

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.

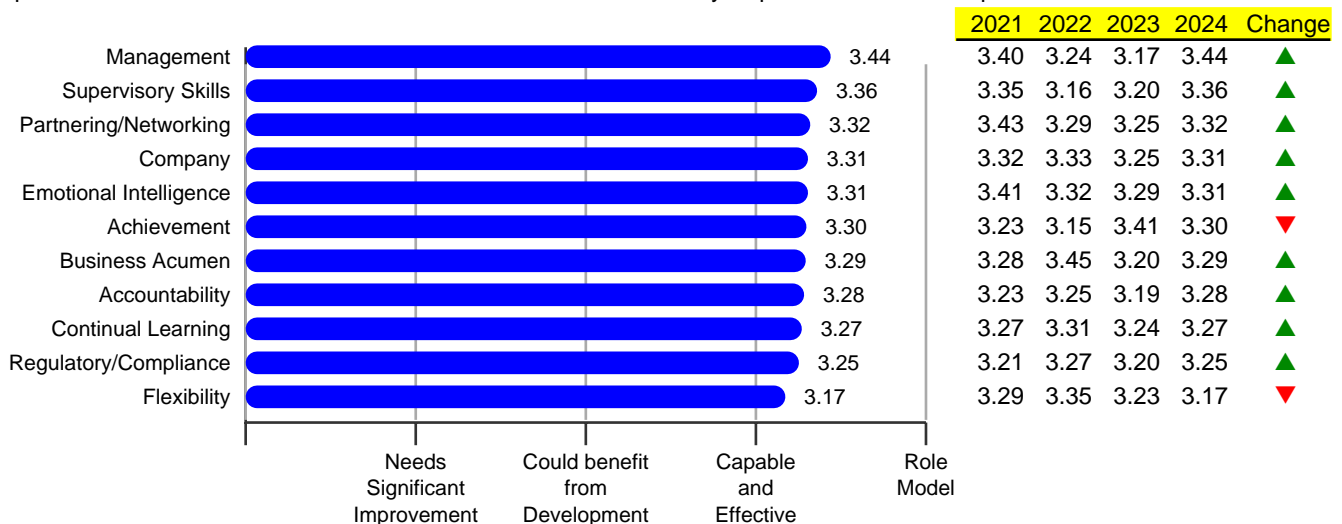
What to Do with Your Feedback

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

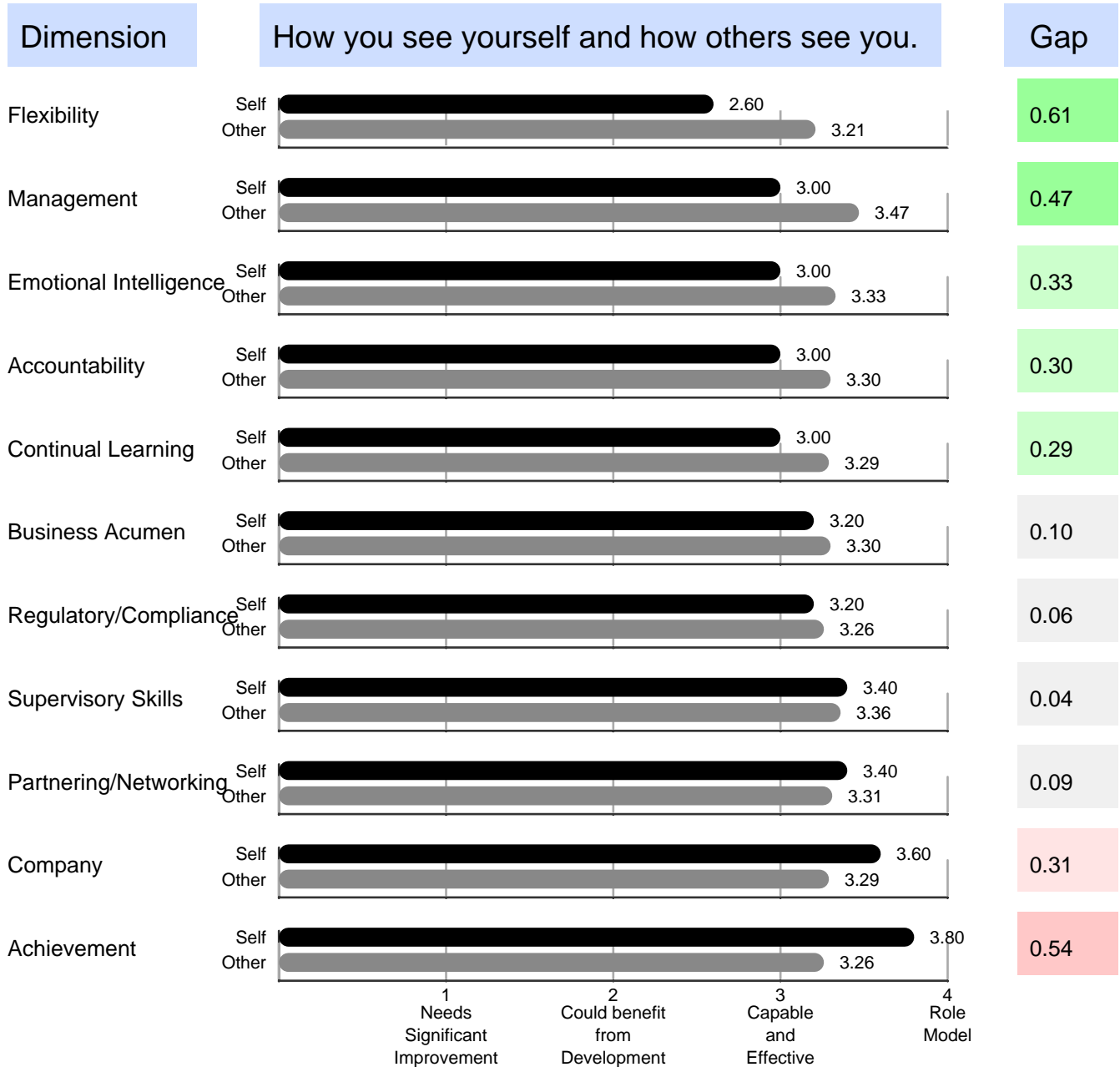
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Builds on their strengths while addressing their weaknesses.	15	3.20	86.7	13%	53%	33%	
2. Is open to new ideas and concepts.	15	3.33	100.0		67%	33%	
3. Participates in regular training offered.	15	3.33	93.3	7%	53%	40%	
4. Pursues professional development opportunities when they arise.	15	3.27	93.3	7%	60%	33%	
5. Pursues self-improvement through continual learning.	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. Builds on their strengths while addressing their weaknesses.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is open to new ideas and concepts.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Participates in regular training offered.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Pursues professional development opportunities when they arise.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Pursues self-improvement through continual learning.	3.00	3.20	3.13	3.21	+0.08 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.47	100.0		53%	47%	
7. Able to understand others' points of view.	15	3.40	93.3	7%	47%	47%	
8. Accurately perceives the emotional reactions of others.	15	3.20	86.7	13%	53%	33%	
9. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.27	86.7	13%	47%	40%	
10. Is able to control their own emotions.	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. Is attentive to emotional cues and interprets others' feelings correctly.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Able to understand others' points of view.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Accurately perceives the emotional reactions of others.	3.40	3.40	3.20	3.20	
9. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Is able to control their own emotions.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Takes responsibility for things that go wrong	15	3.67	100.0	33%	67%		
12. Is ready to offer help	15	3.40	93.3	7%	47%	47%	
13. Delegate tasks effectively	15	3.13	86.7	13%	60%	27%	
14. Makes you feel enthusiastic about your work	15	3.47	100.0	53%	47%		
15. Sets an example for others to follow	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. Takes responsibility for things that go wrong	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is ready to offer help	3.53	3.20	3.00	3.40	+0.40 ▲
13. Delegate tasks effectively	3.20	3.21	3.40	3.13	-0.27 ▼
14. Makes you feel enthusiastic about your work	3.20	3.13	3.00	3.47	+0.47 ▲
15. Sets an example for others to follow	3.67	3.27	3.20	3.53	+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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Offers instructions and guidance to subordinates.	15	3.47	93.3	7%	40%	53%	
17. Implements disciplinary policy in accordance with the union contract	15	2.93	73.3	27%	53%		20%
18. Reviews performance against established measures.	15	3.40	93.3	7%	47%	47%	
19. Decides which team members are assigned to each job.	15	3.53	100.0		47%	53%	
20. Has a strong work ethic that inspires 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
16. Offers instructions and guidance to subordinates.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Implements disciplinary policy in accordance with the union contract	3.40	3.20	3.33	2.93	-0.40 ▼
18. Reviews performance against established measures.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Decides which team members are assigned to each job.	3.13	2.87	3.53	3.53	
20. Has a strong work ethic that inspires others.	3.40	3.20	2.87	3.47	+0.60 ▲

Flexibility

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. Able to adapt to new situations.	15	3.00	80.0	20%	60%		20%
22. Encourages others to adopt new procedures.	15	3.53	100.0		47%	53%	
23. Implements changes as a result of having listened to employees	15	3.13	86.7	13%	60%		27%
24. Willing to try new ideas.	15	3.13	80.0	7% 13%	40%		40%
25. Acts decisively in frequently changing and uncertain environment.	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. Able to adapt to new situations.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Encourages others to adopt new procedures.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Implements changes as a result of having listened to employees	3.20	3.47	3.27	3.13	-0.13 ▼
24. Willing to try new ideas.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Acts decisively in frequently changing and uncertain environment.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Takes responsibility for seeing the project through to completion.	15	3.20	93.3	7%	60%	33%	
27. Shows up for work on time.	15	3.40	93.3	7%	47%	47%	
28. Recognizes when a mistake is made and works to correct the issue.	15	3.60	93.3	7%	27%	67%	
29. Takes full responsibility for project outcomes.	15	3.20	86.7	13%	53%	33%	
30. Follows through on commitments made.	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. Takes responsibility for seeing the project through to completion.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Shows up for work on time.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Recognizes when a mistake is made and works to correct the issue.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Takes full responsibility for project outcomes.	3.21	3.20	3.20	3.20	
30. Follows through on commitments made.	2.87	3.27	3.07	3.00	-0.07 ▼

Achievement

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. Demonstrates a well-organized and timely approach to achieve desired results	15	3.33	93.3	7%	53%	40%	
32. Systematically works to improve the organization	14	3.29	100.0		71%	29%	
33. Is flexible in adjusting priorities to meet the demands of changing situations.	15	3.27	100.0		73%	27%	
34. Takes calculated risks to achieve difficult goals.	15	3.47	93.3	7%	40%	53%	
35. Strives to meet goals and objectives.	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. Demonstrates a well-organized and timely approach to achieve desired results	3.13	3.07	3.47	3.33	-0.13 ▼
32. Systematically works to improve the organization	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is flexible in adjusting priorities to meet the demands of changing situations.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Takes calculated risks to achieve difficult goals.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Strives to meet goals and objectives.	3.20	3.27	3.13	3.13	

Regulatory/Compliance

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. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	15	3.20	93.3	7%	67%		27%
37. Offers training to employees to ensure they are complying with regulations.	15	3.33	93.3	7%	53%		40%
38. Performs regular compliance audits.	15	3.07	86.7	13%	67%		20%
39. Works quickly to implement changes in regulations.	15	3.33	100.0		67%		33%
40. Keeps up-to-date with legislation affecting employees.	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. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Offers training to employees to ensure they are complying with regulations.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Performs regular compliance audits.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Works quickly to implement changes in regulations.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Keeps up-to-date with legislation affecting employees.	3.00	3.20	3.27	3.33	+0.07 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Seeks to reduce institutional roadblocks to information sharing.	15	3.33	93.3	7%	53%	40%	
42. Creates the conditions for partnerships to grow and develop.	15	3.40	93.3	7%	47%	47%	
43. Maintains infrastructure to support partnerships and networks.	15	3.13	86.7	13%	60%	27%	
44. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	3.27	100.0		73%	27%	
45. Promotes the understanding of how the department affects the organization overall.	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. Seeks to reduce institutional roadblocks to information sharing.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Creates the conditions for partnerships to grow and develop.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Maintains infrastructure to support partnerships and networks.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Forges mutually beneficial relationships between individuals with diverse backgrounds.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Promotes the understanding of how the department affects the organization overall.	3.20	3.33	3.13	3.47	+0.33 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Seeks to better understand other areas of the company, including their operations, personnel, and output.	15	3.40	93.3	7%	47%	47%	
47. Identifies new business opportunities.	15	3.20	93.3	7%	67%	27%	
48. Understands our competitors and their strengths and weaknesses.	15	3.20	93.3	7%	60%	33%	
49. Able to align resources to meet the business needs of the company.	15	3.47	100.0		53%	47%	
50. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	15	3.20	86.7	13%	53%	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
46. Seeks to better understand other areas of the company, including their operations, personnel, and output.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Identifies new business opportunities.	3.33	3.40	3.20	3.20	
48. Understands our competitors and their strengths and weaknesses.	3.60	3.33	3.20	3.20	
49. Able to align resources to meet the business needs of the company.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	3.20	3.67	3.27	3.20	-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
51. Understands the "basics" as to how [Company] functions/operates.	15	3.53	100.0	47%	53%		
52. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.27	93.3	7%	60%	33%	
53. Understands the use of [Company] products and services.	15	3.33	100.0	67%	33%		
54. Impresses upon others the important aspects of [Company].	15	3.40	93.3	7%	47%	47%	
55. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.00	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	2021	2022	2023	2024	Change
51. Understands the "basics" as to how [Company] functions/operates.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Expresses loyalty and dedication to [Company] in interactions with others.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Understands the use of [Company] products and services.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Impresses upon others the important aspects of [Company].	3.20	3.60	3.13	3.40	+0.27 ▲
55. Understands how decisions impact other business units beyond their immediate department of work group.	3.27	3.40	3.27	3.00	-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?