



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.

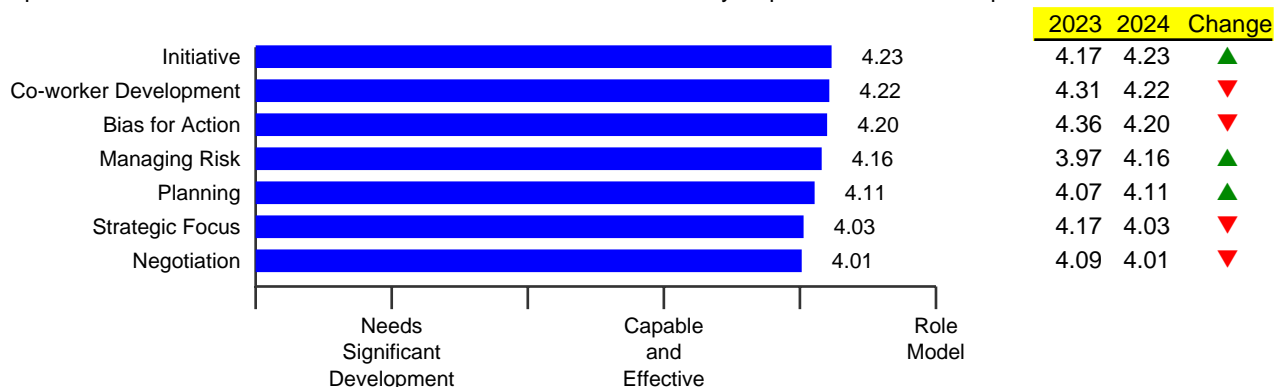
What to Do with Your Feedback

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

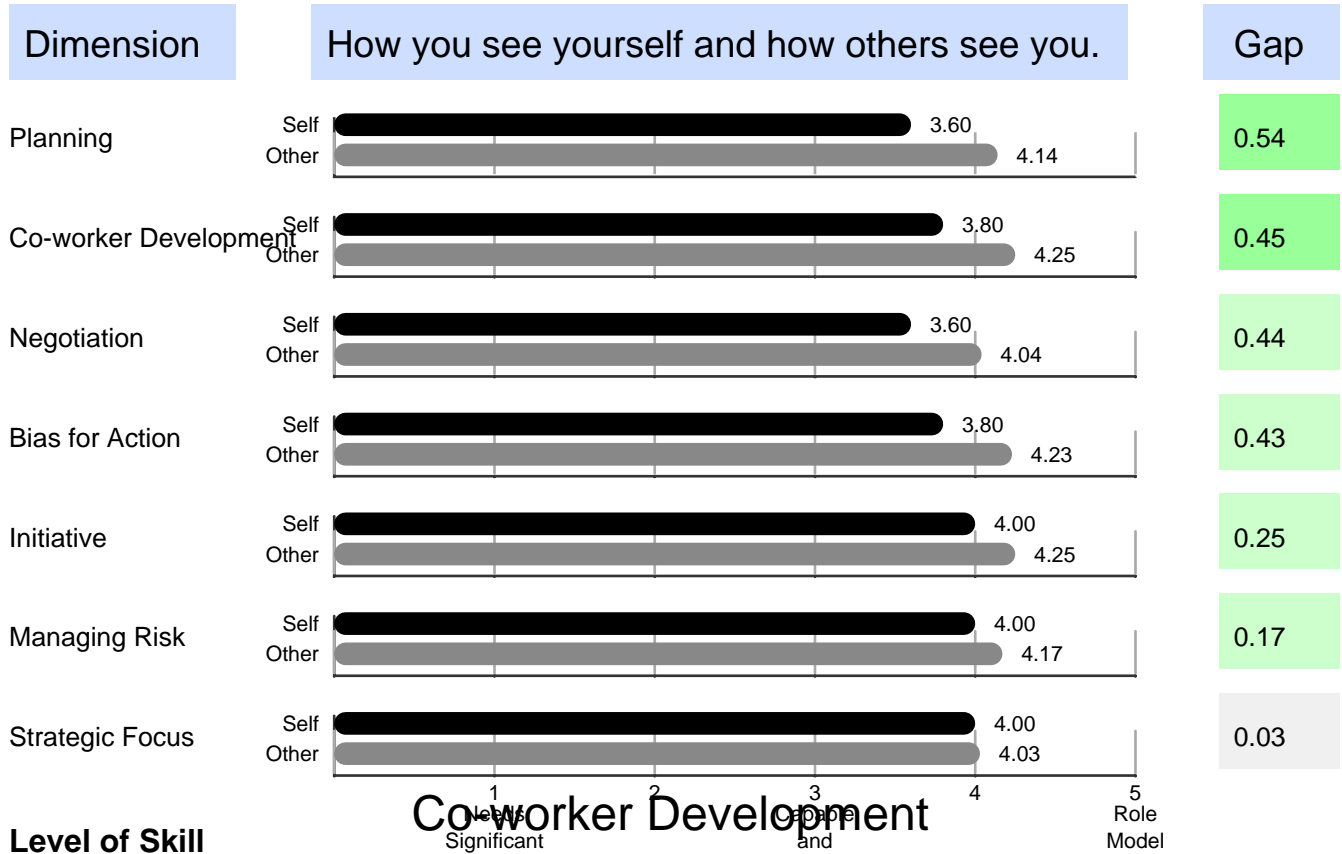
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.13	80.0	20%		47%		33%
2. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.33	100.0			67%		33%
3. Works to identify root causes of performance problems	15	4.33	93.3	7%		53%		40%
4. Provides ongoing feedback to co-workers on their development progress	15	4.07	86.7	13%		67%		20%
5. Takes immediate action on poor performance	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. Sets and clearly communicates expectations, performance goals, and measurements to others	4.00	4.13	+0.13 ▲
2. Adapts coaching and mentoring approach to meet the style or needs of individuals	4.40	4.33	-0.07 ▼
3. Works to identify root causes of performance problems	4.47	4.33	-0.13 ▼
4. Provides ongoing feedback to co-workers on their development progress	4.47	4.07	-0.40 ▼
5. Takes immediate action on poor performance	4.20	4.21	+0.01 ▲

Bias for Action

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. Completes a large volume of work.	15	4.33	93.3	7%	53%	40%		
7. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.33	86.7	13%	40%	47%		
8. Completes work on time	15	4.07	80.0	20%	53%	27%		
9. Encourages risk taking and experimentation to improve performance	15	4.13	80.0	20%	47%	33%		
10. Seeks and utilizes opportunities for continuous learning and self-development.	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. Completes a large volume of work.	4.13	4.33	+0.20 ▲
7. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	4.33	4.33	
8. Completes work on time	4.20	4.07	-0.13 ▼
9. Encourages risk taking and experimentation to improve performance	4.67	4.13	-0.53 ▼
10. Seeks and utilizes opportunities for continuous learning and self-development.	4.47	4.13	-0.33 ▼

Initiative

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 action to establish clear and concise deadlines for tasks to be completed.	15	4.67	100.0			33%	67%	
12. Is proactive when preparing for potential problems or critical events.	15	4.20	86.7	7%	7%	47%	40%	
13. Informs the manager of any important changes in the equipment operation.	14	3.64	57.1	14%	29%	36%	21%	
14. Immediately informs the supervisor of any critical incidents.	14	4.14	85.7	7%	7%	50%	36%	
15. Takes corrective action to rectify issues.	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 action to establish clear and concise deadlines for tasks to be completed.	4.20	4.67	+0.47 ▲
12. Is proactive when preparing for potential problems or critical events.	3.93	4.20	+0.27 ▲
13. Informs the manager of any important changes in the equipment operation.	4.47	3.64	-0.82 ▼
14. Immediately informs the supervisor of any critical incidents.	4.00	4.14	+0.14 ▲
15. Takes corrective action to rectify issues.	4.27	4.47	+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 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
16. Maintains open communication with other departments.	15	4.00	66.7	7%	27%	27%	40%	
17. Seeks to maintain the long-term viability of the Company.	15	3.87	66.7		33%	47%	20%	
18. Knows how to obtain desired results with minimal losses.	15	4.20	86.7	7%	7%	47%	40%	
19. Performs a risk analysis as needed.	15	4.33	86.7		13%	40%	47%	
20. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	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. Maintains open communication with other departments.	3.64	4.00	+0.36 ▲
17. Seeks to maintain the long-term viability of the Company.	4.33	3.87	-0.47 ▼
18. Knows how to obtain desired results with minimal losses.	3.93	4.20	+0.27 ▲
19. Performs a risk analysis as needed.	4.33	4.33	
20. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	3.60	4.40	+0.80 ▲

Negotiation

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
21. Able to control their emotional responses and correctly gauge the emotions of others.	15	3.93	73.3	27%		53%		20%
22. Understands the expectations of other parties in the negotiation.	15	4.00	66.7	13%	20%	20%		47%
23. Is able to decline bad ideas to avoid making poor decisions.	15	4.07	80.0	20%		53%		27%
24. Identifies verbal and nonverbal cues to help interpret actions and messages.	15	4.00	73.3	13%	13%	33%		40%
25. Able to clearly express thoughts and concerns.	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. Able to control their emotional responses and correctly gauge the emotions of others.	4.20	3.93	-0.27 ▼
22. Understands the expectations of other parties in the negotiation.	4.20	4.00	-0.20 ▼
23. Is able to decline bad ideas to avoid making poor decisions.	4.13	4.07	-0.07 ▼
24. Identifies verbal and nonverbal cues to help interpret actions and messages.	3.80	4.00	+0.20 ▲
25. Able to clearly express thoughts and concerns.	4.13	4.07	-0.07 ▼

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
26. Communicates the company's strategic goals and decisions to teams and departments.	15	4.00	80.0	7%	13%	53%		27%
27. Ensures adherence to the strategy to sustain achievement of targeted levels of organizational performance.	15	3.67	66.7	20%	13%	47%		20%
28. Scans both the internal and external environment to identify strategic opportunities to improve the organization.	15	4.40	86.7	13%	33%	53%		
29. Makes strategic decisions to optimize the returns on capital investments.	15	4.07	80.0	20%	53%			27%
30. Detects changes in the environment and updates the strategic plan to address new opportunities or threats.	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. Communicates the company's strategic goals and decisions to teams and departments.	4.47	4.00	-0.47 ▼
27. Ensures adherence to the strategy to sustain achievement of targeted levels of organizational performance.	4.00	3.67	-0.33 ▼
28. Scans both the internal and external environment to identify strategic opportunities to improve the organization.	4.33	4.40	+0.07 ▲
29. Makes strategic decisions to optimize the returns on capital investments.	4.07	4.07	
30. Detects changes in the environment and updates the strategic plan to address new opportunities or threats.	4.00	4.00	

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
31. Determines what supplies/equipment will be needed for the project.	15	4.27	93.3	7%		60%		33%
32. Develops an effective plan to guide the project.	14	4.14	92.9	7%		71%		21%
33. Creates effective project plans.	15	4.27	100.0			73%		27%
34. Has plans to handle unexpected events.	15	4.40	93.3	7%		47%		47%
35. Sets up and monitors timeframes and plans	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. Determines what supplies/equipment will be needed for the project.	4.27	4.27	
32. Develops an effective plan to guide the project.	4.20	4.14	-0.06 ▼
33. Creates effective project plans.	3.67	4.27	+0.60 ▲
34. Has plans to handle unexpected events.	4.00	4.40	+0.40 ▲
35. Sets up and monitors timeframes and plans	4.20	3.47	-0.73 ▼

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?