



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.

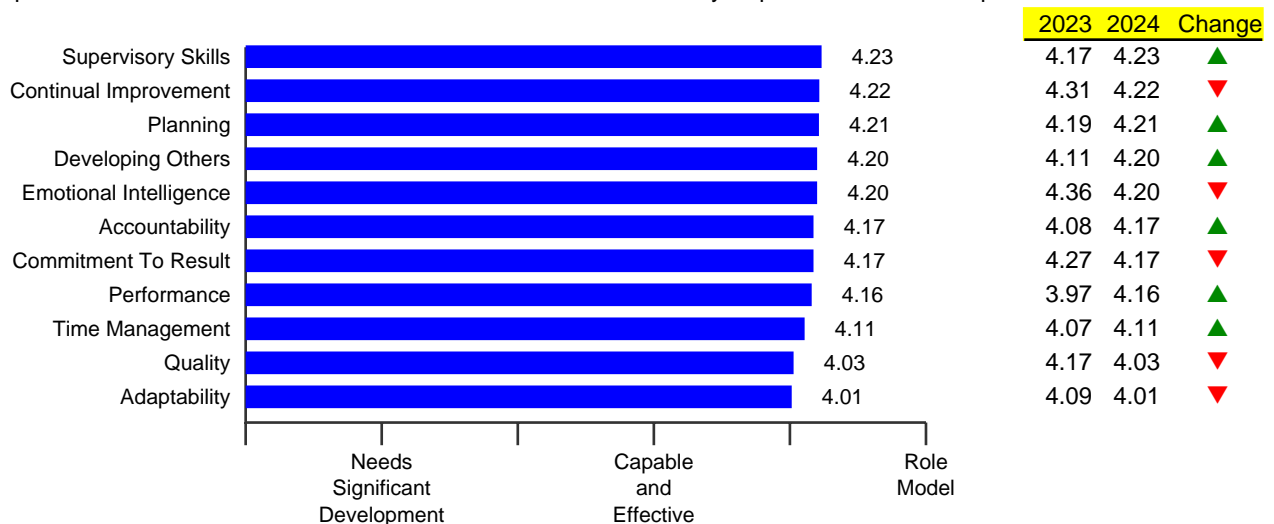
What to Do with Your Feedback

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

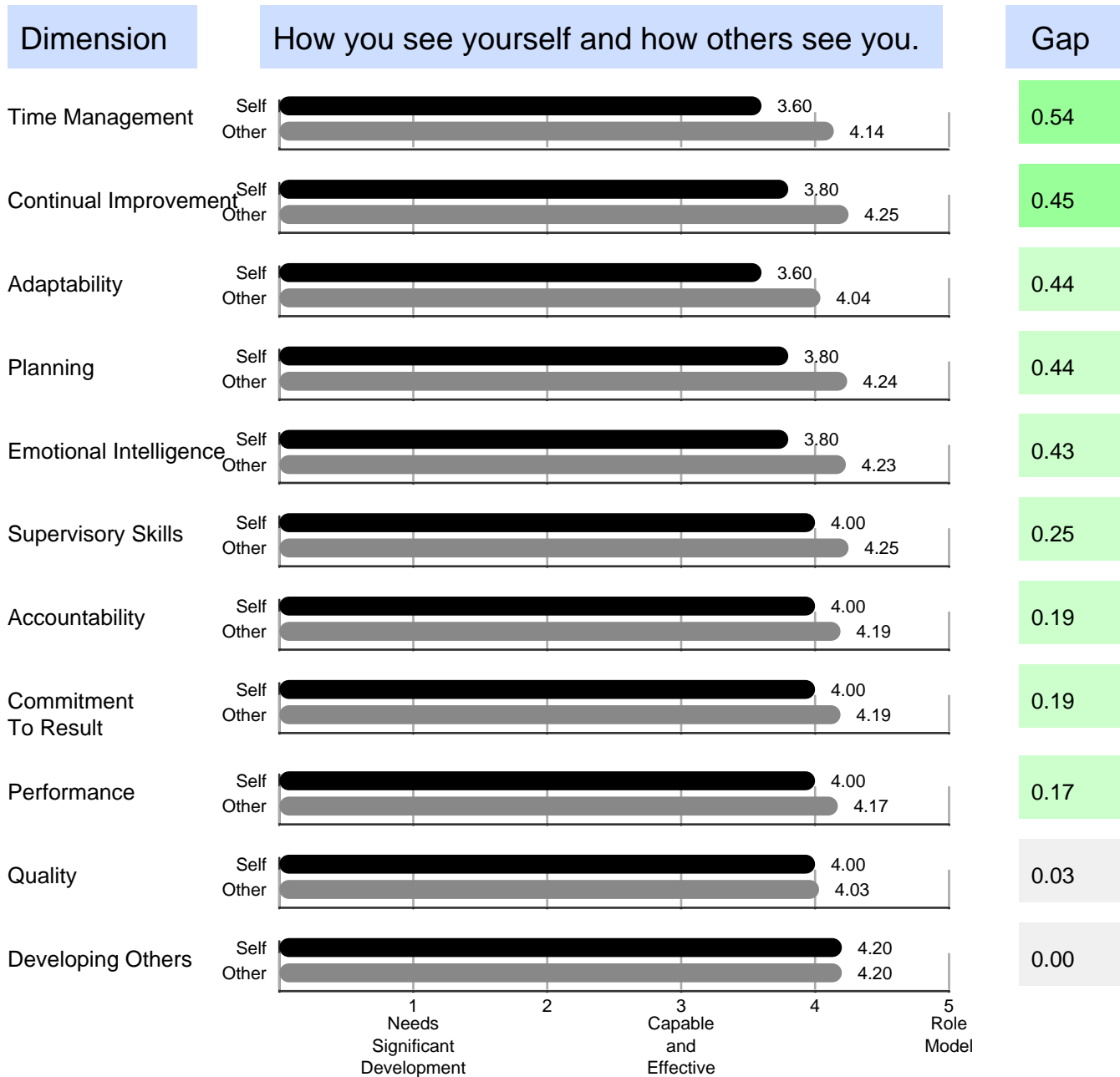
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Continual Improvement

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 Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.13	80.0	20%	47%	33%		
2. Open to the suggestions from others.	15	4.33	100.0		67%	33%		
3. Looks for ways to expand current job responsibilities.	15	4.33	93.3	7%	53%	40%		
4. Looks for ways to expand and learn new job skills.	15	4.07	86.7	13%	67%	20%		
5. Looks for ways to improve work processes and procedures.	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. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	4.00	4.13	+0.13 ▲
2. Open to the suggestions from others.	4.40	4.33	-0.07 ▼
3. Looks for ways to expand current job responsibilities.	4.47	4.33	-0.13 ▼
4. Looks for ways to expand and learn new job skills.	4.47	4.07	-0.40 ▼
5. Looks for ways to improve work processes and procedures.	4.20	4.21	+0.01 ▲

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Is able to control their own emotions.	15	4.33	93.3	7%	53%		40%	
7. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.33	86.7	13%	40%		47%	
8. Is able to express themselves clearly.	15	4.07	80.0	20%	53%		27%	
9. Accurately perceives the emotional reactions of others.	15	4.13	80.0	20%	47%		33%	
10. Is able to manage their own emotions.	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. Is able to control their own emotions.	4.13	4.33	+0.20 ▲
7. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	4.33	4.33	
8. Is able to express themselves clearly.	4.20	4.07	-0.13 ▼
9. Accurately perceives the emotional reactions of others.	4.67	4.13	-0.53 ▼
10. Is able to manage their own emotions.	4.47	4.13	-0.33 ▼

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Facilitates conversations where each person can be heard.	15	4.67	100.0					
12. Decides which team members are assigned to each job.	15	4.20	86.7					
13. Demonstrates exemplary work performance that others should follow.	14	3.64	57.1					
14. Determines appropriate staffing levels for the job.	14	4.14	85.7					
15. Resolves disputes in a way that quickly reaches mutual agreement.	15	4.47	93.3					

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. Facilitates conversations where each person can be heard.	4.20	4.67	+0.47 ▲
12. Decides which team members are assigned to each job.	3.93	4.20	+0.27 ▲
13. Demonstrates exemplary work performance that others should follow.	4.47	3.64	-0.82 ▼
14. Determines appropriate staffing levels for the job.	4.00	4.14	+0.14 ▲
15. Resolves disputes in a way that quickly reaches mutual agreement.	4.27	4.47	+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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development				
				1	2	3	4	5
16. Works well in this position.	15	4.00	66.7	7%	27%	27%	40%	
17. Able to organize work.	15	3.87	66.7		33%	47%	20%	
18. Sets a high standard for job performance.	15	4.20	86.7	7%	7%	47%	40%	
19. ...Produce Quality	15	4.33	86.7		13%	40%	47%	
20. Effectively organizes resources and plans	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. Works well in this position.	3.64	4.00	+0.36 ▲
17. Able to organize work.	4.33	3.87	-0.47 ▼
18. Sets a high standard for job performance.	3.93	4.20	+0.27 ▲
19. ...Produce Quality	4.33	4.33	
20. Effectively organizes resources and plans	3.60	4.40	+0.80 ▲

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
21. Is proactive and takes steps to prepare for changes in the workplace.	15	3.93	73.3	27%		53%		20%
22. Works effectively in dynamic and changing work environments.	15	4.00	66.7	13%	20%	20%		47%
23. Embraces change and fosters an open-minded environment.	15	4.07	80.0	20%		53%		27%
24. Adjusts to new plans and procedures.	15	4.00	73.3	13%	13%	33%		40%
25. Is aware of changes to team personnel.	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 proactive and takes steps to prepare for changes in the workplace.	4.20	3.93	-0.27 ▼
22. Works effectively in dynamic and changing work environments.	4.20	4.00	-0.20 ▼
23. Embraces change and fosters an open-minded environment.	4.13	4.07	-0.07 ▼
24. Adjusts to new plans and procedures.	3.80	4.00	+0.20 ▲
25. Is aware of changes to team personnel.	4.13	4.07	-0.07 ▼

Quality

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					Capable and Effective 3		Role Model 5	
				1	2	3	4	5	3	4	5	5
26. Always strives to produce the highest quality work products.	15	4.00	80.0	7%	13%			53%			27%	
27. Holds employees accountable for their quality of work.	15	3.67	66.7	20%	13%			47%			20%	
28. Reflects on what is working and what could be improved.	15	4.40	86.7			13%	33%			53%		
29. Corrects issues in a timely manner.	15	4.07	80.0			20%		53%			27%	
30. Encourages others to achieve high quality standards.	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. Always strives to produce the highest quality work products.	4.47	4.00	-0.47 ▼
27. Holds employees accountable for their quality of work.	4.00	3.67	-0.33 ▼
28. Reflects on what is working and what could be improved.	4.33	4.40	+0.07 ▲
29. Corrects issues in a timely manner.	4.07	4.07	
30. Encourages others to achieve high quality standards.	4.00	4.00	

Time 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Sets a good balance between work and family life.	15	4.27	93.3	7%	60%	33%		
32. Uses a calendar effectively to keep track of when events or milestones are supposed to occur.	14	4.14	92.9	7%	71%	21%		
33. Completes tasks ahead of schedule.	15	4.27	100.0		73%	27%		
34. Uses automation when possible to save time.	15	4.40	93.3	7%	47%	47%		
35. Stays focused on the most important tasks that need completed.	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. Sets a good balance between work and family life.	4.27	4.27	
32. Uses a calendar effectively to keep track of when events or milestones are supposed to occur.	4.20	4.14	-0.06 ▼
33. Completes tasks ahead of schedule.	3.67	4.27	+0.60 ▲
34. Uses automation when possible to save time.	4.00	4.40	+0.40 ▲
35. Stays focused on the most important tasks that need completed.	4.20	3.47	-0.73 ▼

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	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Fully embraces the responsibilities that contribute to our departmental success.	15	4.20	93.3	7%	67%			27%
37. Makes sure the supervisor is always informed of any important events.	15	4.27	93.3	7%	60%			33%
38. Consistently strives to meet high standards of excellence.	15	4.00	80.0	20%	60%			20%
39. Regularly completes tasks on time.	15	4.07	86.7	7%	7%	60%		27%
40. Can be counted on to do what they say they are going to do.	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. Fully embraces the responsibilities that contribute to our departmental success.	4.00	4.20	+0.20 ▲
37. Makes sure the supervisor is always informed of any important events.	4.21	4.27	+0.05 ▲
38. Consistently strives to meet high standards of excellence.	4.07	4.00	-0.07 ▼
39. Regularly completes tasks on time.	3.87	4.07	+0.20 ▲
40. Can be counted on to do what they say they are going to do.	4.27	4.33	+0.07 ▲

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.93	80.0	13%	7%	53%	27%	
42. Coordinates all department activities into a cohesive team effort.	15	4.33	93.3	7%		47%	47%	
43. Encourages commitment in others to obtain results.	15	4.13	86.7	13%		60%	27%	
44. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.20	100.0			80%	20%	
45. Committed to the team.	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. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.87	3.93	+0.07 ▲
42. Coordinates all department activities into a cohesive team effort.	4.13	4.33	+0.20 ▲
43. Encourages commitment in others to obtain results.	4.20	4.13	-0.07 ▼
44. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	4.87	4.20	-0.67 ▼
45. Committed to the team.	4.27	4.27	

Developing 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Supports the successes of other employees.	15	4.40	93.3	7%	47%	47%		
47. Recognizes and celebrates accomplishments of others.	15	4.20	93.3	7%	67%			27%
48. Is open to receiving feedback.	15	4.07	86.7	13%	53%			33%
49. Tries to ensure employees are ready to move to the next level.	15	4.27	93.3	7%	53%			40%
50. Creates a work environment that fosters positive feedback to employees.	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. Supports the successes of other employees.	4.13	4.40	+0.27 ▲
47. Recognizes and celebrates accomplishments of others.	4.07	4.20	+0.13 ▲
48. Is open to receiving feedback.	4.00	4.07	+0.07 ▲
49. Tries to ensure employees are ready to move to the next level.	4.13	4.27	+0.13 ▲
50. Creates a work environment that fosters positive feedback to employees.	4.20	4.07	-0.13 ▼

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
51. Establishes and monitors timeframes and timelines.	15	4.33	93.3	7%	47%	47%		
52. Prioritizes tasks and allocates resources.	15	4.13	86.7	13%	60%		27%	
53. Plans for how to allocate time to specific activities.	15	4.33	100.0		67%		33%	
54. Plans for future staffing needs.	15	4.27	93.3	7%	60%		33%	
55. Reduces uncertainty in the department through clear planning and schedules.	15	4.00	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	2023	2024	Change
51. Establishes and monitors timeframes and timelines.	4.13	4.33	+0.20 ▲
52. Prioritizes tasks and allocates resources.	4.40	4.13	-0.27 ▼
53. Plans for how to allocate time to specific activities.	4.07	4.33	+0.27 ▲
54. Plans for future staffing needs.	4.07	4.27	+0.20 ▲
55. Reduces uncertainty in the department through clear planning and schedules.	4.27	4.00	-0.27 ▼

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?