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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.

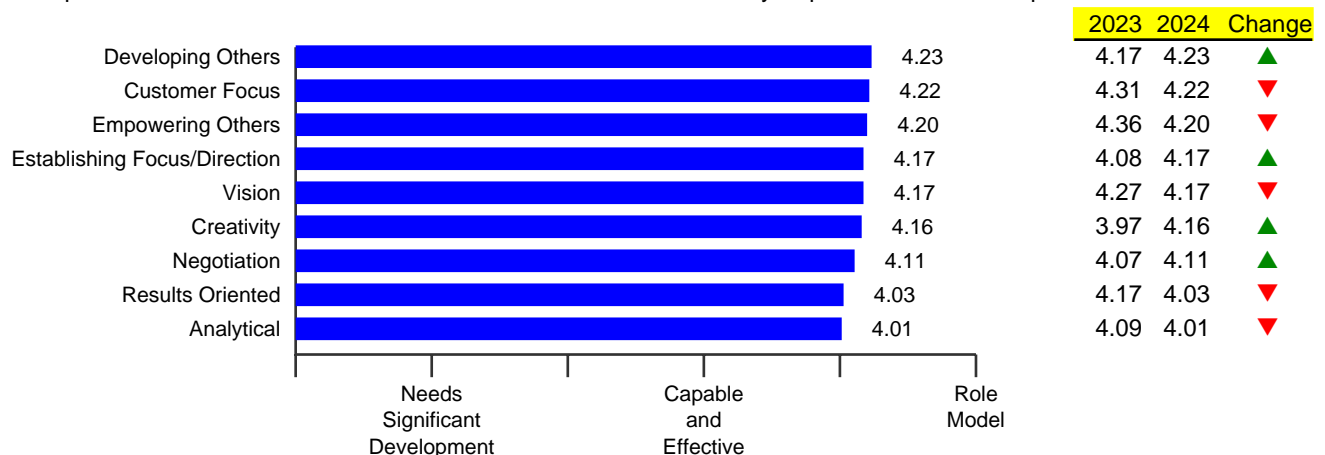
## What to Do with Your Feedback

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

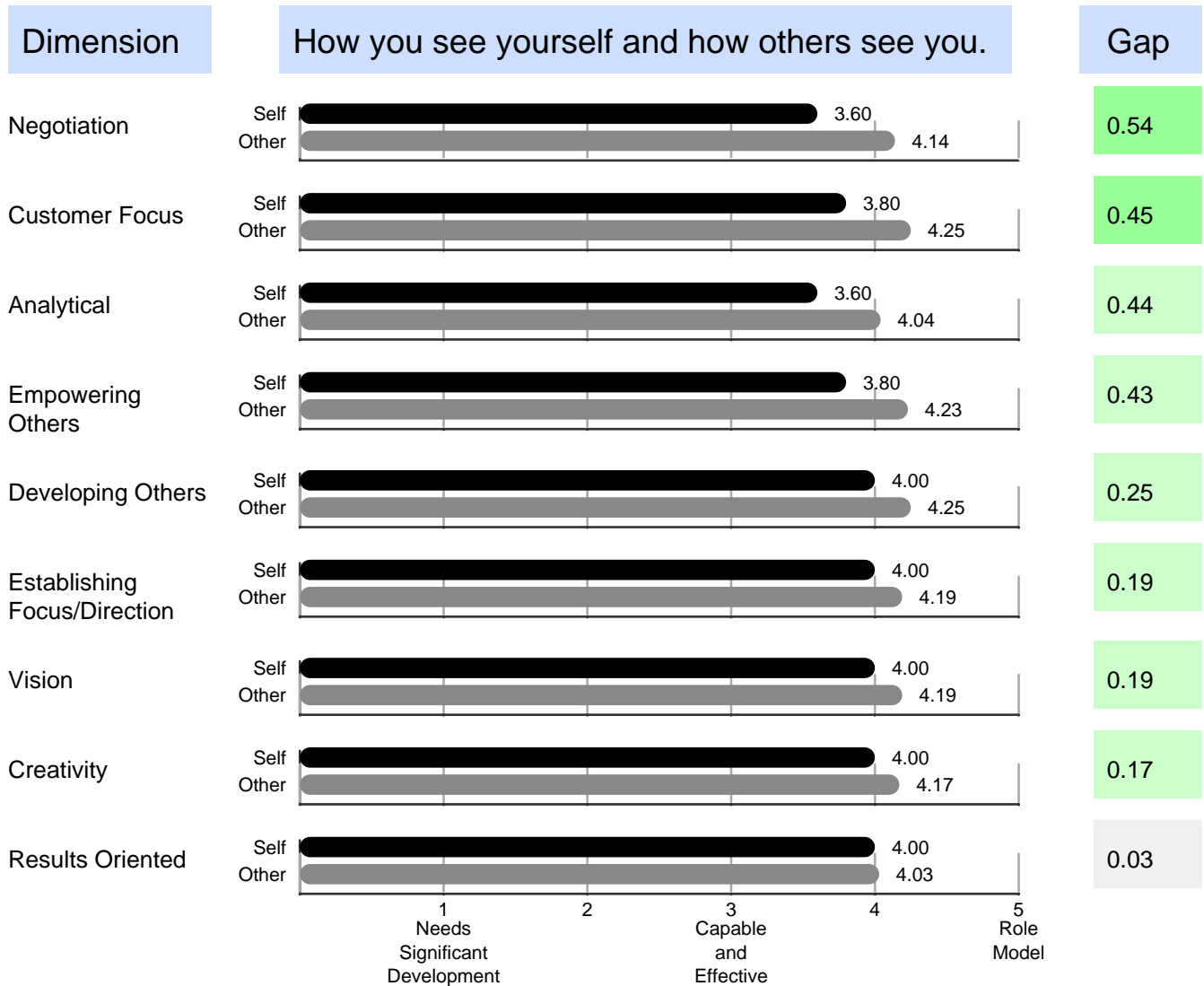
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



## Customer 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Uses customer feedback to help improve products and services.	15	4.13	80.0	20%	47%	33%		
2. Uses feedback from customers to help improve services.	15	4.33	100.0		67%	33%		
3. Documents customer interactions.	15	4.33	93.3	7%	53%	40%		
4. Tailors solutions to meet the specific needs of each customer.	15	4.07	86.7	13%	67%	20%		
5. Anticipates problems that the customer may encounter.	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. Uses customer feedback to help improve products and services.	4.00	4.13	+0.13 ▲
2. Uses feedback from customers to help improve services.	4.40	4.33	-0.07 ▼
3. Documents customer interactions.	4.47	4.33	-0.13 ▼
4. Tailors solutions to meet the specific needs of each customer.	4.47	4.07	-0.40 ▼
5. Anticipates problems that the customer may encounter.	4.20	4.21	+0.01 ▲

## Empowering 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	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Allows employees the opportunity to take time off when needed.	15	4.33	93.3	7%	53%	40%		
7. Delegates authority to employees and allows them to make their own decisions.	15	4.33	86.7	13%	40%	47%		
8. Helps employees advance their skills so that they can have more autonomy.	15	4.07	80.0	20%	53%	27%		
9. Considers ideas from employees that may challenge traditional ways of doing the job.	15	4.13	80.0	20%	47%	33%		
10. Empowers employees to structure their work hours to maximize their productivity.	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. Allows employees the opportunity to take time off when needed.	4.13	4.33	+0.20 ▲
7. Delegates authority to employees and allows them to make their own decisions.	4.33	4.33	
8. Helps employees advance their skills so that they can have more autonomy.	4.20	4.07	-0.13 ▼
9. Considers ideas from employees that may challenge traditional ways of doing the job.	4.67	4.13	-0.53 ▼
10. Empowers employees to structure their work hours to maximize their productivity.	4.47	4.13	-0.33 ▼

## Developing 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
11. Assigns tasks and responsibilities to develop skills of others.	15	4.67	100.0					
12. Tries to ensure employees are ready to move to the next level.	15	4.20	86.7					
13. Recognizes and celebrates accomplishments of others.	14	3.64	57.1					
14. Develops employees by offering and encouraging them to take on new or additional responsibilities.	14	4.14	85.7					
15. Assesses employees' developmental needs.	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. Assigns tasks and responsibilities to develop skills of others.	4.20	4.67	+0.47 ▲
12. Tries to ensure employees are ready to move to the next level.	3.93	4.20	+0.27 ▲
13. Recognizes and celebrates accomplishments of others.	4.47	3.64	-0.82 ▼
14. Develops employees by offering and encouraging them to take on new or additional responsibilities.	4.00	4.14	+0.14 ▲
15. Assesses employees' developmental needs.	4.27	4.47	+0.20 ▲

## 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
16. Creates a lot of new ideas.	15	4.00	66.7	7%	27%	27%	40%	
17. Conceives, implements and evaluates ideas.	15	3.87	66.7		33%	47%	20%	
18. Adds value to the department/organization.	15	4.20	86.7	7%	7%	47%	40%	
19. Is creative and inspirational.	15	4.33	86.7		13%	40%	47%	
20. Is creative.	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. Creates a lot of new ideas.	3.64	4.00	+0.36 ▲
17. Conceives, implements and evaluates ideas.	4.33	3.87	-0.47 ▼
18. Adds value to the department/organization.	3.93	4.20	+0.27 ▲
19. Is creative and inspirational.	4.33	4.33	0.00 ▲
20. Is creative.	3.60	4.40	+0.80 ▲

## Analytical

### 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. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.93	73.3	27%		53%		20%
22. Analyzes issues and reduces them to their component parts.	15	4.00	66.7	13%	20%	20%		47%
23. Selects the appropriate techniques for analysis.	15	4.07	80.0	20%		53%		27%
24. Uses appropriate techniques to solve problems.	15	4.00	73.3	13%	13%	33%		40%
25. Implements data validation techniques and methods.	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. Analyzes data and information from several sources and arrives at logical conclusions.	4.20	3.93	-0.27 ▼
22. Analyzes issues and reduces them to their component parts.	4.20	4.00	-0.20 ▼
23. Selects the appropriate techniques for analysis.	4.13	4.07	-0.07 ▼
24. Uses appropriate techniques to solve problems.	3.80	4.00	+0.20 ▲
25. Implements data validation techniques and methods.	4.13	4.07	-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 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. Has a work ethic with a strong desire to obtain results.	15	4.00	80.0	7%	13%	53%	27%	
27. Sets priorities for tasks to be completed.	15	3.67	66.7	20%	13%	47%	20%	
28. Concentrates efforts on the most urgent needs.	15	4.40	86.7	13%	33%	53%		
29. Does not become distracted by non-issues or interruptions.	15	4.07	80.0	20%	53%	27%		
30. Achieves performance benchmarks.	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. Has a work ethic with a strong desire to obtain results.	4.47	4.00	-0.47 ▼
27. Sets priorities for tasks to be completed.	4.00	3.67	-0.33 ▼
28. Concentrates efforts on the most urgent needs.	4.33	4.40	+0.07 ▲
29. Does not become distracted by non-issues or interruptions.	4.07	4.07	
30. Achieves performance benchmarks.	4.00	4.00	

## 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
31. Identifies verbal and nonverbal cues to help interpret actions and messages.	15	4.27	93.3	7%	60%			33%
32. Influences others through rational argument and persuasion.	14	4.14	92.9	7%	71%			21%
33. Able to control their emotional responses and correctly gauge the emotions of others.	15	4.27	100.0		73%			27%
34. Understands the expectations of other parties in the negotiation.	15	4.40	93.3	7%	47%			47%
35. Is able to decline bad ideas to avoid making poor decisions.	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. Identifies verbal and nonverbal cues to help interpret actions and messages.	4.27	4.27	
32. Influences others through rational argument and persuasion.	4.20	4.14	-0.06 ▼
33. Able to control their emotional responses and correctly gauge the emotions of others.	3.67	4.27	+0.60 ▲
34. Understands the expectations of other parties in the negotiation.	4.00	4.40	+0.40 ▲
35. Is able to decline bad ideas to avoid making poor decisions.	4.20	3.47	-0.73 ▼

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Maintains self-control when personally criticized.	15	4.20	93.3	7%		67%		27%
37. Makes sure that employees understand and identify with the team's mission.	15	4.27	93.3	7%		60%		33%
38. Sets appropriate goals for employees.	15	4.00	80.0		20%	60%		20%
39. Excellent at managing time.	15	4.07	86.7	7%	7%	60%		27%
40. Aligns the department's goals with the goals of the organization.	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. Maintains self-control when personally criticized.	4.00	4.20	+0.20 ▲
37. Makes sure that employees understand and identify with the team's mission.	4.21	4.27	+0.05 ▲
38. Sets appropriate goals for employees.	4.07	4.00	-0.07 ▼
39. Excellent at managing time.	3.87	4.07	+0.20 ▲
40. Aligns the department's goals with the goals of the organization.	4.27	4.33	+0.07 ▲

## Vision

### 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. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.93	80.0	13%	7%	53%		27%
42. Works to support the strategy of [Company]	15	4.33	93.3	7%		47%		47%
43. Leads employees in new directions.	15	4.13	86.7	13%		60%		27%
44. Creates a positive vision of the future for the Company.	15	4.20	100.0			80%		20%
45. Communicates a vision of where the Company needs to be in the future.	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. Understands the vision of the Company and promotes it ahead of any self-interests.	3.87	3.93	+0.07 ▲
42. Works to support the strategy of [Company]	4.13	4.33	+0.20 ▲
43. Leads employees in new directions.	4.20	4.13	-0.07 ▼
44. Creates a positive vision of the future for the Company.	4.87	4.20	-0.67 ▼
45. Communicates a vision of where the Company needs to be in the future.	4.27	4.27	

## 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?