



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.

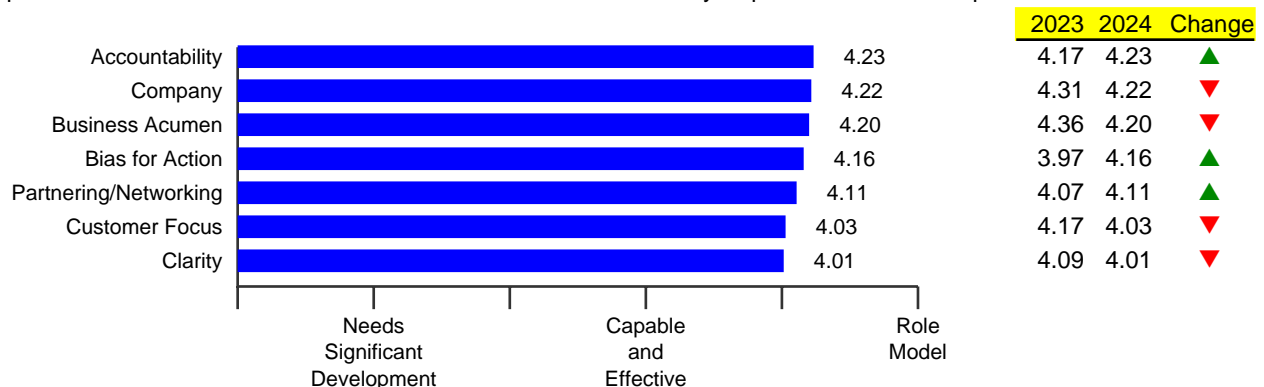
What to Do with Your Feedback

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

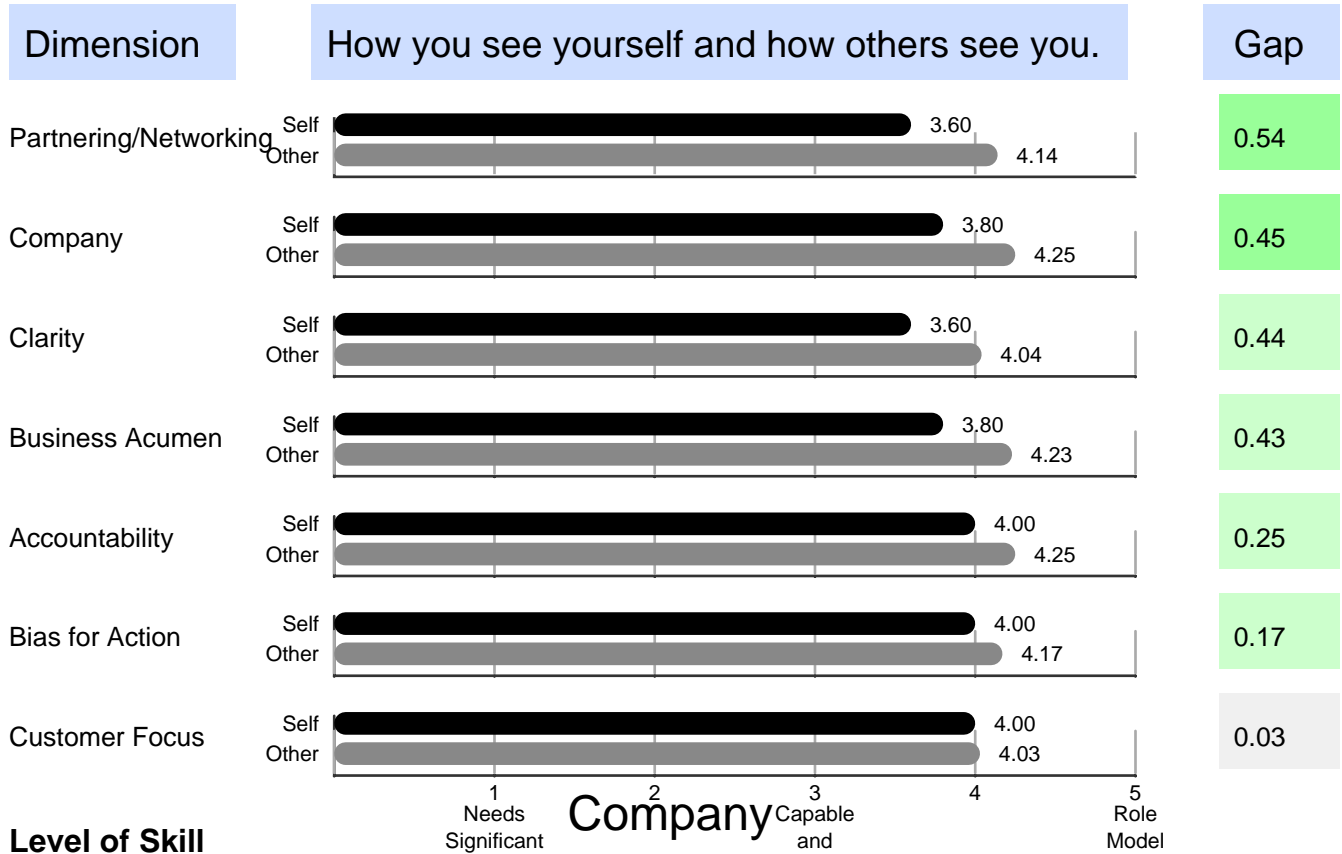
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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. Impresses upon others the important aspects of [Company].	15	4.13	80.0	20%		47%		33%
2. Understands the "basics" as to how [Company] functions/operates.	15	4.33	100.0			67%		33%
3. Attends [Company] gatherings and social events.	15	4.33	93.3	7%		53%		40%
4. Understands how decisions impact other business units beyond their immediate department of work group.	15	4.07	86.7	13%		67%		20%
5. Follows existing procedures and processes.	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. Impresses upon others the important aspects of [Company].	4.00	4.13	+0.13 ▲
2. Understands the "basics" as to how [Company] functions/operates.	4.40	4.33	-0.07 ▼
3. Attends [Company] gatherings and social events.	4.47	4.33	-0.13 ▼
4. Understands how decisions impact other business units beyond their immediate department of work group.	4.47	4.07	-0.40 ▼
5. Follows existing procedures and processes.	4.20	4.21	+0.01 ▲

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
6. Can effectively interpret and analyze market data.	15	4.33	93.3	7%		53%		40%
7. Asks the 'right' questions to size up or evaluate situations.	15	4.33	86.7	13%		40%		47%
8. Applies the knowledge of work processes to influence the achievement of business goals	15	4.07	80.0	20%		53%		27%
9. Considers impact of actions on other areas of the organization.	15	4.13	80.0	20%		47%		33%
10. Has an understanding of various asset classes and how to interpret balance sheets.	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. Can effectively interpret and analyze market data.	4.13	4.33	+0.20 ▲
7. Asks the 'right' questions to size up or evaluate situations.	4.33	4.33	
8. Applies the knowledge of work processes to influence the achievement of business goals	4.20	4.07	-0.13 ▼
9. Considers impact of actions on other areas of the organization.	4.67	4.13	-0.53 ▼
10. Has an understanding of various asset classes and how to interpret balance sheets.	4.47	4.13	-0.33 ▼

Accountability

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. Accepts personal responsibility for not meeting expectations.	15	4.67	100.0			33%	67%	
12. Is prepared and on time for meetings and scheduled events.	15	4.20	86.7	7%	7%	47%	40%	
13. Can be counted on to do what they say they are going to do.	14	3.64	57.1	14%	29%	36%	21%	
14. Takes full responsibility for project outcomes.	14	4.14	85.7	7%	7%	50%	36%	
15. Works to achieve established goals.	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. Accepts personal responsibility for not meeting expectations.	4.20	4.67	+0.47 ▲
12. Is prepared and on time for meetings and scheduled events.	3.93	4.20	+0.27 ▲
13. Can be counted on to do what they say they are going to do.	4.47	3.64	-0.82 ▼
14. Takes full responsibility for project outcomes.	4.00	4.14	+0.14 ▲
15. Works to achieve established goals.	4.27	4.47	+0.20 ▲

Bias for Action

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	Response Distribution				
				1	2	3	4	5
16. Conveys a sense of urgency about addressing problems and opportunities	15	4.00	66.7	7%	27%	27%	40%	
17. Encourages risk taking and experimentation to improve performance	15	3.87	66.7		33%	47%	20%	
18. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.20	86.7	7%	7%	47%	40%	
19. Completes a large volume of work.	15	4.33	86.7		13%	40%	47%	
20. Displays high energy and enthusiasm on consistent basis.	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. Conveys a sense of urgency about addressing problems and opportunities	3.64	4.00	+0.36 ▲
17. Encourages risk taking and experimentation to improve performance	4.33	3.87	-0.47 ▼
18. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.93	4.20	+0.27 ▲
19. Completes a large volume of work.	4.33	4.33	
20. Displays high energy and enthusiasm on consistent basis.	3.60	4.40	+0.80 ▲

Clarity

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. Communicates ideas and facts clearly and effectively in writing.	15	3.93	73.3	27%		53%		20%
22. Clearly explains the vision and goals of the company.	15	4.00	66.7	13%	20%	20%		47%
23. Seeks to reduce ambiguity in messaging and documents.	15	4.07	80.0	20%		53%		27%
24. Clarifies problems and their causes to help employees correct them.	15	4.00	73.3	13%	13%	33%		40%
25. Avoids stating unclear or conflicting 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. Communicates ideas and facts clearly and effectively in writing.	4.20	3.93	-0.27 ▼
22. Clearly explains the vision and goals of the company.	4.20	4.00	-0.20 ▼
23. Seeks to reduce ambiguity in messaging and documents.	4.13	4.07	-0.07 ▼
24. Clarifies problems and their causes to help employees correct them.	3.80	4.00	+0.20 ▲
25. Avoids stating unclear or conflicting goals.	4.13	4.07	-0.07 ▼

Customer 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	4.00	80.0	7%	13%	53%		27%
27. Focuses on providing excellent customer service.	15	3.67	66.7	20%	13%	47%		20%
28. Accepts responsibility for ensuring customer satisfaction.	15	4.40	86.7		13%	33%	53%	
29. Makes sure their interests are aligned with the customer's interests.	15	4.07	80.0		20%	53%		27%
30. Is committed to resolving customer issues in a positive way.	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. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	4.47	4.00	-0.47 ▼
27. Focuses on providing excellent customer service.	4.00	3.67	-0.33 ▼
28. Accepts responsibility for ensuring customer satisfaction.	4.33	4.40	+0.07 ▲
29. Makes sure their interests are aligned with the customer's interests.	4.07	4.07	
30. Is committed to resolving customer issues in a positive way.	4.00	4.00	

Partnering/Networking

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. Promotes the understanding of how the department affects the organization overall.	15	4.27	93.3	7%		60%		33%
32. Builds alliances between departments and teams.	14	4.14	92.9	7%		71%		21%
33. Seeks an understanding of diverse functions within the Company.	15	4.27	100.0			73%		27%
34. Supports a partnering/networking culture.	15	4.40	93.3	7%		47%		47%
35. Maintains infrastructure to support partnerships and networks.	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. Promotes the understanding of how the department affects the organization overall.	4.27	4.27	
32. Builds alliances between departments and teams.	4.20	4.14	-0.06 ▼
33. Seeks an understanding of diverse functions within the Company.	3.67	4.27	+0.60 ▲
34. Supports a partnering/networking culture.	4.00	4.40	+0.40 ▲
35. Maintains infrastructure to support partnerships and networks.	4.20	3.47	-0.73 ▼

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?