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.
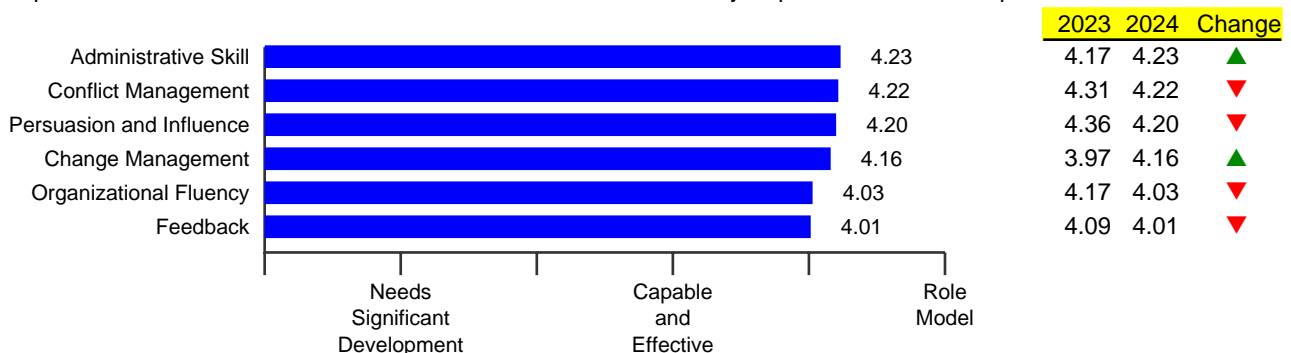
What to Do with Your Feedback

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.
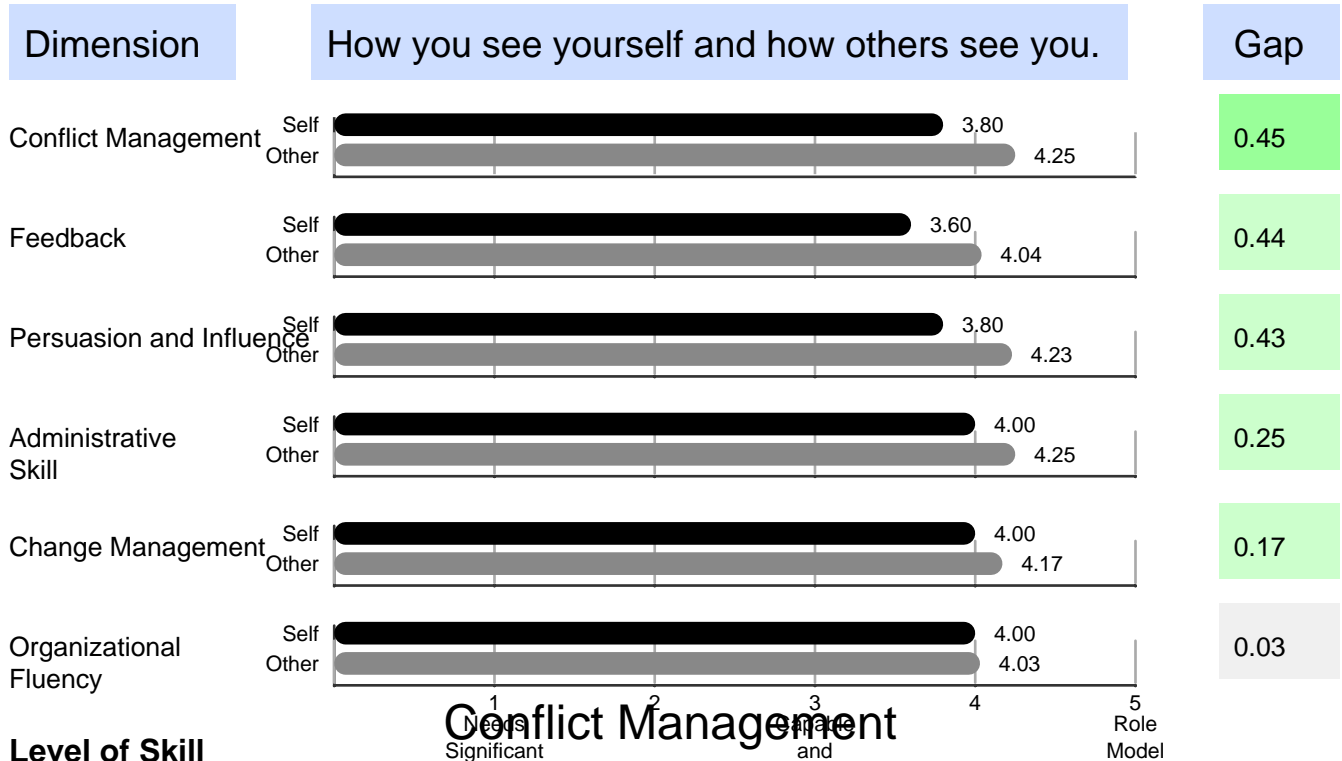
Summary

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 6 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.

		2023	2024	Change
Administrative Skill	4.23	4.17	4.23	▲
Conflict Management	4.22	4.31	4.22	▼
Persuasion and Influence	4.20	4.36	4.20	▼
Change Management	4.16	3.97	4.16	▲
Organizational Fluency	4.03	4.17	4.03	▼
Feedback	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
Conflict Management	Self 3.80 / Other 4.25	0.45
Feedback	Self 3.60 / Other 4.04	0.44
Persuasion and Influence	Self 3.80 / Other 4.23	0.43
Administrative Skill	Self 4.00 / Other 4.25	0.25
Change Management	Self 4.00 / Other 4.17	0.17
Organizational Fluency	Self 4.00 / Other 4.03	0.03

Scale: 1 Needs Significant Development 2 3 Capable and Effective 4 5 Role Model

Conflict 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
1. Helps employees to think through alternative ways to resolve conflict situations.	15	4.13	80.0			20%	47%	33%
2. Deals effectively with employee grievances.	15	4.33	100.0				67%	33%
3. Clearly expresses expectations to others.	15	4.33	93.3			7%	53%	40%
4. Identifies and takes steps to prevent potential confrontations.	15	4.07	86.7			13%	67%	20%
5. Discusses conflict situations with supervisor.	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. Helps employees to think through alternative ways to resolve conflict situations.	4.00	4.13	+0.13 ▲
2. Deals effectively with employee grievances.	4.40	4.33	-0.07 ▼
3. Clearly expresses expectations to others.	4.47	4.33	-0.13 ▼
4. Identifies and takes steps to prevent potential confrontations.	4.47	4.07	-0.40 ▼
5. Discusses conflict situations with supervisor.	4.20	4.21	+0.01 ▲

Persuasion and Influence

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. Ensures stakeholders are involved in the decision making process.	15	4.33	93.3	7%	53%		40%	
7. Communicates effectively with others.	15	4.33	86.7	13%	40%		47%	
8. Seeks to obtain consensus or compromise.	15	4.07	80.0	20%	53%		27%	
9. Able to express own goals and needs.	15	4.13	80.0	20%	47%		33%	
10. Has excellent influencing/negotiating skills.	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. Ensures stakeholders are involved in the decision making process.	4.13	4.33	+0.20 ▲
7. Communicates effectively with others.	4.33	4.33	
8. Seeks to obtain consensus or compromise.	4.20	4.07	-0.13 ▼
9. Able to express own goals and needs.	4.67	4.13	-0.53 ▼
10. Has excellent influencing/negotiating skills.	4.47	4.13	-0.33 ▼

Administrative Skill

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. Takes responsibility for decisions.	15	4.67	100.0			33%		67%
12. Implements and uses performance measures.	15	4.20	86.7	7%	7%	47%		40%
13. Accurately implements contract provisions.	14	3.64	57.1	14%		29%	36%	21%
14. High attention to detail.	14	4.14	85.7	7%	7%	50%		36%
15. Strong organizational skills to keep the workspace and department in order	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. Takes responsibility for decisions.	4.20	4.67	+0.47 ▲
12. Implements and uses performance measures.	3.93	4.20	+0.27 ▲
13. Accurately implements contract provisions.	4.47	3.64	-0.82 ▼
14. High attention to detail.	4.00	4.14	+0.14 ▲
15. Strong organizational skills to keep the workspace and department in order	4.27	4.47	+0.20 ▲

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
16. Supports new initiatives for organizational changes to improve effectiveness.	15	4.00	66.7	7%	27%	27%		40%
17. Develops a strategy for implementing changes.	15	3.87	66.7		33%	47%		20%
18. Adopts changes to set and example for others to follow.	15	4.20	86.7	7%	7%	47%		40%
19. Works cooperatively with others to implement changes.	15	4.33	86.7		13%	40%		47%
20. Addresses organizational and departmental resistance to changes.	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. Supports new initiatives for organizational changes to improve effectiveness.	3.64	4.00	+0.36 ▲
17. Develops a strategy for implementing changes.	4.33	3.87	-0.47 ▼
18. Adopts changes to set and example for others to follow.	3.93	4.20	+0.27 ▲
19. Works cooperatively with others to implement changes.	4.33	4.33	
20. Addresses organizational and departmental resistance to changes.	3.60	4.40	+0.80 ▲

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
21. Is visible and approachable.	15	3.93	73.3			27%	53%	20%
22. Seeks feedback to enhance performance.	15	4.00	66.7	13%	20%	20%	47%	
23. Looks to others for input.	15	4.07	80.0		20%	53%		27%
24. Open to the suggestions of others.	15	4.00	73.3	13%	13%	33%	40%	
25. Actively seeks feedback from others.	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. Is visible and approachable.	4.20	3.93	-0.27 ▼
22. Seeks feedback to enhance performance.	4.20	4.00	-0.20 ▼
23. Looks to others for input.	4.13	4.07	-0.07 ▼
24. Open to the suggestions of others.	3.80	4.00	+0.20 ▲
25. Actively seeks feedback from others.	4.13	4.07	-0.07 ▼

Organizational Fluency

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. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.00	80.0	7%	13%	53%		27%
27. Able to explain departmental policies and procedures to others.	15	3.67	66.7	20%	13%	47%		20%
28. Able to use corporate politics to advance department objectives.	15	4.40	86.7		13%	33%	53%	
29. Able to deal with sensitive issues with tact and professionalism.	15	4.07	80.0		20%	53%		27%
30. Effective in communicating with others within the organization.	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. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	4.47	4.00	-0.47 ▼
27. Able to explain departmental policies and procedures to others.	4.00	3.67	-0.33 ▼
28. Able to use corporate politics to advance department objectives.	4.33	4.40	+0.07 ▲
29. Able to deal with sensitive issues with tact and professionalism.	4.07	4.07	
30. Effective in communicating with others within the organization.	4.00	4.00	

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?