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.
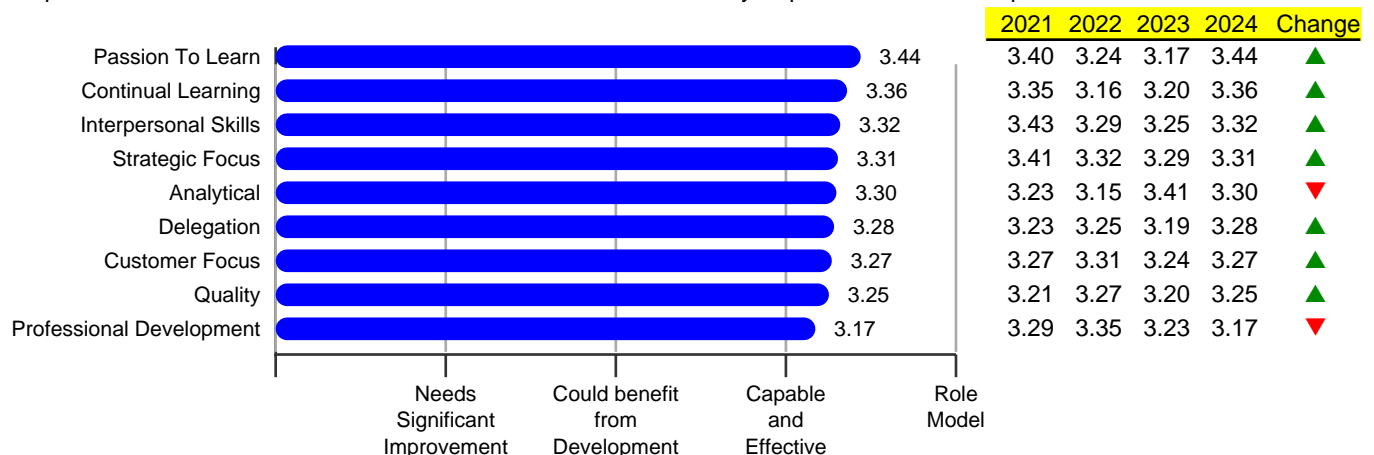
What to Do with Your Feedback

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.
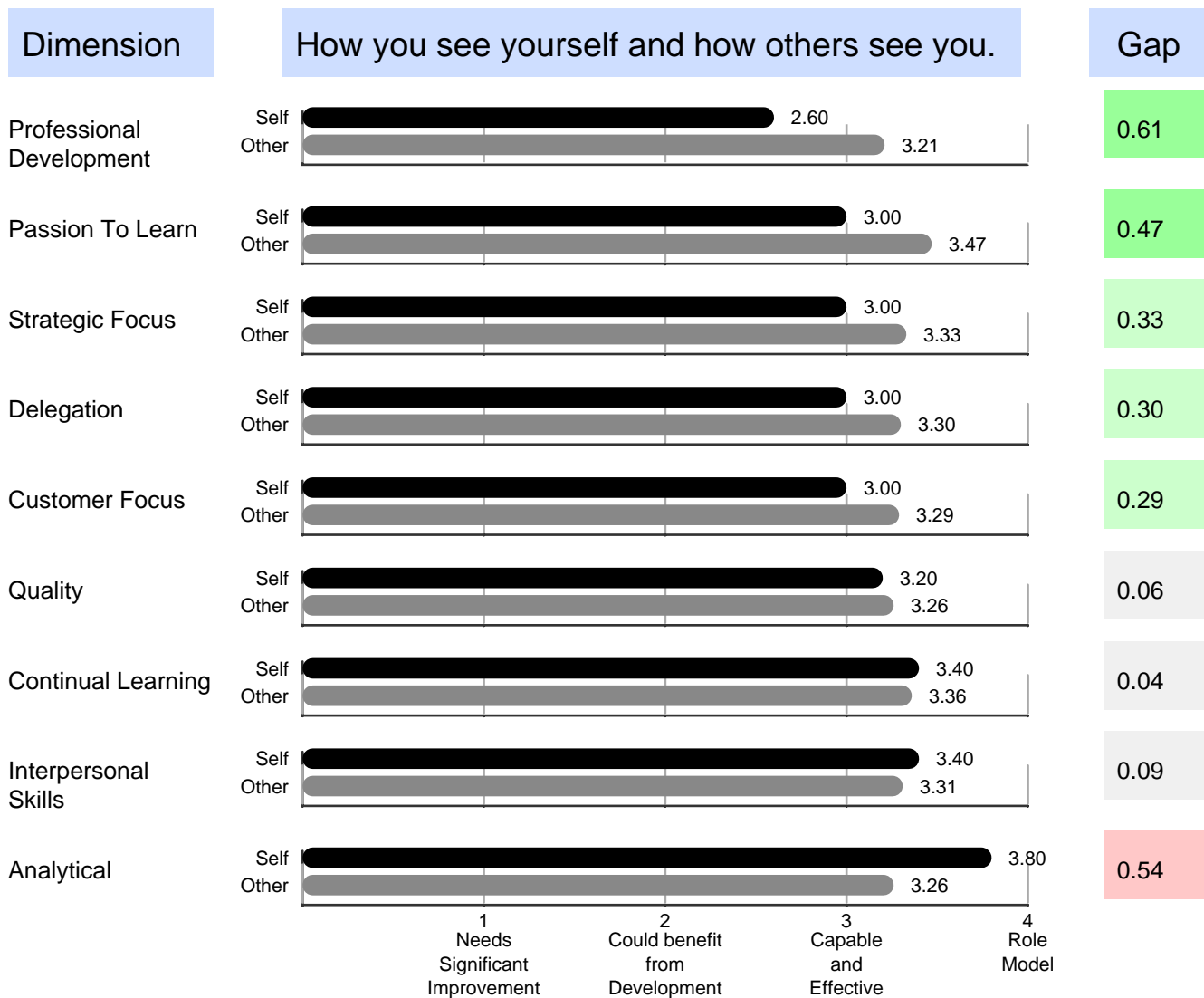
Summary

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.

	Score	2021	2022	2023	2024	Change
Passion To Learn	3.44	3.40	3.24	3.17	3.44	▲
Continual Learning	3.36	3.35	3.16	3.20	3.36	▲
Interpersonal Skills	3.32	3.43	3.29	3.25	3.32	▲
Strategic Focus	3.31	3.41	3.32	3.29	3.31	▲
Analytical	3.30	3.23	3.15	3.41	3.30	▼
Delegation	3.28	3.23	3.25	3.19	3.28	▲
Customer Focus	3.27	3.27	3.31	3.24	3.27	▲
Quality	3.25	3.21	3.27	3.20	3.25	▲
Professional Development	3.17	3.29	3.35	3.23	3.17	▼

Needs Significant Improvement — Could benefit from Development — Capable and Effective — Role Model

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.

Dimension	How you see yourself and how others see you.	Gap
Professional Development	Self 2.60 / Other 3.21	0.61
Passion To Learn	Self 3.00 / Other 3.47	0.47
Strategic Focus	Self 3.00 / Other 3.33	0.33
Delegation	Self 3.00 / Other 3.30	0.30
Customer Focus	Self 3.00 / Other 3.29	0.29
Quality	Self 3.20 / Other 3.26	0.06
Continual Learning	Self 3.40 / Other 3.36	0.04
Interpersonal Skills	Self 3.40 / Other 3.31	0.09
Analytical	Self 3.80 / Other 3.26	0.54

Scale:
1 Needs Significant Improvement
2 Could benefit from Development
3 Capable and Effective
4 Role Model

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Is consistent in services provided to customers.	15	3.20	86.7	13%	53%		33%
2. Is pro-active in dealing with customers and addressing their needs.	15	3.33	100.0		67%		33%
3. Has excellent communication with customers.	15	3.33	93.3	7%	53%		40%
4. Provides a high level of service to customers.	15	3.27	93.3	7%	60%		33%
5. Is aware of the customer's needs.	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. Is consistent in services provided to customers.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is pro-active in dealing with customers and addressing their needs.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Has excellent communication with customers.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Provides a high level of service to customers.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Is aware of the customer's needs.	3.00	3.20	3.13	3.21	+0.08 ▲

Strategic 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Exhibits a strategic orientation to identify and capitalize on opportunities to advance the organization.	15	3.47	100.0		53%		47%
7. Able to decline a poor strategy by proposing alternate strategies.	15	3.40	93.3	7%	47%		47%
8. Gives adequate consideration to the time and resources available.	15	3.20	86.7	13%	53%		33%
9. Develops a strategic vision for the future.	15	3.27	86.7	13%	47%		40%
10. Determines the best strategy for achieving elevated levels of performance.	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. Exhibits a strategic orientation to identify and capitalize on opportunities to advance the organization.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Able to decline a poor strategy by proposing alternate strategies.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Gives adequate consideration to the time and resources available.	3.40	3.40	3.20	3.20	
9. Develops a strategic vision for the future.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Determines the best strategy for achieving elevated levels of performance.	3.33	3.47	3.27	3.20	-0.07 ▼

Passion To Learn

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. Demonstrates through personal behavior the commitment to high standards of performance.	15	3.67	100.0	33%		67%	
12. Holds self and associates accountable for goal achievement.	15	3.40	93.3	7%	47%	47%	
13. Enhances value to the company through additional training and development.	15	3.13	86.7	13%	60%	27%	
14. Exhibits willingness to upgrade skills through additional training and education.	15	3.47	100.0	53%		47%	
15. Creates an environment that supports personal development and exploration.	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. Demonstrates through personal behavior the commitment to high standards of performance.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Holds self and associates accountable for goal achievement.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Enhances value to the company through additional training and development.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Exhibits willingness to upgrade skills through additional training and education.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Creates an environment that supports personal development and exploration.	3.67	3.27	3.20	3.53	+0.33 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Participates in regular training offered.	15	3.47	93.3	7%	40%	53%	
17. Takes the initiative to learn new skills.	15	2.93	73.3	27%	53%	20%	
18. Improves on their skill sets.	15	3.40	93.3	7%	47%	47%	
19. Builds on their strengths while addressing their weaknesses.	15	3.53	100.0		47%	53%	
20. Seeks opportunities to grow in skills and knowledge.	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. Participates in regular training offered.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Takes the initiative to learn new skills.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Improves on their skill sets.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Builds on their strengths while addressing their weaknesses.	3.13	2.87	3.53	3.53	
20. Seeks opportunities to grow in skills and knowledge.	3.40	3.20	2.87	3.47	+0.60 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Encourages employees to take courses relevant to their job.	15	3.00	80.0	20%	60%		20%
22. Seeks opportunities for professional development.	15	3.53	100.0		47%	53%	
23. Seeks opportunities for continuous learning.	15	3.13	86.7	13%	60%		27%
24. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.13	80.0	7% 13%	40%	40%	
25. Quickly acquire and apply new knowledge and skills when 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. Encourages employees to take courses relevant to their job.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Seeks opportunities for professional development.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Seeks opportunities for continuous learning.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.33	3.47	3.33	3.13	-0.20 ▼
25. Quickly acquire and apply new knowledge and skills when needed	3.27	3.33	3.27	3.07	-0.20 ▼

Delegation

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. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	3.20	93.3	7%	60%		33%
27. Entrusts subordinates with important tasks.	15	3.40	93.3	7%	47%		47%
28. Assigns tasks to create learning opportunities for the employees.	15	3.60	93.3	7%	27%	67%	
29. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	3.20	86.7	13%	53%		33%
30. Clearly defines duties and tasks to be completed.	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. Defines the roles, responsibilities, required actions, and deadlines for team members.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Entrusts subordinates with important tasks.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Assigns tasks to create learning opportunities for the employees.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	3.21	3.20	3.20	3.20	
30. Clearly defines duties and tasks to be completed.	2.87	3.27	3.07	3.00	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Uses appropriate techniques to solve problems.	15	3.33	93.3	7%	53%		40%
32. Identifies the root cause of a problem.	14	3.29	100.0		71%		29%
33. Prioritizes various actions to be taken when solving a problem.	15	3.27	100.0		73%		27%
34. Identifies problems and issues needing resolution.	15	3.47	93.3	7%	40%		53%
35. Analyzes data and information from several sources and arrives at logical conclusions.	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. Uses appropriate techniques to solve problems.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Identifies the root cause of a problem.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Prioritizes various actions to be taken when solving a problem.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Identifies problems and issues needing resolution.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Analyzes data and information from several sources and arrives at logical conclusions.	3.20	3.27	3.13	3.13	

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
36. Corrects issues in a timely manner.	15	3.20	93.3	7%	67%		27%
37. Encourages others to achieve high quality standards.	15	3.33	93.3	7%	53%		40%
38. Reflects on what is working and what could be improved.	15	3.07	86.7	13%	67%		20%
39. Encourages employees to produce the best quality products.	15	3.33	100.0		67%		33%
40. Encourages others to produce the highest quality work products.	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. Corrects issues in a timely manner.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Encourages others to achieve high quality standards.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Reflects on what is working and what could be improved.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Encourages employees to produce the best quality products.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Encourages others to produce the highest quality work products.	3.00	3.20	3.27	3.33	+0.07 ▲

Interpersonal 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Is a highly respected individual in the company.	15	3.33	93.3	7%	53%	40%	
42. Recognizes when others do a good job.	15	3.40	93.3	7%	47%	47%	
43. Builds strong relationships with team members.	15	3.13	86.7	13%	60%	27%	
44. Adapts management style to meet the needs of the individual or situation.	15	3.27	100.0		73%	27%	
45. Is a role model for others demonstrating the importance of interpersonal skills.	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. Is a highly respected individual in the company.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Recognizes when others do a good job.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Builds strong relationships with team members.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Adapts management style to meet the needs of the individual or situation.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Is a role model for others demonstrating the importance of interpersonal skills.	3.20	3.33	3.13	3.47	+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?