



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.

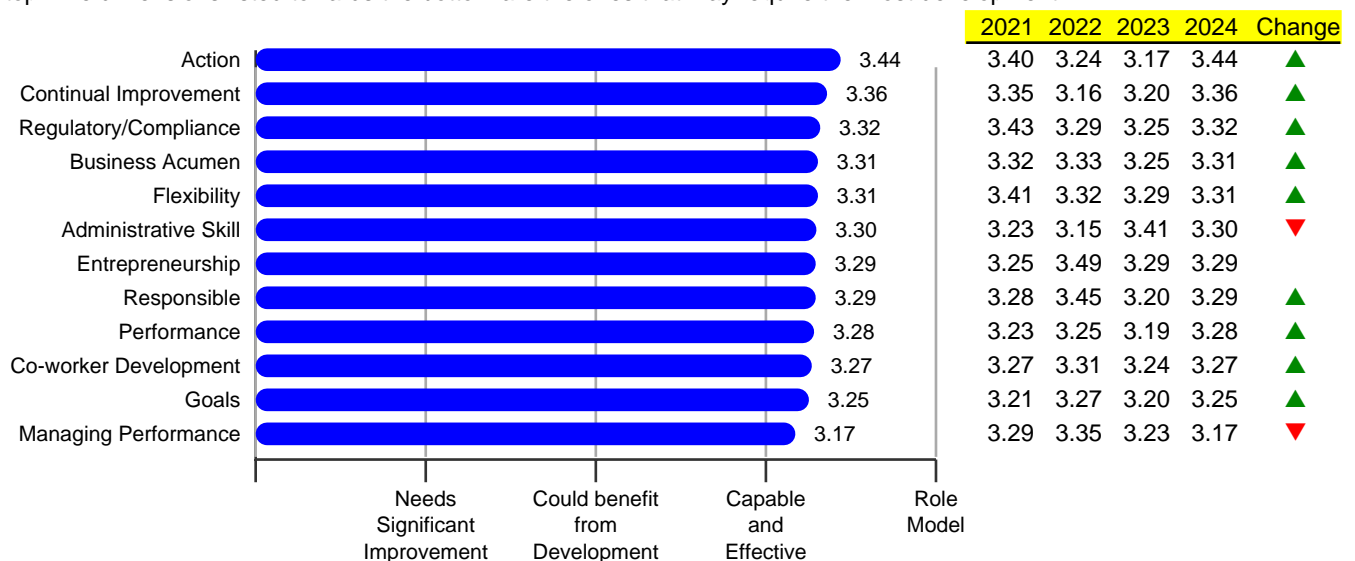
What to Do with Your Feedback

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

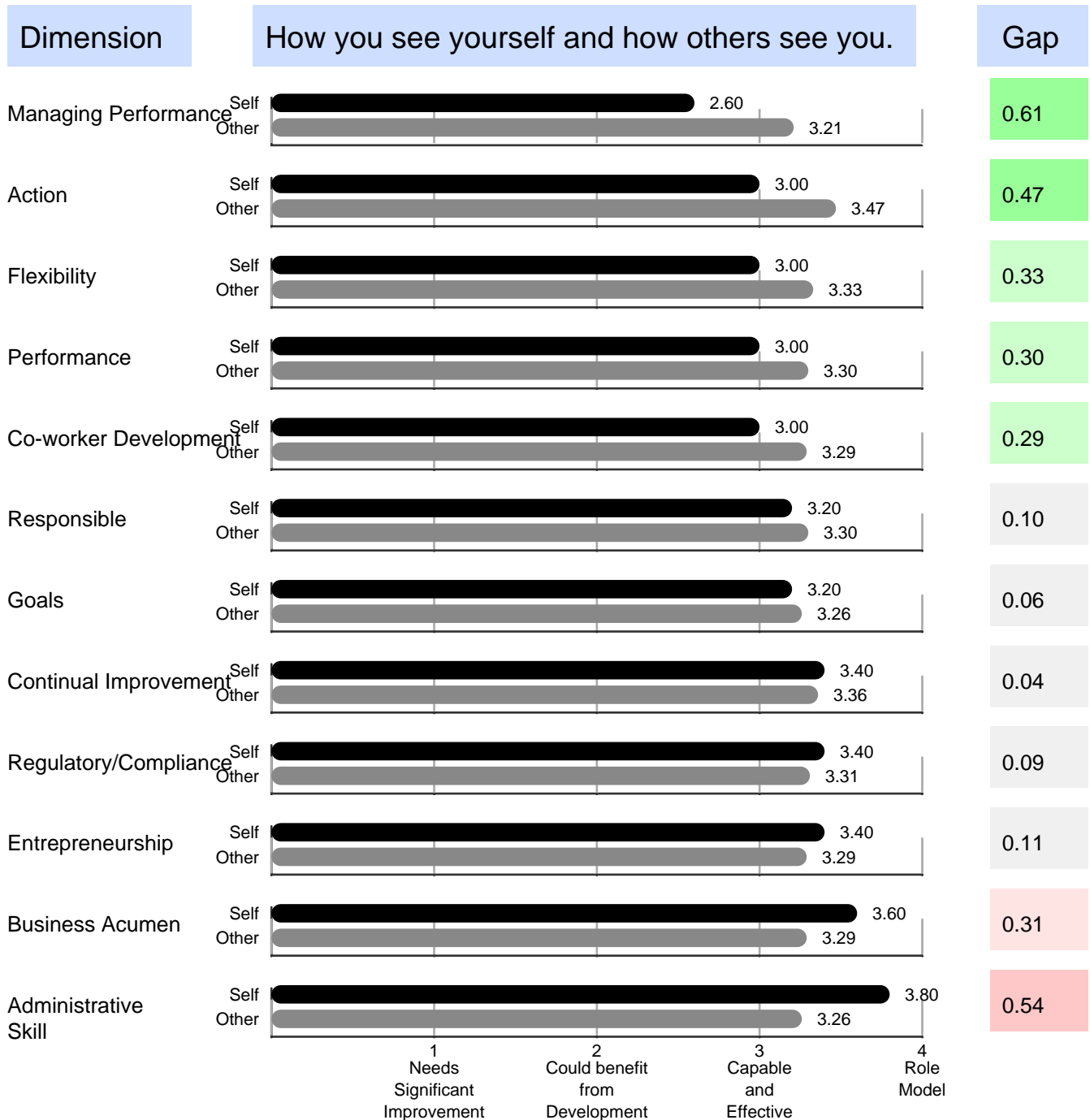
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

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.



Co-worker 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Provides ongoing feedback to co-workers on their development progress	15	3.20	86.7	13%	53%	33%	
2. Takes immediate action on poor performance	15	3.33	100.0		67%	33%	
3. Works to identify root causes of performance problems	15	3.33	93.3	7%	53%	40%	
4. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.27	93.3	7%	60%	33%	
5. Sets and clearly communicates expectations, performance goals, and measurements to others	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. Provides ongoing feedback to co-workers on their development progress	3.20	3.20	3.00	3.20	+0.20 ▲
2. Takes immediate action on poor performance	3.27	3.40	3.40	3.33	-0.07 ▼
3. Works to identify root causes of performance problems	3.40	3.40	3.27	3.33	+0.07 ▲
4. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.47	3.33	3.40	3.27	-0.13 ▼
5. Sets and clearly communicates expectations, performance goals, and measurements to others	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Willing to try new ideas.	15	3.47	100.0		53%	47%	
7. Is open to alternative ways to accomplish goals	15	3.40	93.3	7%	47%	47%	
8. Identifies new opportunities to achieve goals	15	3.20	86.7	13%	53%	33%	
9. Can handle changes without complaining.	15	3.27	86.7	13%	47%	40%	
10. Acts decisively in frequently changing and uncertain environment.	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. Willing to try new ideas.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Is open to alternative ways to accomplish goals	3.40	3.20	3.33	3.40	+0.07 ▲
8. Identifies new opportunities to achieve goals	3.40	3.40	3.20	3.20	
9. Can handle changes without complaining.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Acts decisively in frequently changing and uncertain environment.	3.33	3.47	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Fixes small issues before they become critical incidents.	15	3.67	100.0	33%	67%		
12. Decides to act rather than remain passive.	15	3.40	93.3	7%	47%	47%	
13. Takes corrective action when necessary.	15	3.13	86.7	13%	60%	27%	
14. Regularly conducts preventative maintenance on the equipment.	15	3.47	100.0	53%	47%		
15. Starts immediately working on assignments.	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. Fixes small issues before they become critical incidents.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Decides to act rather than remain passive.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Takes corrective action when necessary.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Regularly conducts preventative maintenance on the equipment.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Starts immediately working on assignments.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Looks for ways to expand and learn new job skills.	15	3.47	93.3	7%	40%	53%	
17. Looks for ways to improve work processes and procedures.	15	2.93	73.3	27%	53%		20%
18. Open to the suggestions from others.	15	3.40	93.3	7%	47%	47%	
19. Promotes training and development opportunities to enhance job performance.	15	3.53	100.0		47%	53%	
20. Looks for ways to expand current job responsibilities.	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. Looks for ways to expand and learn new job skills.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Looks for ways to improve work processes and procedures.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Open to the suggestions from others.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Promotes training and development opportunities to enhance job performance.	3.13	2.87	3.53	3.53	
20. Looks for ways to expand current job responsibilities.	3.40	3.20	2.87	3.47	+0.60 ▲

Managing 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Is proactive in administering the rewards program.	15	3.00	80.0	20%	60%		20%
22. Initiates a performance improvement plan for underperforming subordinates.	15	3.53	100.0	47%	53%		
23. Ensures that team goals are met 85 percent of the time.	15	3.13	86.7	13%	60%		27%
24. Monitors performance on a regular basis.	15	3.13	80.0	7%	13%	40%	40%
25. Implements remediation plans as needed.	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 proactive in administering the rewards program.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Initiates a performance improvement plan for underperforming subordinates.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Ensures that team goals are met 85 percent of the time.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Monitors performance on a regular basis.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Implements remediation plans as needed.	3.27	3.33	3.27	3.07	-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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Effectively organizes resources and plans	15	3.20	93.3	7%	60%	33%	
27. ...Produce Quality	15	3.40	93.3	7%	47%	47%	
28. Listens and responds to issues and problems	15	3.60	93.3	7%	27%	67%	
29. Able to organize work.	15	3.20	86.7	13%	53%	33%	
30. Effective in performing his/her job.	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. Effectively organizes resources and plans	3.53	3.33	3.33	3.20	-0.13 ▼
27. ...Produce Quality	3.20	3.33	2.93	3.40	+0.47 ▲
28. Listens and responds to issues and problems	3.33	3.13	3.40	3.60	+0.20 ▲
29. Able to organize work.	3.21	3.20	3.20	3.20	
30. Effective in performing his/her job.	2.87	3.27	3.07	3.00	-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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. High attention to detail.	15	3.33	93.3	7%	53%	40%	
32. Accurately implements contract provisions.	14	3.29	100.0		71%	29%	
33. Able to develop, justify and present a budget.	15	3.27	100.0		73%	27%	
34. Enthusiastic about taking on challenging projects.	15	3.47	93.3	7%	40%	53%	
35. Has strong technical/computer skills.	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. High attention to detail.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Accurately implements contract provisions.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Able to develop, justify and present a budget.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Enthusiastic about taking on challenging projects.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Has strong technical/computer skills.	3.20	3.27	3.13	3.13	

Goals

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. Understands & contributes to development of strategic goals.	15	3.20	93.3	7%	67%		27%
37. Makes sure that team members have a clear idea of our group's goals.	15	3.33	93.3	7%	53%		40%
38. Sets high expectations and goals; encourages others to support the organization.	15	3.07	86.7	13%	67%		20%
39. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.33	100.0		67%		33%
40. Establishes and documents goals and objectives.	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. Understands & contributes to development of strategic goals.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Makes sure that team members have a clear idea of our group's goals.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Sets high expectations and goals; encourages others to support the organization.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Conducts timely follow-up; keeps others informed on a need to know basis.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Establishes and documents goals and objectives.	3.00	3.20	3.27	3.33	+0.07 ▲

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
41. Creates documents and reports as needed to maintain compliance with regulations.	15	3.33	93.3	7%	53%	40%	
42. Is professional and courteous in interactions with auditors and regulators.	15	3.40	93.3	7%	47%	47%	
43. Implements regulatory changes in a timely manner.	15	3.13	86.7	13%	60%	27%	
44. Complies with trade agreements affecting international companies.	15	3.27	100.0		73%	27%	
45. Offers training to employees to ensure they are complying with regulations.	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. Creates documents and reports as needed to maintain compliance with regulations.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Is professional and courteous in interactions with auditors and regulators.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Implements regulatory changes in a timely manner.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Complies with trade agreements affecting international companies.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Offers training to employees to ensure they are complying with regulations.	3.20	3.33	3.13	3.47	+0.33 ▲

Responsible

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. Works in a way that makes others want to work with her/him.	15	3.40	93.3	7%	47%	47%	
47. Acts as a resource without removing individual responsibility.	15	3.20	93.3	7%	67%	27%	
48. Behavior is ethical and honest.	15	3.20	93.3	7%	60%	33%	
49. Sets a good example	15	3.47	100.0		53%	47%	
50. Sets a good example.	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. Works in a way that makes others want to work with her/him.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Acts as a resource without removing individual responsibility.	3.33	3.40	3.20	3.20	
48. Behavior is ethical and honest.	3.60	3.33	3.20	3.20	
49. Sets a good example	3.00	3.47	3.13	3.47	+0.33 ▲
50. Sets a good example.	3.20	3.67	3.27	3.20	-0.07 ▼

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
51. Understands complex issues and problems.	15	3.53	100.0	47%	53%		
52. Understands the dynamics of our industry.	15	3.27	93.3	7%	60%	33%	
53. Creates strategic plans that conform with regulations and industry guidelines.	15	3.33	100.0	67%	33%		
54. Seeks to better understand other areas of the company, including their operations, personnel, and output.	15	3.40	93.3	7%	47%	47%	
55. Can effectively interpret and analyze market data.	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 complex issues and problems.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Understands the dynamics of our industry.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Creates strategic plans that conform with regulations and industry guidelines.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Seeks to better understand other areas of the company, including their operations, personnel, and output.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Can effectively interpret and analyze market data.	3.27	3.40	3.27	3.00	-0.27 ▼

Entrepreneurship

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
56. Seeks and utilizes mentors to help guide professional development.	15	3.53	100.0	47%	53%		
57. Finds unique ways to go around barriers to success.	15	2.93	86.7	13%	80%	7%	
58. Takes the initiative to complete tasks.	15	3.53	93.3	7%	33%	60%	
59. Understands the processes and various stages of business development.	15	3.33	93.3	7%	53%	40%	
60. Encourages risk taking for developing potential business opportunities.	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
56. Seeks and utilizes mentors to help guide professional development.	3.13	3.47	3.13	3.53	+0.40 ▲
57. Finds unique ways to go around barriers to success.	3.13	3.53	3.20	2.93	-0.27 ▼
58. Takes the initiative to complete tasks.	3.27	3.27	3.33	3.53	+0.20 ▲
59. Understands the processes and various stages of business development.	3.33	3.53	3.33	3.33	
60. Encourages risk taking for developing potential business opportunities.	3.40	3.67	3.47	3.13	-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?