



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.

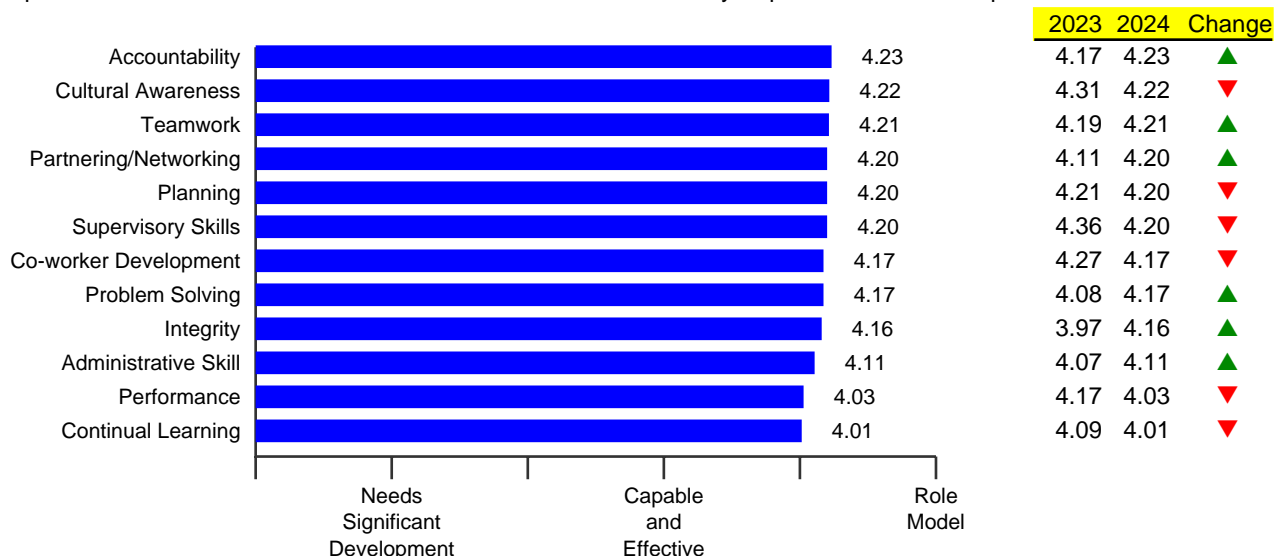
What to Do with Your Feedback

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

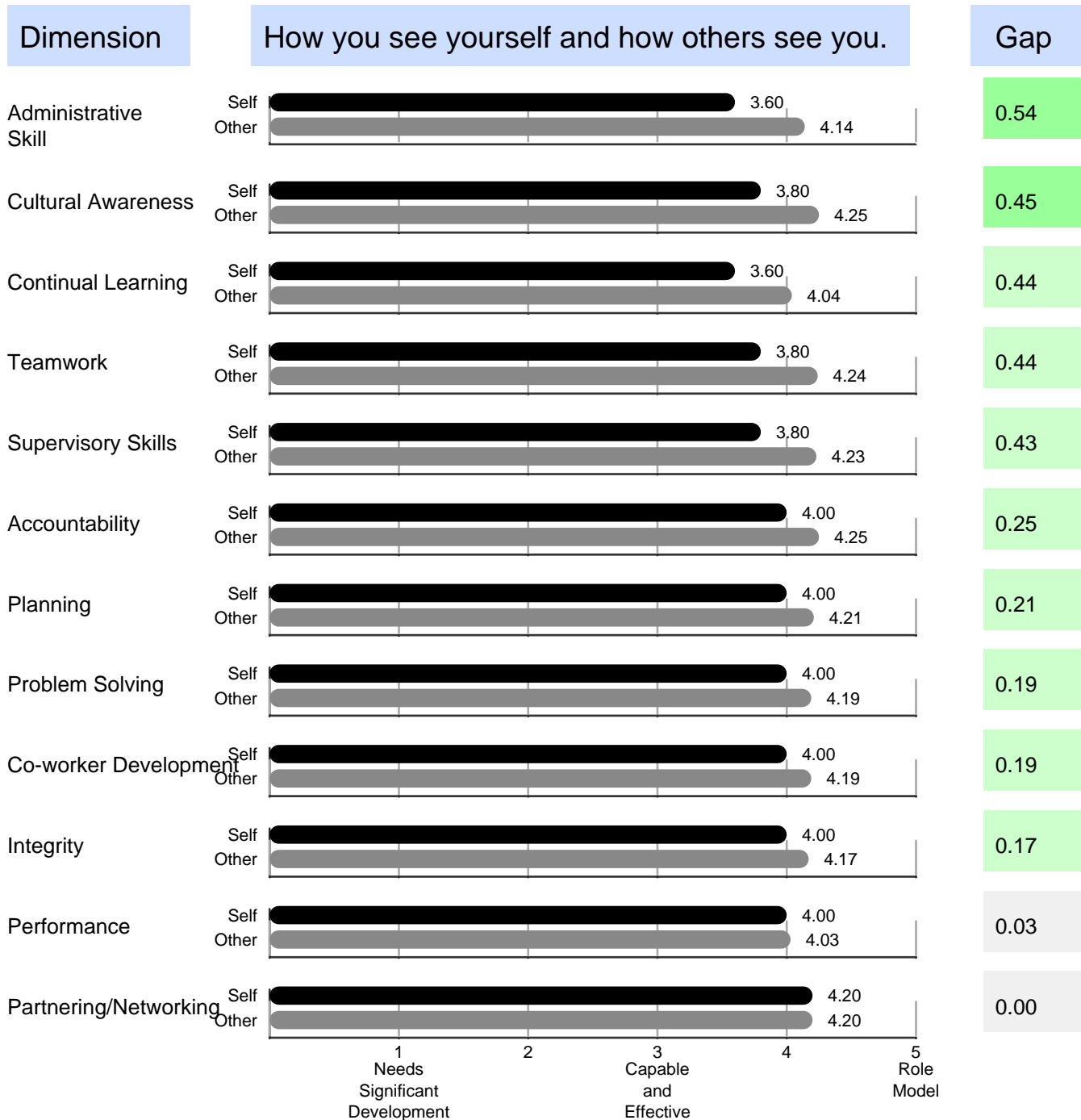
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

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.



Cultural Awareness

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. Willing to work with employees who have different cultural backgrounds.	15	4.13	80.0	20%	47%	33%		
2. Seeks opportunities to learn about the other cultural backgrounds of colleagues.	15	4.33	100.0		67%	33%		
3. Functions effectively within various cultural contexts.	15	4.33	93.3	7%	53%	40%		
4. Recognizes and values individual and cultural differences.	15	4.07	86.7	13%	67%	20%		
5. Views diversity as a strength, not as an issue.	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. Willing to work with employees who have different cultural backgrounds.	4.00	4.13	+0.13 ▲
2. Seeks opportunities to learn about the other cultural backgrounds of colleagues.	4.40	4.33	-0.07 ▼
3. Functions effectively within various cultural contexts.	4.47	4.33	-0.13 ▼
4. Recognizes and values individual and cultural differences.	4.47	4.07	-0.40 ▼
5. Views diversity as a strength, not as an issue.	4.20	4.21	+0.01 ▲

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 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
6. Speaks to all employees involved to get a complete picture of the situation.	15	4.33	93.3	7%	53%		40%	
7. Promotes teamwork and cooperation within the department.	15	4.33	86.7	13%	40%		47%	
8. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures.	15	4.07	80.0	20%	53%		27%	
9. Effectively determines which issues need immediate attention.	15	4.13	80.0	20%	47%		33%	
10. Works well with the team members.	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. Speaks to all employees involved to get a complete picture of the situation.	4.13	4.33	+0.20 ▲
7. Promotes teamwork and cooperation within the department.	4.33	4.33	
8. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures.	4.20	4.07	-0.13 ▼
9. Effectively determines which issues need immediate attention.	4.67	4.13	-0.53 ▼
10. Works well with the team members.	4.47	4.13	-0.33 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Demonstrates a commitment to taking responsibility for actions.	15	4.67	100.0					
12. Accepts the consequences for their actions.	15	4.20	86.7					
13. Willingly accepts the obligation to complete the task.	14	3.64	57.1					
14. Encourages employees to take on greater responsibilities.	14	4.14	85.7					
15. Aware of the consequences for failure to complete the project.	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. Demonstrates a commitment to taking responsibility for actions.	4.20	4.67	+0.47 ▲
12. Accepts the consequences for their actions.	3.93	4.20	+0.27 ▲
13. Willingly accepts the obligation to complete the task.	4.47	3.64	-0.82 ▼
14. Encourages employees to take on greater responsibilities.	4.00	4.14	+0.14 ▲
15. Aware of the consequences for failure to complete the project.	4.27	4.47	+0.20 ▲

Integrity

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
16. Develops trust and confidence from others.	15	4.00	66.7	7%	27%	27%	40%	
17. Maintains strong relationships with others.	15	3.87	66.7		33%	47%	20%	
18. Fosters an environment built upon trust.	15	4.20	86.7	7%	7%	47%	40%	
19. Follows tasks to completion.	15	4.33	86.7		13%	40%	47%	
20. Fosters a high standard of ethics and integrity.	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. Develops trust and confidence from others.	3.64	4.00	+0.36 ▲
17. Maintains strong relationships with others.	4.33	3.87	-0.47 ▼
18. Fosters an environment built upon trust.	3.93	4.20	+0.27 ▲
19. Follows tasks to completion.	4.33	4.33	0.00 ▲
20. Fosters a high standard of ethics and integrity.	3.60	4.40	+0.80 ▲

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
21. Pursues professional development opportunities when they arise.	15	3.93	73.3	27%		53%		20%
22. Participates in regular training offered.	15	4.00	66.7	13%	20%	20%		47%
23. Improves on their skill sets.	15	4.07	80.0	20%		53%		27%
24. Takes the initiative to learn new skills.	15	4.00	73.3	13%	13%	33%		40%
25. Grasps new ideas, concepts, technical, or business knowledge.	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. Pursues professional development opportunities when they arise.	4.20	3.93	-0.27 ▼
22. Participates in regular training offered.	4.20	4.00	-0.20 ▼
23. Improves on their skill sets.	4.13	4.07	-0.07 ▼
24. Takes the initiative to learn new skills.	3.80	4.00	+0.20 ▲
25. Grasps new ideas, concepts, technical, or business knowledge.	4.13	4.07	-0.07 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development				
				1	2	3	4	5
26. Shown significant improvement in job performance.	15	4.00	80.0	7%	13%	53%	27%	
27. Listens and responds to issues and problems	15	3.67	66.7	20%	13%	47%	20%	
28. Effective in performing his/her job.	15	4.40	86.7	13%	33%	53%		
29. Able to organize work.	15	4.07	80.0	20%	53%	27%		
30. Sets a high standard for job performance.	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. Shown significant improvement in job performance.	4.47	4.00	-0.47 ▼
27. Listens and responds to issues and problems	4.00	3.67	-0.33 ▼
28. Effective in performing his/her job.	4.33	4.40	+0.07 ▲
29. Able to organize work.	4.07	4.07	
30. Sets a high standard for job performance.	4.00	4.00	

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Enthusiastic about taking on challenging projects.	15	4.27	93.3	7%		60%		33%
32. Completes reports on-time.	14	4.14	92.9	7%		71%		21%
33. Able to develop, justify and present a budget.	15	4.27	100.0			73%		27%
34. Takes responsibility for decisions.	15	4.40	93.3	7%		47%		47%
35. High attention to detail.	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. Enthusiastic about taking on challenging projects.	4.27	4.27	
32. Completes reports on-time.	4.20	4.14	-0.06 ▼
33. Able to develop, justify and present a budget.	3.67	4.27	+0.60 ▲
34. Takes responsibility for decisions.	4.00	4.40	+0.40 ▲
35. High attention to detail.	4.20	3.47	-0.73 ▼

Problem Solving

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. Solves problems using logic and insight.	15	4.20	93.3	7%	67%			27%
37. Identifies and assesses all potential responses to a problem.	15	4.27	93.3	7%	60%			33%
38. Actively seeks the root cause of a problem.	15	4.00	80.0	20%	60%			20%
39. Generates alternative solutions to problems and challenges.	15	4.07	86.7	7%	7%	60%		27%
40. Ability to develop innovative solutions to problems.	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. Solves problems using logic and insight.	4.00	4.20	+0.20 ▲
37. Identifies and assesses all potential responses to a problem.	4.21	4.27	+0.05 ▲
38. Actively seeks the root cause of a problem.	4.07	4.00	-0.07 ▼
39. Generates alternative solutions to problems and challenges.	3.87	4.07	+0.20 ▲
40. Ability to develop innovative solutions to problems.	4.27	4.33	+0.07 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Works to identify root causes of performance problems	15	3.93	80.0	13%	7%	53%		27%
42. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.33	93.3	7%		47%		47%
43. Takes immediate action on poor performance	15	4.13	86.7		13%	60%		27%
44. Gives others development opportunities through project assignments and increased job responsibilities	15	4.20	100.0			80%		20%
45. Sets and clearly communicates expectations, performance goals, and measurements to others	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. Works to identify root causes of performance problems	3.87	3.93	+0.07 ▲
42. Adapts coaching and mentoring approach to meet the style or needs of individuals	4.13	4.33	+0.20 ▲
43. Takes immediate action on poor performance	4.20	4.13	-0.07 ▼
44. Gives others development opportunities through project assignments and increased job responsibilities	4.87	4.20	-0.67 ▼
45. Sets and clearly communicates expectations, performance goals, and measurements to others	4.27	4.27	0.00

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Collaborates with others to accomplish goals and objectives.	15	4.40	93.3	7%	47%	47%		
47. Supports and encourages relationships that are created by diverse team members.	15	4.20	93.3	7%	67%		27%	
48. Seeks to reduce institutional roadblocks to information sharing.	15	4.07	86.7	13%	53%		33%	
49. Partners with peers to obtain influence within the Company.	15	4.27	93.3	7%	53%		40%	
50. Supports a partnering/networking culture.	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. Collaborates with others to accomplish goals and objectives.	4.13	4.40	+0.27 ▲
47. Supports and encourages relationships that are created by diverse team members.	4.07	4.20	+0.13 ▲
48. Seeks to reduce institutional roadblocks to information sharing.	4.00	4.07	+0.07 ▲
49. Partners with peers to obtain influence within the Company.	4.13	4.27	+0.13 ▲
50. Supports a partnering/networking culture.	4.20	4.07	-0.13 ▼

Teamwork

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. Recognizes and respects the contributions and needs of each individual.	15	4.33	93.3	7%	47%	47%		
52. Listens to the opinions of other team members.	15	4.13	86.7	13%	60%			27%
53. Effective team player	15	4.33	100.0		67%			33%
54. Treats other team members with respect.	15	4.27	93.3	7%	60%			33%
55. Works with other team members to identify bottle necks in the production process.	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. Recognizes and respects the contributions and needs of each individual.	4.13	4.33	+0.20 ▲
52. Listens to the opinions of other team members.	4.40	4.13	-0.27 ▼
53. Effective team player	4.07	4.33	+0.27 ▲
54. Treats other team members with respect.	4.07	4.27	+0.20 ▲
55. Works with other team members to identify bottle necks in the production process.	4.27	4.00	-0.27 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
56. Ensures staff have the supplies and resources necessary to enact the plan.	15	4.47	93.3	7%	40%	53%		
57. Develops good plans used for logistics.	15	3.60	66.7	13%	20%	60%		7%
58. Develops a strategic plan to reduce costs in the department.	15	4.47	93.3	7%	40%	53%		
59. Accurately estimates the amount of materials/supplies needed for the project.	15	4.33	93.3	7%	53%		40%	
60. Creates effective logistics plans to achieve high operational efficiency.	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. Ensures staff have the supplies and resources necessary to enact the plan.	4.07	4.47	+0.40 ▲
57. Develops good plans used for logistics.	4.07	3.60	-0.47 ▼
58. Develops a strategic plan to reduce costs in the department.	4.27	4.47	+0.20 ▲
59. Accurately estimates the amount of materials/supplies needed for the project.	4.40	4.33	-0.07 ▼
60. Creates effective logistics plans to achieve high operational efficiency.	4.27	4.13	-0.13 ▼

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?