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.
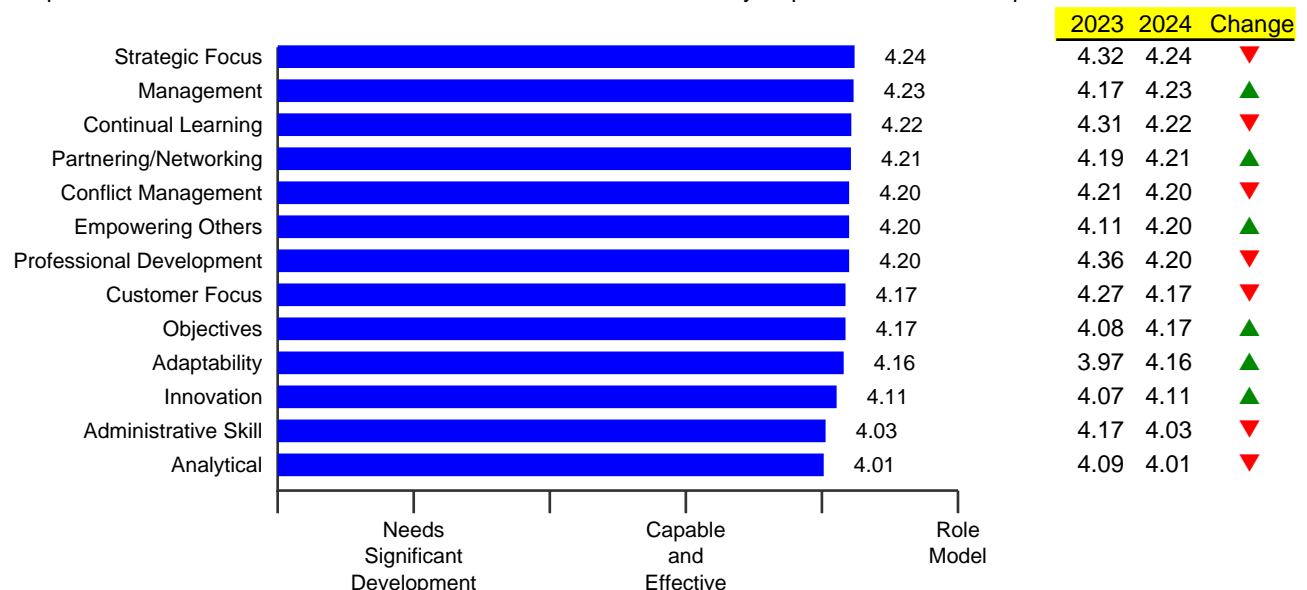
What to Do with Your Feedback

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.
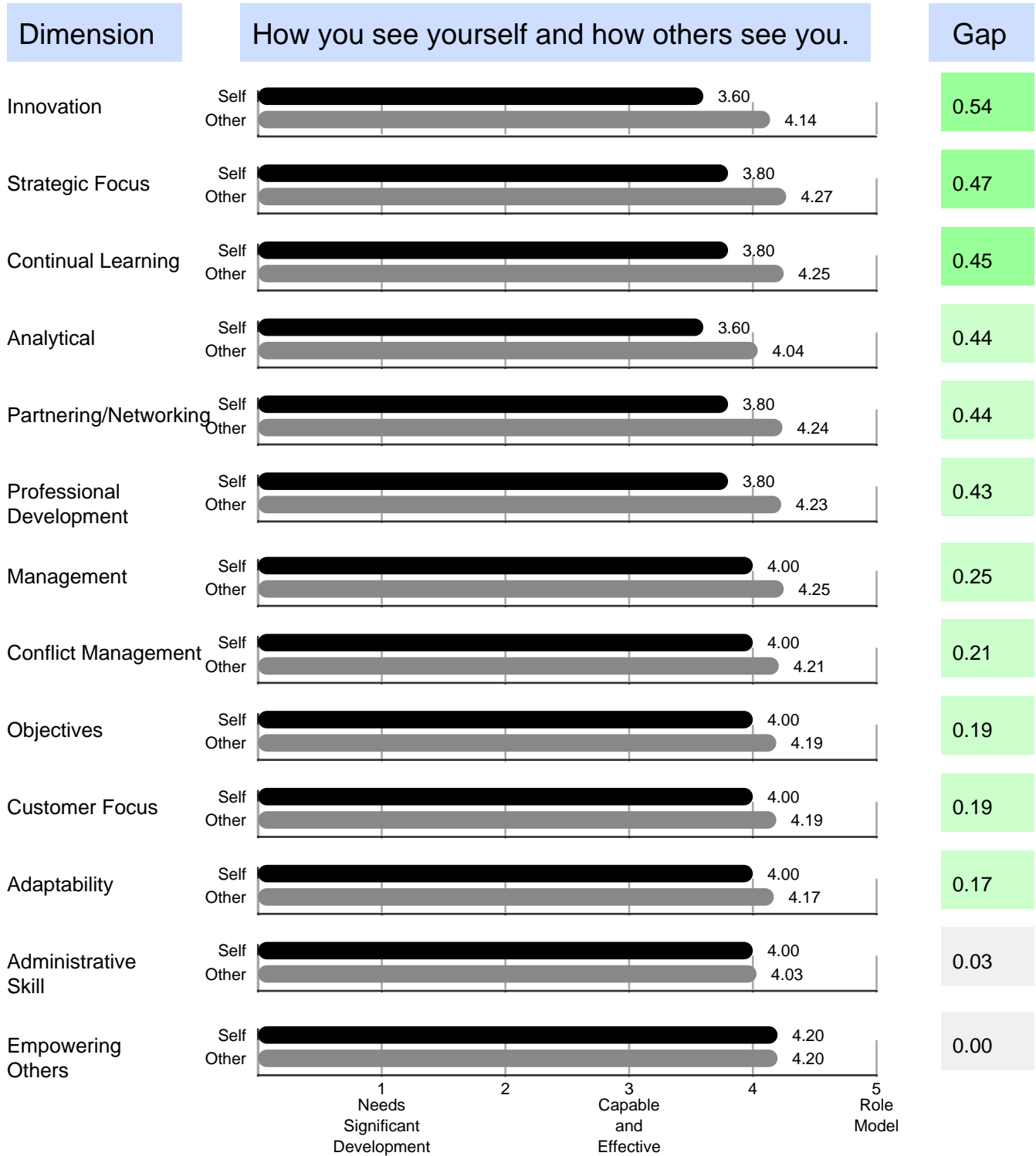
Summary

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 13 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.

Dimension	Score	2023	2024	Change
Strategic Focus	4.24	4.32	4.24	▼
Management	4.23	4.17	4.23	▲
Continual Learning	4.22	4.31	4.22	▼
Partnering/Networking	4.21	4.19	4.21	▲
Conflict Management	4.20	4.21	4.20	▼
Empowering Others	4.20	4.11	4.20	▲
Professional Development	4.20	4.36	4.20	▼
Customer Focus	4.17	4.27	4.17	▼
Objectives	4.17	4.08	4.17	▲
Adaptability	4.16	3.97	4.16	▲
Innovation	4.11	4.07	4.11	▲
Administrative Skill	4.03	4.17	4.03	▼
Analytical	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
Innovation	Self	3.60	0.54
	Other	4.14	
Strategic Focus	Self	3.80	0.47
	Other	4.27	
Continual Learning	Self	3.80	0.45
	Other	4.25	
Analytical	Self	3.60	0.44
	Other	4.04	
Partnering/Networking	Self	3.80	0.44
	Other	4.24	
Professional Development	Self	3.80	0.43
	Other	4.23	
Management	Self	4.00	0.25
	Other	4.25	
Conflict Management	Self	4.00	0.21
	Other	4.21	
Objectives	Self	4.00	0.19
	Other	4.19	
Customer Focus	Self	4.00	0.19
	Other	4.19	
Adaptability	Self	4.00	0.17
	Other	4.17	
Administrative Skill	Self	4.00	0.03
	Other	4.03	
Empowering Others	Self	4.20	0.00
	Other	4.20	

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

Continual Learning

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. Shares best practices with others and learns from others.	15	4.13	80.0		20%	47%		33%
2. Improves on their skill sets.	15	4.33	100.0			67%		33%
3. Participates in regular training offered.	15	4.33	93.3		7%	53%		40%
4. Seeks opportunities to grow in skills and knowledge.	15	4.07	86.7		13%	67%		20%
5. Pursues self-improvement through continual learning.	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. Shares best practices with others and learns from others.	4.00	4.13	+0.13 ▲
2. Improves on their skill sets.	4.40	4.33	-0.07 ▼
3. Participates in regular training offered.	4.47	4.33	-0.13 ▼
4. Seeks opportunities to grow in skills and knowledge.	4.47	4.07	-0.40 ▼
5. Pursues self-improvement through continual learning.	4.20	4.21	+0.01 ▲

Professional Development

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. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.33	93.3	7%	53%		40%	
7. Keep themselves up-to-date of technical/professional issues	15	4.33	86.7	13%	40%		47%	
8. Seeks opportunities for professional development.	15	4.07	80.0	20%	53%		27%	
9. Contributing fully to the extent of their skills	15	4.13	80.0	20%	47%		33%	
10. Quickly acquire and apply new knowledge and skills when needed	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. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	4.13	4.33	+0.20 ▲
7. Keep themselves up-to-date of technical/professional issues	4.33	4.33	
8. Seeks opportunities for professional development.	4.20	4.07	-0.13 ▼
9. Contributing fully to the extent of their skills	4.67	4.13	-0.53 ▼
10. Quickly acquire and apply new knowledge and skills when needed	4.47	4.13	-0.33 ▼

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
11. Keep staff informed about what is happening in the company	15	4.67	100.0				33%	67%
12. Sets an example for others to follow	15	4.20	86.7	7%	7%	47%		40%
13. Delegate tasks effectively	14	3.64	57.1		14%	29%	36%	21%
14. Is ready to offer help	14	4.14	85.7	7%	7%	50%		36%
15. Takes responsibility for things that go wrong	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. Keep staff informed about what is happening in the company	4.20	4.67	+0.47 ▲
12. Sets an example for others to follow	3.93	4.20	+0.27 ▲
13. Delegate tasks effectively	4.47	3.64	-0.82 ▼
14. Is ready to offer help	4.00	4.14	+0.14 ▲
15. Takes responsibility for things that go wrong	4.27	4.47	+0.20 ▲

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
16. Continually trying to improve skills to remain current.	15	4.00	66.7	7%	27%	27%		40%
17. Is open to changes in policies and procedures.	15	3.87	66.7		33%	47%		20%
18. Easily accepts new responsibilities.	15	4.20	86.7	7%	7%	47%		40%
19. Adjusts plans to meet new situations.	15	4.33	86.7		13%	40%		47%
20. Is open to new ideas and innovations.	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. Continually trying to improve skills to remain current.	3.64	4.00	+0.36 ▲
17. Is open to changes in policies and procedures.	4.33	3.87	-0.47 ▼
18. Easily accepts new responsibilities.	3.93	4.20	+0.27 ▲
19. Adjusts plans to meet new situations.	4.33	4.33	
20. Is open to new ideas and innovations.	3.60	4.40	+0.80 ▲

Analytical

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. Implements data validation techniques and methods.	15	3.93	73.3	27%		53%		20%
22. Identifies opportunities for progress and innovation.	15	4.00	66.7	13%	20%	20%	47%	
23. Analyzes issues and reduces them to their component parts.	15	4.07	80.0	20%		53%		27%
24. Identifies problems and issues needing resolution.	15	4.00	73.3	13%	13%	33%	40%	
25. Prioritizes various actions to be taken when solving a problem.	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. Implements data validation techniques and methods.	4.20	3.93	-0.27 ▼
22. Identifies opportunities for progress and innovation.	4.20	4.00	-0.20 ▼
23. Analyzes issues and reduces them to their component parts.	4.13	4.07	-0.07 ▼
24. Identifies problems and issues needing resolution.	3.80	4.00	+0.20 ▲
25. Prioritizes various actions to be taken when solving a problem.	4.13	4.07	-0.07 ▼

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
26. Completes reports on-time.	15	4.00	80.0	7%	13%	53%		27%
27. Has strong technical/computer skills.	15	3.67	66.7	20%	13%	47%		20%
28. Able to develop, justify and present a budget.	15	4.40	86.7		13%	33%	53%	
29. High attention to detail.	15	4.07	80.0		20%	53%	27%	
30. Implements and uses performance measures.	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. Completes reports on-time.	4.47	4.00	-0.47	▼
27. Has strong technical/computer skills.	4.00	3.67	-0.33	▼
28. Able to develop, justify and present a budget.	4.33	4.40	+0.07	▲
29. High attention to detail.	4.07	4.07		
30. Implements and uses performance measures.	4.00	4.00		

Innovation

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. Challenges current procedures to develop other alternatives.	15	4.27	93.3	7%	60%			33%
32. Implements best practices within the department.	14	4.14	92.9	7%	71%			21%
33. Searches for opportunities and innovative ways to improve the organization.	15	4.27	100.0		73%			27%
34. Finds creative ways to get things done with limited resources.	15	4.40	93.3	7%	47%		47%	
35. Solves problems with insight and understanding.	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. Challenges current procedures to develop other alternatives.	4.27	4.27	
32. Implements best practices within the department.	4.20	4.14	-0.06 ▼
33. Searches for opportunities and innovative ways to improve the organization.	3.67	4.27	+0.60 ▲
34. Finds creative ways to get things done with limited resources.	4.00	4.40	+0.40 ▲
35. Solves problems with insight and understanding.	4.20	3.47	-0.73 ▼

Objectives

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
36. Consistently provides me with timely feedback for improving my performance.	15	4.20	93.3	7%		67%		27%
37. Sets long-term and short-term goals.	15	4.27	93.3	7%		60%		33%
38. Establishes goals and objectives.	15	4.00	80.0	20%		60%		20%
39. Encourages me to take on greater responsibility.	15	4.07	86.7	7%	7%	60%		27%
40. Organizes and schedules events, activities, and resources.	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. Consistently provides me with timely feedback for improving my performance.	4.00	4.20	+0.20 ▲
37. Sets long-term and short-term goals.	4.21	4.27	+0.05 ▲
38. Establishes goals and objectives.	4.07	4.00	-0.07 ▼
39. Encourages me to take on greater responsibility.	3.87	4.07	+0.20 ▲
40. Organizes and schedules events, activities, and resources.	4.27	4.33	+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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Ensures customers are comfortable with the services provided.	15	3.93	80.0	13%	7%	53%		27%
42. Consistently models positive customer service attitudes.	15	4.33	93.3	7%	47%			47%
43. Is committed to resolving customer issues in a positive way.	15	4.13	86.7	13%	60%			27%
44. Ensures customers' expectations are met or exceeded.	15	4.20	100.0	80%				20%
45. Provides a responsive service that meets the needs of customers.	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. Ensures customers are comfortable with the services provided.	3.87	3.93	+0.07 ▲
42. Consistently models positive customer service attitudes.	4.13	4.33	+0.20 ▲
43. Is committed to resolving customer issues in a positive way.	4.20	4.13	-0.07 ▼
44. Ensures customers' expectations are met or exceeded.	4.87	4.20	-0.67 ▼
45. Provides a responsive service that meets the needs of customers.	4.27	4.27	

Empowering 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. Encourages employees to take the initiative when responding to an issue.	15	4.40	93.3	7%	47%			47%
47. Gives employees input into the decision making process.	15	4.20	93.3	7%	67%			27%
48. Empowers employees to structure their work hours to maximize their productivity.	15	4.07	86.7	13%	53%			33%
49. Values the expertise that others bring to the team.	15	4.27	93.3	7%	53%			40%
50. Expresses confidence in the abilities of others.	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. Encourages employees to take the initiative when responding to an issue.	4.13	4.40	+0.27 ▲
47. Gives employees input into the decision making process.	4.07	4.20	+0.13 ▲
48. Empowers employees to structure their work hours to maximize their productivity.	4.00	4.07	+0.07 ▲
49. Values the expertise that others bring to the team.	4.13	4.27	+0.13 ▲
50. Expresses confidence in the abilities of others.	4.20	4.07	-0.13 ▼

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
51. Supports and encourages relationships that are created by diverse team members.	15	4.33	93.3	7%	47%			47%
52. Partners with peers to obtain influence within the Company.	15	4.13	86.7		13%	60%		27%
53. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	4.33	100.0			67%		33%
54. Promotes the understanding of how the department affects the organization overall.	15	4.27	93.3		7%	60%		33%
55. Seeks an understanding of diverse functions within the Company.	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. Supports and encourages relationships that are created by diverse team members.	4.13	4.33	+0.20 ▲
52. Partners with peers to obtain influence within the Company.	4.40	4.13	-0.27 ▼
53. Develops a sense of trust in subordinates so they can freely interact and share information with others.	4.07	4.33	+0.27 ▲
54. Promotes the understanding of how the department affects the organization overall.	4.07	4.27	+0.20 ▲
55. Seeks an understanding of diverse functions within the Company.	4.27	4.00	-0.27 ▼

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
56. Identifies and takes steps to prevent potential confrontations.	15	4.47	93.3		7%	40%		53%
57. Clearly expresses expectations to others.	15	3.60	66.7	13%	20%	60%		7%
58. Deals effectively with employee grievances.	15	4.47	93.3		7%	40%		53%
59. Helps employees to think through alternative ways to resolve conflict situations.	15	4.33	93.3		7%	53%		40%
60. Tries to understand others' point of view before making judgments	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
56. Identifies and takes steps to prevent potential confrontations.	4.07	4.47	+0.40 ▲
57. Clearly expresses expectations to others.	4.07	3.60	-0.47 ▼
58. Deals effectively with employee grievances.	4.27	4.47	+0.20 ▲
59. Helps employees to think through alternative ways to resolve conflict situations.	4.40	4.33	-0.07 ▼
60. Tries to understand others' point of view before making judgments	4.27	4.13	-0.13 ▼

Strategic 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
61. Makes strategic changes to stay ahead of changes in the business environment.	15	4.27	86.7	13%		47%		40%
62. Able to formulate strategy at the corporate level.	15	4.27	93.3	7%		60%		33%
63. Successfully implements a strategic plan.	15	4.47	100.0			53%		47%
64. Effective in strategy formulation and execution.	15	3.87	80.0	7%	13%	67%		13%
65. Exhibits a strategic orientation to identify and capitalize on opportunities to advance the organization.	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
61. Makes strategic changes to stay ahead of changes in the business environment.	4.20	4.27	+0.07 ▲
62. Able to formulate strategy at the corporate level.	4.33	4.27	-0.07 ▼
63. Successfully implements a strategic plan.	4.20	4.47	+0.27 ▲
64. Effective in strategy formulation and execution.	4.27	3.87	-0.40 ▼
65. Exhibits a strategic orientation to identify and capitalize on opportunities to advance the organization.	4.60	4.33	-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?