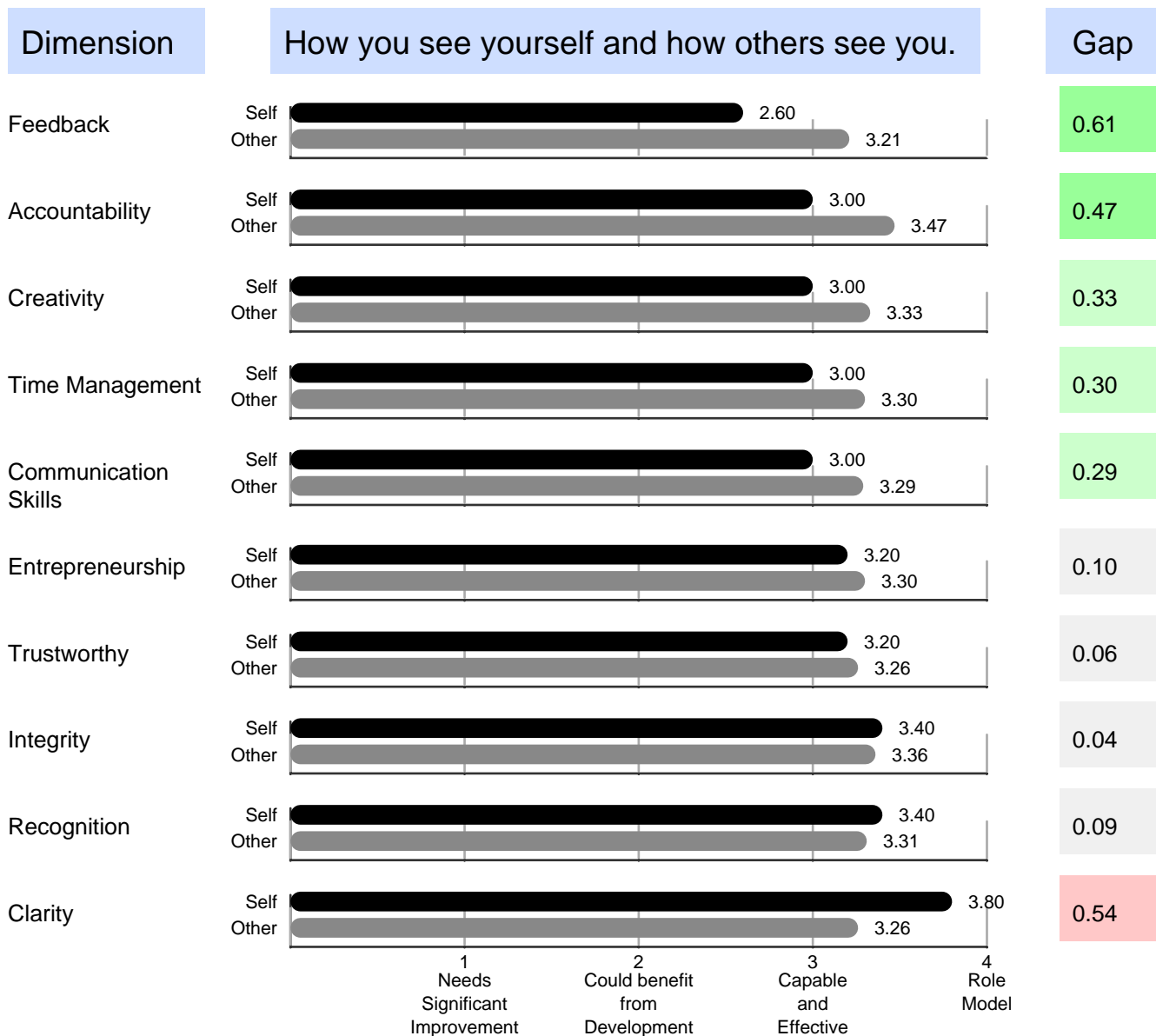
Summary

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	2021	2022	2023	2024	Change
Accountability	3.44	3.40	3.24	3.17	3.44	▲
Integrity	3.36	3.35	3.16	3.20	3.36	▲
Recognition	3.32	3.43	3.29	3.25	3.32	▲
Creativity	3.31	3.41	3.32	3.29	3.31	▲
Clarity	3.30	3.23	3.15	3.41	3.30	▼
Entrepreneurship	3.29	3.28	3.45	3.20	3.29	▲
Time Management	3.28	3.23	3.25	3.19	3.28	▲
Communication Skills	3.27	3.27	3.31	3.24	3.27	▲
Trustworthy	3.25	3.21	3.27	3.20	3.25	▲
Feedback	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
Feedback	Self 2.60 / Other 3.21	0.61
Accountability	Self 3.00 / Other 3.47	0.47
Creativity	Self 3.00 / Other 3.33	0.33
Time Management	Self 3.00 / Other 3.30	0.30
Communication Skills	Self 3.00 / Other 3.29	0.29
Entrepreneurship	Self 3.20 / Other 3.30	0.10
Trustworthy	Self 3.20 / Other 3.26	0.06
Integrity	Self 3.40 / Other 3.36	0.04
Recognition	Self 3.40 / Other 3.31	0.09
Clarity	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

Communication Skills

Communication skills mean being able to adapt your communication to the audience.
To be available, attentive, open for feedback, responsive.   To be clear, succinct, and
effective.   To be able to communicate with superiors and to coach subordinates.
To share information in a professional and timely manner. To have expertise, energy, and
persuasiveness.

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. Delivers effective public presentations.	15	3.20	86.7	13%	53%		33%
2. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	3.33	100.0		67%		33%
3. Listens effectively and responds to new information.	15	3.33	93.3	7%	53%		40%
4. Ensures comprehension during conversations or group presentations.	15	3.27	93.3	7%	60%		33%
5. An effective listener who is responsive to information 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. Delivers effective public presentations.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Coaches others and provides feedback on the use of different oral communication styles for different audiences	3.27	3.40	3.40	3.33	-0.07 ▼
3. Listens effectively and responds to new information.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Ensures comprehension during conversations or group presentations.	3.47	3.33	3.40	3.27	-0.13 ▼
5. An effective listener who is responsive to information needs.	3.00	3.20	3.13	3.21	+0.08 ▲

Creativity

Creates new and innovative solutions to problems and ideas/strategies to be implemented.

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. Is creative and inspirational.	15	3.47	100.0		53%		47%
7. Is creative.	15	3.40	93.3	7%	47%		47%
8. Develops solutions to challenging problems.	15	3.20	86.7	13%	53%		33%
9. Inspires creativity in their team.	15	3.27	86.7	13%	47%		40%
10. Adds value to the department/organization.	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. Is creative and inspirational.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Is creative.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Develops solutions to challenging problems.	3.40	3.40	3.20	3.20	
9. Inspires creativity in their team.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Adds value to the department/organization.	3.33	3.47	3.27	3.20	-0.07 ▼

Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

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. Accepts accountability for their actions and results.	15	3.67	100.0		33%	67%	
12. Willingly accepts the consequences for their actions.	15	3.40	93.3	7%	47%	47%	
13. Is prepared and on time for meetings and scheduled events.	15	3.13	86.7	13%	60%	27%	
14. Regularly completes tasks on time.	15	3.47	100.0		53%	47%	
15. Ensures that employee objectives are aligned with the organization's objectives.	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. Accepts accountability for their actions and results.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Willingly accepts the consequences for their actions.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Is prepared and on time for meetings and scheduled events.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Regularly completes tasks on time.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Ensures that employee objectives are aligned with the organization's objectives.	3.67	3.27	3.20	3.53	+0.33 ▲

Integrity

Behaves in an ethical and fair way consistent with professional standards and rules of conduct. Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities.

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. Demonstrates honesty and truthfulness at all times.	15	3.47	93.3	7%	40%		53%
17. Accepts responsibility for mistakes.	15	2.93	73.3	27%	53%		20%
18. Protects the integrity and confidentiality of information	15	3.40	93.3	7%	47%		47%
19. Establishes relationships of trust, honesty, fairness, and integrity.	15	3.53	100.0		47%		53%
20. Maintains strong relationships with others.	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. Demonstrates honesty and truthfulness at all times.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Accepts responsibility for mistakes.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Protects the integrity and confidentiality of information	3.47	3.53	3.20	3.40	+0.20 ▲
19. Establishes relationships of trust, honesty, fairness, and integrity.	3.13	2.87	3.53	3.53	
20. Maintains strong relationships with others.	3.40	3.20	2.87	3.47	+0.60 ▲

Feedback

Accepts and provides evaluative or corrective information to improve 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. Shares past experiences with others as learning opportunities.	15	3.00	80.0	20%	60%		20%
22. Asks others for their ideas and opinions.	15	3.53	100.0		47%	53%	
23. Accepts the views of others.	15	3.13	86.7	13%	60%		27%
24. Open to the suggestions of others.	15	3.13	80.0	7% 13%	40%	40%	
25. Is visible and approachable.	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. Shares past experiences with others as learning opportunities.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Asks others for their ideas and opinions.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Accepts the views of others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Open to the suggestions of others.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Is visible and approachable.	3.27	3.33	3.27	3.07	-0.20 ▼

Time Management

Effective time management means using time wisely, working on tasks that have the maximum value, tackling issues immediately and achieving a high level of productivity.
  Time management means being prompt, working at a fast pace, displaying a bias for action and keeping close track of time.

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. Allows for time buffers between tasks so that the schedule does not become delayed.	15	3.20	93.3	7%	60%		33%
27. Takes the initiative to tackle critical issues earlier rather than later.	15	3.40	93.3	7%	47%	47%	
28. Able to get the important jobs done on time.	15	3.60	93.3	7%	27%	67%	
29. Accomplishes more despite limitations in time constraints.	15	3.20	86.7	13%	53%		33%
30. Prioritizes completion of high-impact assignments.	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. Allows for time buffers between tasks so that the schedule does not become delayed.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Takes the initiative to tackle critical issues earlier rather than later.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Able to get the important jobs done on time.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Accomplishes more despite limitations in time constraints.	3.21	3.20	3.20	3.20	
30. Prioritizes completion of high-impact assignments.	2.87	3.27	3.07	3.00	-0.07 ▼

Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.
Able to express ideas effectively.

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 clear about the roles and duties of team members.	15	3.33	93.3	7%	53%		40%
32. Makes sure goals and objectives are clearly and thoroughly explained and understood.	14	3.29	100.0		71%		29%
33. Provides a clear vision for the future.	15	3.27	100.0		73%		27%
34. Communicates ideas and facts clearly and effectively in writing.	15	3.47	93.3	7%	40%	53%	
35. Clearly explains the vision and goals of the company.	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 clear about the roles and duties of team members.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Provides a clear vision for the future.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Communicates ideas and facts clearly and effectively in writing.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Clearly explains the vision and goals of the company.	3.20	3.27	3.13	3.13	

Trustworthy

Is trusted by others.   Builds and maintains trust with others.   Is open and honest.

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 a person you can trust.	15	3.20	93.3	7%	67%		27%
37. Takes care to maintain confidential information.	15	3.33	93.3	7%	53%		40%
38. Consistently keeps commitments.	15	3.07	86.7	13%	67%		20%
39. Is trustworthy; is someone I can trust.	15	3.33	100.0		67%		33%
40. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	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 a person you can trust.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Takes care to maintain confidential information.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Consistently keeps commitments.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Is trustworthy; is someone I can trust.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.00	3.20	3.27	3.33	+0.07 ▲

Recognition

Recognizes the work and contributions of 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Compliments other people when they do good work	15	3.33	93.3	7%	53%		40%
42. Makes people around them feel appreciated and valued.	15	3.40	93.3	7%	47%		47%
43. Recognizes individuals for a specific outstanding achievement.	15	3.13	86.7	13%	60%		27%
44. Reinforces and rewards employees for accomplishing necessary goals.	15	3.27	100.0		73%		27%
45. Lets employees know when they have done well	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. Compliments other people when they do good work	3.47	3.20	2.93	3.33	+0.40 ▲
42. Makes people around them feel appreciated and valued.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Recognizes individuals for a specific outstanding achievement.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Reinforces and rewards employees for accomplishing necessary goals.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Lets employees know when they have done well	3.20	3.33	3.13	3.47	+0.33 ▲

Entrepreneurship

Ability to develop, manage, and expand business opportunities.

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. Understands the processes and various stages of business development.	15	3.40	93.3	7%	47%		47%
47. Seeks and utilizes mentors to help guide professional development.	15	3.20	93.3	7%	67%		27%
48. Can work effectively in an environment of uncertainty.	15	3.20	93.3	7%	60%		33%
49. Has a strategic awareness on how to promote the organization.	15	3.47	100.0		53%		47%
50. Excellent at managing relationships with stakeholders.	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. Understands the processes and various stages of business development.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Seeks and utilizes mentors to help guide professional development.	3.33	3.40	3.20	3.20	
48. Can work effectively in an environment of uncertainty.	3.60	3.33	3.20	3.20	
49. Has a strategic awareness on how to promote the organization.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Excellent at managing relationships with stakeholders.	3.20	3.67	3.27	3.20	-0.07 ▼