

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.

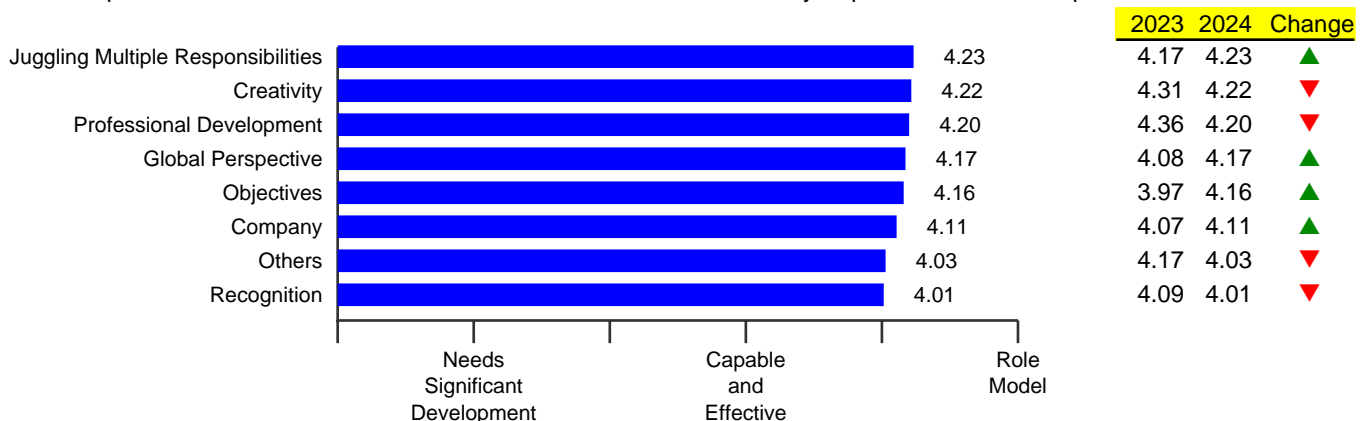
What to Do with Your Feedback

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

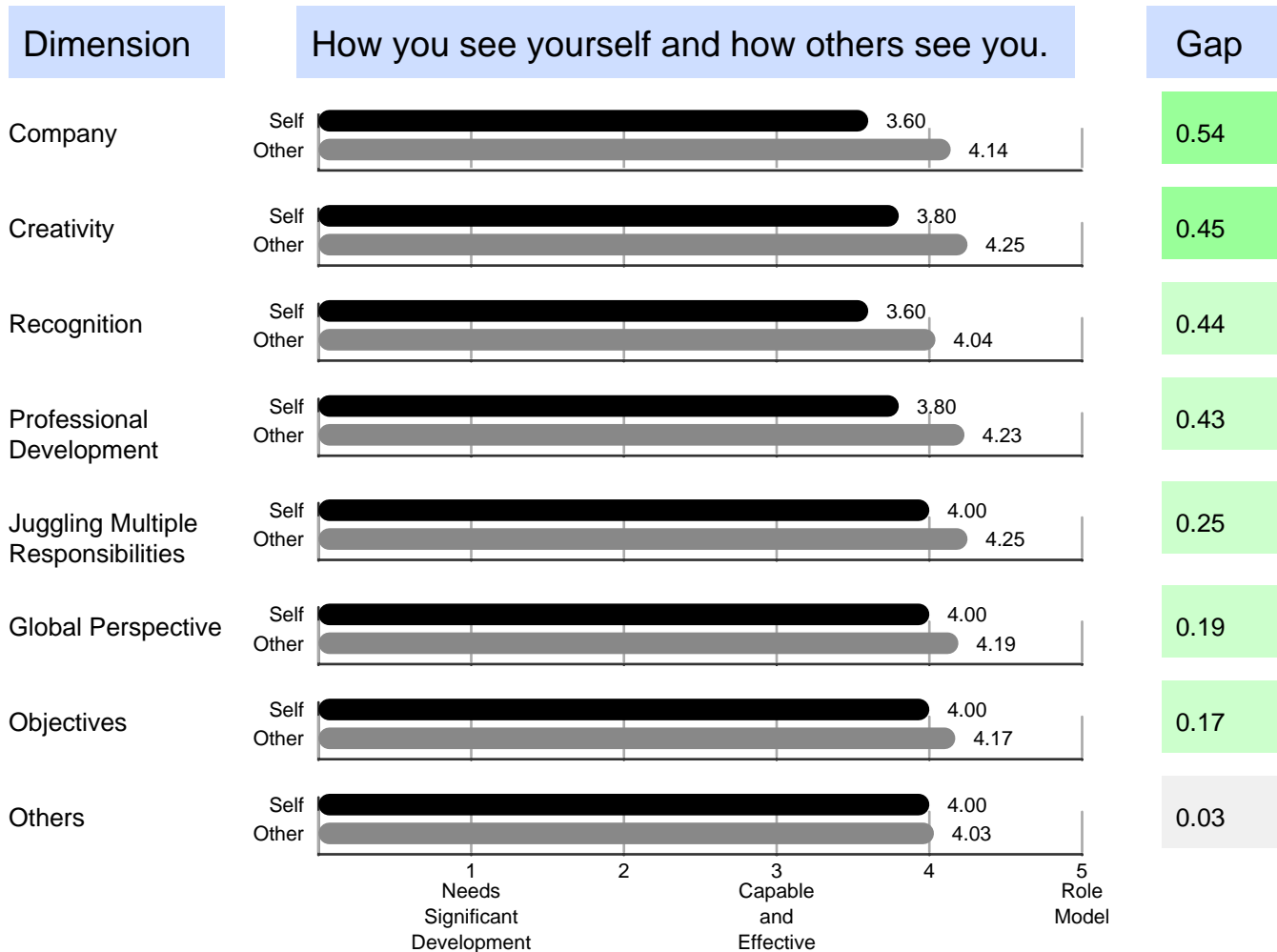
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Creativity

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
1. Conceives, implements and evaluates ideas.	15	4.13	80.0	20%	47%	33%		
2. Is creative.	15	4.33	100.0		67%	33%		
3. Develops solutions to challenging problems.	15	4.33	93.3	7%	53%	40%		
4. Creates a lot of new ideas.	15	4.07	86.7	13%	67%	20%		
5. Adds value to the department/organization.	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. Conceives, implements and evaluates ideas.	4.00	4.13	+0.13 ▲
2. Is creative.	4.40	4.33	-0.07 ▼
3. Develops solutions to challenging problems.	4.47	4.33	-0.13 ▼
4. Creates a lot of new ideas.	4.47	4.07	-0.40 ▼
5. Adds value to the department/organization.	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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Encourages employees to take courses relevant to their job.	15	4.33	93.3	7%	53%		40%	
7. Contributing fully to the extent of their skills	15	4.33	86.7	13%	40%		47%	
8. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.07	80.0	20%	53%		27%	
9. Seeks opportunities for continuous learning.	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. Encourages employees to take courses relevant to their job.	4.13	4.33	+0.20 ▲
7. Contributing fully to the extent of their skills	4.33	4.33	
8. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	4.20	4.07	-0.13 ▼
9. Seeks opportunities for continuous learning.	4.67	4.13	-0.53 ▼
10. Quickly acquire and apply new knowledge and skills when needed	4.47	4.13	-0.33 ▼

Juggling Multiple Responsibilities

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
11. Is aware of the deadlines for specific tasks/assignments.	15	4.67	100.0					
12. Organizes tasks for the most efficient order of completion.	15	4.20	86.7					
13. Determines which tasks are critical and which tasks are optional.	14	3.64	57.1					
14. Can multitask while performing all of their other responsibilities and activities.	14	4.14	85.7					
15. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	4.47	93.3					

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. Is aware of the deadlines for specific tasks/assignments.	4.20	4.67	+0.47 ▲
12. Organizes tasks for the most efficient order of completion.	3.93	4.20	+0.27 ▲
13. Determines which tasks are critical and which tasks are optional.	4.47	3.64	-0.82 ▼
14. Can multitask while performing all of their other responsibilities and activities.	4.00	4.14	+0.14 ▲
15. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	4.27	4.47	+0.20 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Communicates goals and objectives to employees.	15	4.00	66.7	7%	27%	27%	40%	
17. Organizes and schedules events, activities, and resources.	15	3.87	66.7		33%	47%	20%	
18. Able to organize work.	15	4.20	86.7	7%	7%	47%	40%	
19. Ability to establish realistic goals.	15	4.33	86.7		13%	40%	47%	
20. Encourages me to take on greater responsibility.	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. Communicates goals and objectives to employees.	3.64	4.00	+0.36 ▲
17. Organizes and schedules events, activities, and resources.	4.33	3.87	-0.47 ▼
18. Able to organize work.	3.93	4.20	+0.27 ▲
19. Ability to establish realistic goals.	4.33	4.33	0.00 ▲
20. Encourages me to take on greater responsibility.	3.60	4.40	+0.80 ▲

Recognition

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. Compliments other people when they do good work	15	3.93	73.3	27%		53%		20%
22. Recognizes team members who offer a significant contribution to a project.	15	4.00	66.7	13%	20%	20%		47%
23. Recognizes individuals for a specific outstanding achievement.	15	4.07	80.0	20%		53%		27%
24. Finds opportunities to recognize others.	15	4.00	73.3	13%	13%	33%		40%
25. Readily shares credit and gives others opportunity for visibility.	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. Compliments other people when they do good work	4.20	3.93	-0.27 ▼
22. Recognizes team members who offer a significant contribution to a project.	4.20	4.00	-0.20 ▼
23. Recognizes individuals for a specific outstanding achievement.	4.13	4.07	-0.07 ▼
24. Finds opportunities to recognize others.	3.80	4.00	+0.20 ▲
25. Readily shares credit and gives others opportunity for visibility.	4.13	4.07	-0.07 ▼

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Respects the opinions of other employees.	15	4.00	80.0	7%	13%	53%	27%	
27. Supports the efforts of other employees in implementing solutions to problems.	15	3.67	66.7	20%	13%	47%	20%	
28. Able to see issues from others' perspectives.	15	4.40	86.7	13%	33%	53%		
29. Forms working relationships with employees from other departments.	15	4.07	80.0	20%	53%	27%		
30. Treats others with respect and dignity.	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. Respects the opinions of other employees.	4.47	4.00	-0.47 ▼
27. Supports the efforts of other employees in implementing solutions to problems.	4.00	3.67	-0.33 ▼
28. Able to see issues from others' perspectives.	4.33	4.40	+0.07 ▲
29. Forms working relationships with employees from other departments.	4.07	4.07	
30. Treats others with respect and dignity.	4.00	4.00	

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development				
				1	2	3	4	5
31. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.27	93.3	7%	60%			33%
32. Understands the use of [Company] products and services.	14	4.14	92.9	7%	71%			21%
33. Understands the "basics" as to how [Company] functions/operates.	15	4.27	100.0		73%			27%
34. Impresses upon others the important aspects of [Company].	15	4.40	93.3	7%	47%			47%
35. Follows existing procedures and processes.	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. Expresses loyalty and dedication to [Company] in interactions with others.	4.27	4.27	
32. Understands the use of [Company] products and services.	4.20	4.14	-0.06 ▼
33. Understands the "basics" as to how [Company] functions/operates.	3.67	4.27	+0.60 ▲
34. Impresses upon others the important aspects of [Company].	4.00	4.40	+0.40 ▲
35. Follows existing procedures and processes.	4.20	3.47	-0.73 ▼

Global Perspective

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
36. Communicates effectively on a multi-lingual basis.	15	4.20	93.3	7%	67%			27%
37. Respects individual differences.	15	4.27	93.3	7%	60%			33%
38. Analyzes global issues/problems that are having a large impact on the Company.	15	4.00	80.0	20%	60%			20%
39. Builds working relationships with others across cultures.	15	4.07	86.7	7%	7%	60%		27%
40. Attends training seminars and conferences to increase skills in working with others globally.	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. Communicates effectively on a multi-lingual basis.	4.00	4.20	+0.20 ▲
37. Respects individual differences.	4.21	4.27	+0.05 ▲
38. Analyzes global issues/problems that are having a large impact on the Company.	4.07	4.00	-0.07 ▼
39. Builds working relationships with others across cultures.	3.87	4.07	+0.20 ▲
40. Attends training seminars and conferences to increase skills in working with others globally.	4.27	4.33	+0.07 ▲

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?