



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.

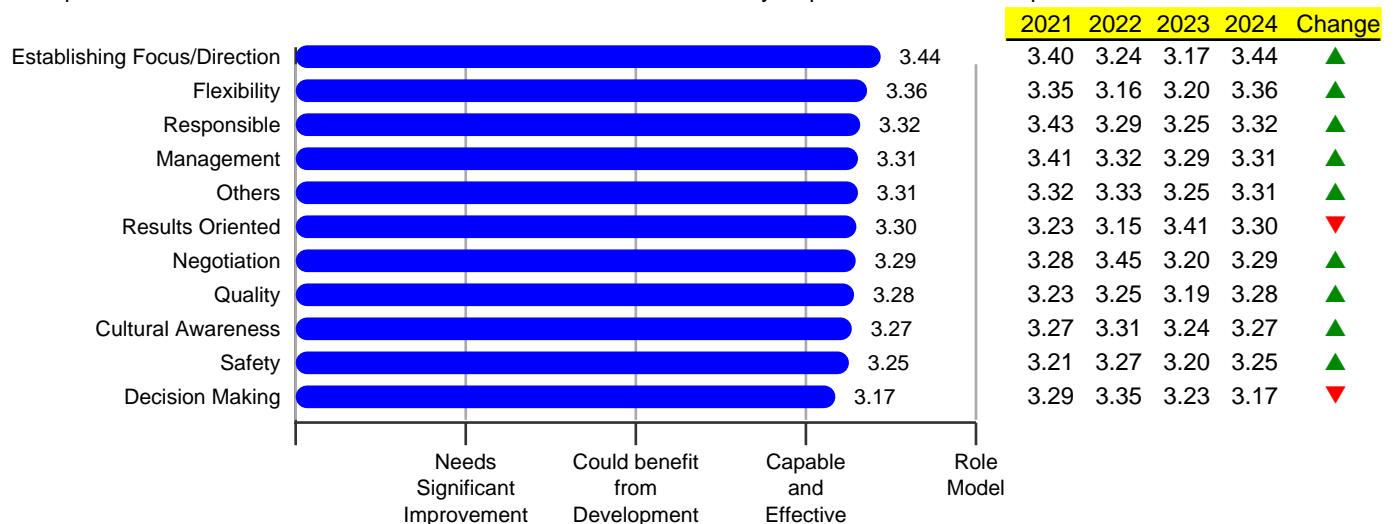
## What to Do with Your Feedback

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.



## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Views diversity as a strength, not as an issue.	15	3.20	86.7	13%	53%	33%	
2. Is sensitive to the similarities and differences that exist between cultures.	15	3.33	100.0		67%	33%	
3. Treats others with dignity and respect.	15	3.33	93.3	7%	53%	40%	
4. Encourages a work environment where individual differences are valued.	15	3.27	93.3	7%	60%	33%	
5. Seeks out different viewpoints and benefits from different perspectives.	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. Views diversity as a strength, not as an issue.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is sensitive to the similarities and differences that exist between cultures.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Treats others with dignity and respect.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Encourages a work environment where individual differences are valued.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Seeks out different viewpoints and benefits from different perspectives.	3.00	3.20	3.13	3.21	+0.08 ▲

## 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
6. Keep staff informed about what is happening in the company	15	3.47	100.0		53%	47%	
7. Sets an example for others to follow	15	3.40	93.3	7%	47%	47%	
8. Takes responsibility for things that go wrong	15	3.20	86.7	13%	53%	33%	
9. Delegate tasks effectively	15	3.27	86.7	13%	47%	40%	
10. Makes you feel enthusiastic about your work	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. Keep staff informed about what is happening in the company	3.40	3.13	3.07	3.47	+0.40 ▲
7. Sets an example for others to follow	3.40	3.20	3.33	3.40	+0.07 ▲
8. Takes responsibility for things that go wrong	3.40	3.40	3.20	3.20	
9. Delegate tasks effectively	3.53	3.40	3.60	3.27	-0.33 ▼
10. Makes you feel enthusiastic about your work	3.33	3.47	3.27	3.20	-0.07 ▼

## Establishing Focus/Direction

### 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. Makes sure that employees understand and identify with the team's mission.	15	3.67	100.0	33%	67%		
12. Maintains focus when handling several problems or tasks simultaneously.	15	3.40	93.3	7%	47%	47%	
13. Functions well under stress, deadlines, and/or significant workloads.	15	3.13	86.7	13%	60%	27%	
14. Aligns the department's goals with the goals of the organization.	15	3.47	100.0	53%	47%		
15. Makes sure that employees understand how their work relates to organizational goals.	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. Makes sure that employees understand and identify with the team's mission.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Maintains focus when handling several problems or tasks simultaneously.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Functions well under stress, deadlines, and/or significant workloads.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Aligns the department's goals with the goals of the organization.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Makes sure that employees understand how their work relates to organizational goals.	3.67	3.27	3.20	3.53	+0.33 ▲

## 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
16. Able to adapt to new situations.	15	3.47	93.3	7%	40%	53%	
17. Can handle changes without complaining.	15	2.93	73.3	27%	53%		20%
18. Is open to alternative ways to accomplish goals	15	3.40	93.3	7%	47%		47%
19. Adapts to new organizational structures, policies, or procedures.	15	3.53	100.0		47%		53%
20. Acts decisively in frequently changing and uncertain environment.	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. Able to adapt to new situations.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Can handle changes without complaining.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Is open to alternative ways to accomplish goals	3.47	3.53	3.20	3.40	+0.20 ▲
19. Adapts to new organizational structures, policies, or procedures.	3.13	2.87	3.53	3.53	
20. Acts decisively in frequently changing and uncertain environment.	3.40	3.20	2.87	3.47	+0.60 ▲

## Decision Making

### 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 creative about the decisions they make.	15	3.00	80.0	20%	60%		20%
22. Examines relevant factors needed to make a decision.	15	3.53	100.0		47%	53%	
23. Is able to make decisions quickly.	15	3.13	86.7	13%	60%		27%
24. Regularly evaluates information before making important decisions.	15	3.13	80.0	7% 13%	40%		40%
25. Decides which short- and long-term goals should be created.	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 creative about the decisions they make.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Examines relevant factors needed to make a decision.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Is able to make decisions quickly.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Regularly evaluates information before making important decisions.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Decides which short- and long-term goals should be created.	3.27	3.33	3.27	3.07	-0.20 ▼



## Quality

### 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. Always strives to produce the highest quality work products.	15	3.20	93.3	7%	60%	33%	
27. Encourages employees to produce the best quality products.	15	3.40	93.3	7%	47%	47%	
28. Holds employees accountable for their quality of work.	15	3.60	93.3	7%	27%	67%	
29. Encourages others to achieve high quality standards.	15	3.20	86.7	13%	53%	33%	
30. Analyze what occurred and re-adjusts accordingly when goals are not met.	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. Always strives to produce the highest quality work products.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Encourages employees to produce the best quality products.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Holds employees accountable for their quality of work.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Encourages others to achieve high quality standards.	3.21	3.20	3.20	3.20	
30. Analyze what occurred and re-adjusts accordingly when goals are not met.	2.87	3.27	3.07	3.00	-0.07 ▼

## Results Oriented

### 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. Holds others accountable for producing high quality work.	15	3.33	93.3	7%	53%	40%	
32. Measures progress toward the goal.	14	3.29	100.0		71%	29%	
33. Completed work exceeds standards.	15	3.27	100.0		73%	27%	
34. Determines what resources will be needed to achieve the objectives.	15	3.47	93.3	7%	40%	53%	
35. Identifies the steps needed to accomplish the results.	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. Holds others accountable for producing high quality work.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Measures progress toward the goal.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Completed work exceeds standards.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Determines what resources will be needed to achieve the objectives.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Identifies the steps needed to accomplish the results.	3.20	3.27	3.13	3.13	

## Safety

### 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. Keeps accurate safety records.	15	3.20	93.3	7%	67%		27%
37. Points out behaviors in others that may be unsafe.	15	3.33	93.3	7%	53%		40%
38. Is not afraid to question a potential safety issue observed in the workplace.	15	3.07	86.7	13%	67%		20%
39. Develops safety guidelines for the department.	15	3.33	100.0		67%		33%
40. Encourages others to attend safety training.	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. Keeps accurate safety records.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Points out behaviors in others that may be unsafe.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Is not afraid to question a potential safety issue observed in the workplace.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Develops safety guidelines for the department.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Encourages others to attend safety training.	3.00	3.20	3.27	3.33	+0.07 ▲

## 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
41. Acts as a resource without removing individual responsibility.	15	3.33	93.3	7%	53%	40%	
42. Holds herself / himself accountable to goals / objectives	15	3.40	93.3	7%	47%	47%	
43. Sets a good example.	15	3.13	86.7	13%	60%	27%	
44. Sets a good example	15	3.27	100.0		73%	27%	
45. Behavior is ethical and honest.	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. Acts as a resource without removing individual responsibility.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Holds herself / himself accountable to goals / objectives	3.27	3.53	3.13	3.40	+0.27 ▲
43. Sets a good example.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Sets a good example	3.33	3.27	3.87	3.27	-0.60 ▼
45. Behavior is ethical and honest.	3.20	3.33	3.13	3.47	+0.33 ▲

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	3.40	93.3	7%	47%	47%	
47. Able to adapt to changing situations.	15	3.20	93.3	7%	67%	27%	
48. Maintains communication channels between parties in the negotiation.	15	3.20	93.3	7%	60%	33%	
49. Is flexible in responses.	15	3.47	100.0		53%	47%	
50. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	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. Researches the needs of the other party to identify strengths and weaknesses of positions.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Able to adapt to changing situations.	3.33	3.40	3.20	3.20	
48. Maintains communication channels between parties in the negotiation.	3.60	3.33	3.20	3.20	
49. Is flexible in responses.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	3.20	3.67	3.27	3.20	-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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. Respects the opinions of other employees.	15	3.53	100.0	47%	53%		
52. Able to see issues from others' perspectives.	15	3.27	93.3	7%	60%	33%	
53. Forms working relationships with employees from other departments.	15	3.33	100.0	67%	33%		
54. Works across boundaries within the organization.	15	3.40	93.3	7%	47%	47%	
55. Helpful	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. Respects the opinions of other employees.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Able to see issues from others' perspectives.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Forms working relationships with employees from other departments.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Works across boundaries within the organization.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Helpful	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?