



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.

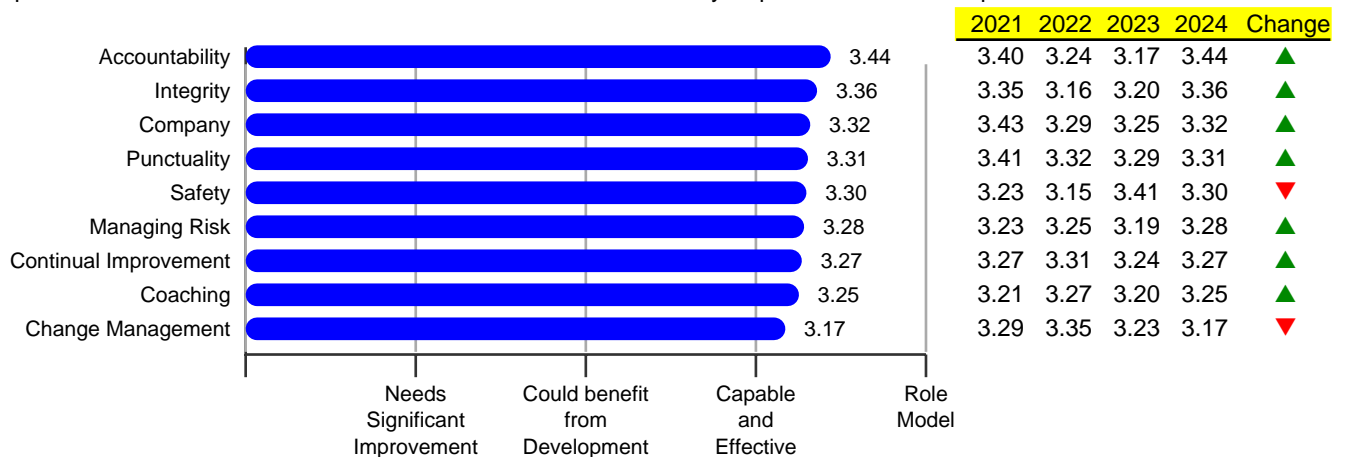
What to Do with Your Feedback

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

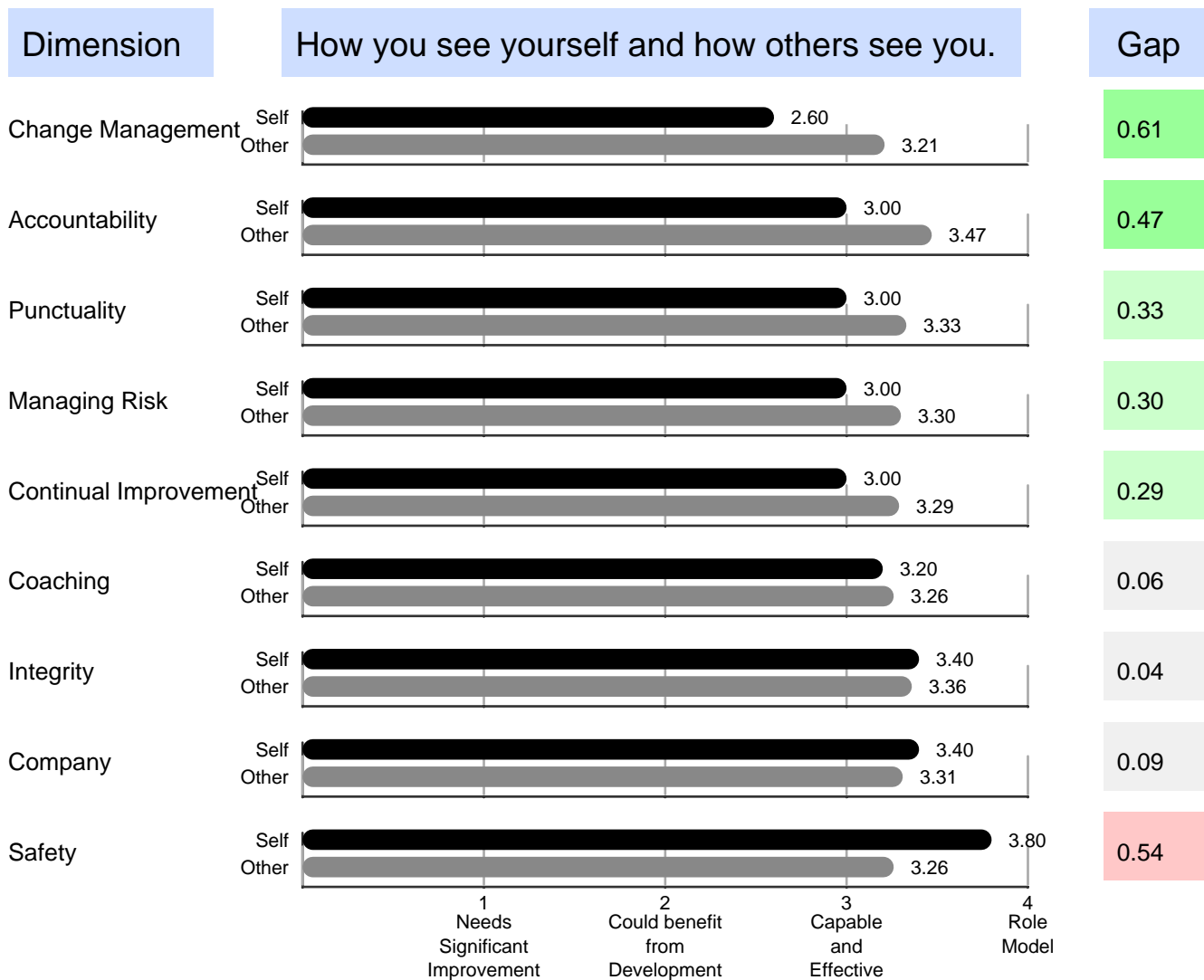
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.20	86.7	13%	53%	33%	
2. Open to the suggestions from others.	15	3.33	100.0		67%	33%	
3. Promotes training and development opportunities to enhance job performance.	15	3.33	93.3	7%	53%	40%	
4. Looks for ways to expand and learn new job skills.	15	3.27	93.3	7%	60%	33%	
5. Looks for ways to improve work processes and procedures.	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. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Open to the suggestions from others.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Promotes training and development opportunities to enhance job performance.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Looks for ways to expand and learn new job skills.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Looks for ways to improve work processes and procedures.	3.00	3.20	3.13	3.21	+0.08 ▲

Punctuality

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. Responds to requests for information in a timely manner.	15	3.47	100.0		53%	47%	
7. Arrives to meetings on time.	15	3.40	93.3	7%	47%	47%	
8. Avoids making personal phone calls during working hours.	15	3.20	86.7	13%	53%	33%	
9. Invoices clients on a timely basis.	15	3.27	86.7	13%	47%	40%	
10. Starts meetings on time.	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. Responds to requests for information in a timely manner.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Arrives to meetings on time.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Avoids making personal phone calls during working hours.	3.40	3.40	3.20	3.20	
9. Invoices clients on a timely basis.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Starts meetings on time.	3.33	3.47	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Accepts personal responsibility for the timeliness of work.	15	3.67	100.0	33%	67%		
12. Works diligently for the success of the team.	15	3.40	93.3	7%	47%	47%	
13. Holds employees accountable for completing the project successfully.	15	3.13	86.7	13%	60%	27%	
14. Regularly completes tasks on time.	15	3.47	100.0		53%	47%	
15. Informs the supervisor if progress on the task has been delayed.	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 personal responsibility for the timeliness of work.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Works diligently for the success of the team.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Holds employees accountable for completing the project successfully.	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. Informs the supervisor if progress on the task has been delayed.	3.67	3.27	3.20	3.53	+0.33 ▲

Integrity

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 sincerity in actions with others.	15	3.47	93.3	7%	40%	53%	
17. Protects the integrity and confidentiality of information	15	2.93	73.3	27%	53%		20%
18. Establishes relationships of trust, honesty, fairness, and integrity.	15	3.40	93.3	7%	47%	47%	
19. Fosters a high standard of ethics and integrity.	15	3.53	100.0		47%	53%	
20. Fosters an environment built upon trust.	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 sincerity in actions with others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Protects the integrity and confidentiality of information	3.40	3.20	3.33	2.93	-0.40 ▼
18. Establishes relationships of trust, honesty, fairness, and integrity.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Fosters a high standard of ethics and integrity.	3.13	2.87	3.53	3.53	
20. Fosters an environment built upon trust.	3.40	3.20	2.87	3.47	+0.60 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Is an inspiration for others to accept the recent changes.	15	3.00	80.0	20%	60%		20%
22. Able to get team members to change their attitudes.	15	3.53	100.0		47%	53%	
23. Develops a strategy for implementing changes.	15	3.13	86.7	13%	60%		27%
24. Adopts changes to set and example for others to follow.	15	3.13	80.0	7% 13%	40%		40%
25. Inspires others to want to change.	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. Is an inspiration for others to accept the recent changes.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Able to get team members to change their attitudes.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Develops a strategy for implementing changes.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Adopts changes to set and example for others to follow.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Inspires others to want to change.	3.27	3.33	3.27	3.07	-0.20 ▼

Managing Risk

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. Bases decisions on patterns found in fluid/changing information.	15	3.20	93.3	7%	60%	33%	
27. Able to adapt quickly to changing situations.	15	3.40	93.3	7%	47%	47%	
28. Implements changes to reduce the chances of critical incidents in the future.	15	3.60	93.3	7%	27%	67%	
29. Rewards innovative experiments to try new ideas.	15	3.20	86.7	13%	53%	33%	
30. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	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. Bases decisions on patterns found in fluid/changing information.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Able to adapt quickly to changing situations.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Implements changes to reduce the chances of critical incidents in the future.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Rewards innovative experiments to try new ideas.	3.21	3.20	3.20	3.20	
30. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	2.87	3.27	3.07	3.00	-0.07 ▼

Safety

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. Points out behaviors in others that may be unsafe.	15	3.33	93.3	7%	53%	40%	
32. Ensures that all supervisors are aware of regulatory and compliance measures.	14	3.29	100.0		71%		29%
33. Mitigates hazards and safety issues that arise.	15	3.27	100.0		73%		27%
34. Performs work safely.	15	3.47	93.3	7%	40%	53%	
35. Develops safety guidelines for the department.	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. Points out behaviors in others that may be unsafe.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Ensures that all supervisors are aware of regulatory and compliance measures.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Mitigates hazards and safety issues that arise.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Performs work safely.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Develops safety guidelines for the department.	3.20	3.27	3.13	3.13	

Coaching

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. Develops the skills and capabilities of others.	15	3.20	93.3	7%	67%		27%
37. Helps employees to maintain high personal standards.	15	3.33	93.3	7%	53%		40%
38. Helps employees to understand responsibilities, authority, and expectations.	15	3.07	86.7	13%	67%		20%
39. Provides clear, motivating, and constructive feedback.	15	3.33	100.0		67%		33%
40. Conducts regular performance appraisals and feedback.	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. Develops the skills and capabilities of others.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Helps employees to maintain high personal standards.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Helps employees to understand responsibilities, authority, and expectations.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Provides clear, motivating, and constructive feedback.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Conducts regular performance appraisals and feedback.	3.00	3.20	3.27	3.33	+0.07 ▲

Company

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. Understands the use of [Company] products and services.	15	3.33	93.3	7%	53%	40%	
42. Attends [Company] gatherings and social events.	15	3.40	93.3	7%	47%	47%	
43. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.13	86.7	13%	60%	27%	
44. Follows existing procedures and processes.	15	3.27	100.0		73%	27%	
45. Expresses loyalty and dedication to [Company] in interactions 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
41. Understands the use of [Company] products and services.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Attends [Company] gatherings and social events.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Understands how decisions impact other business units beyond their immediate department of work group.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Follows existing procedures and processes.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Expresses loyalty and dedication to [Company] in interactions with others.	3.20	3.33	3.13	3.47	+0.33 ▲

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?