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.
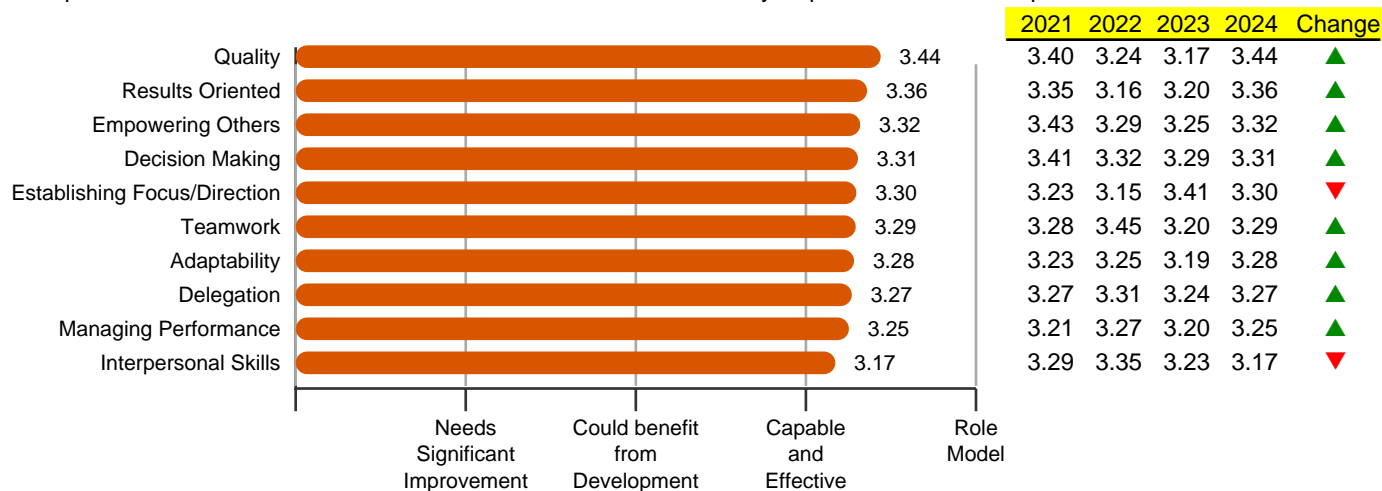
What to Do with Your Feedback

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.
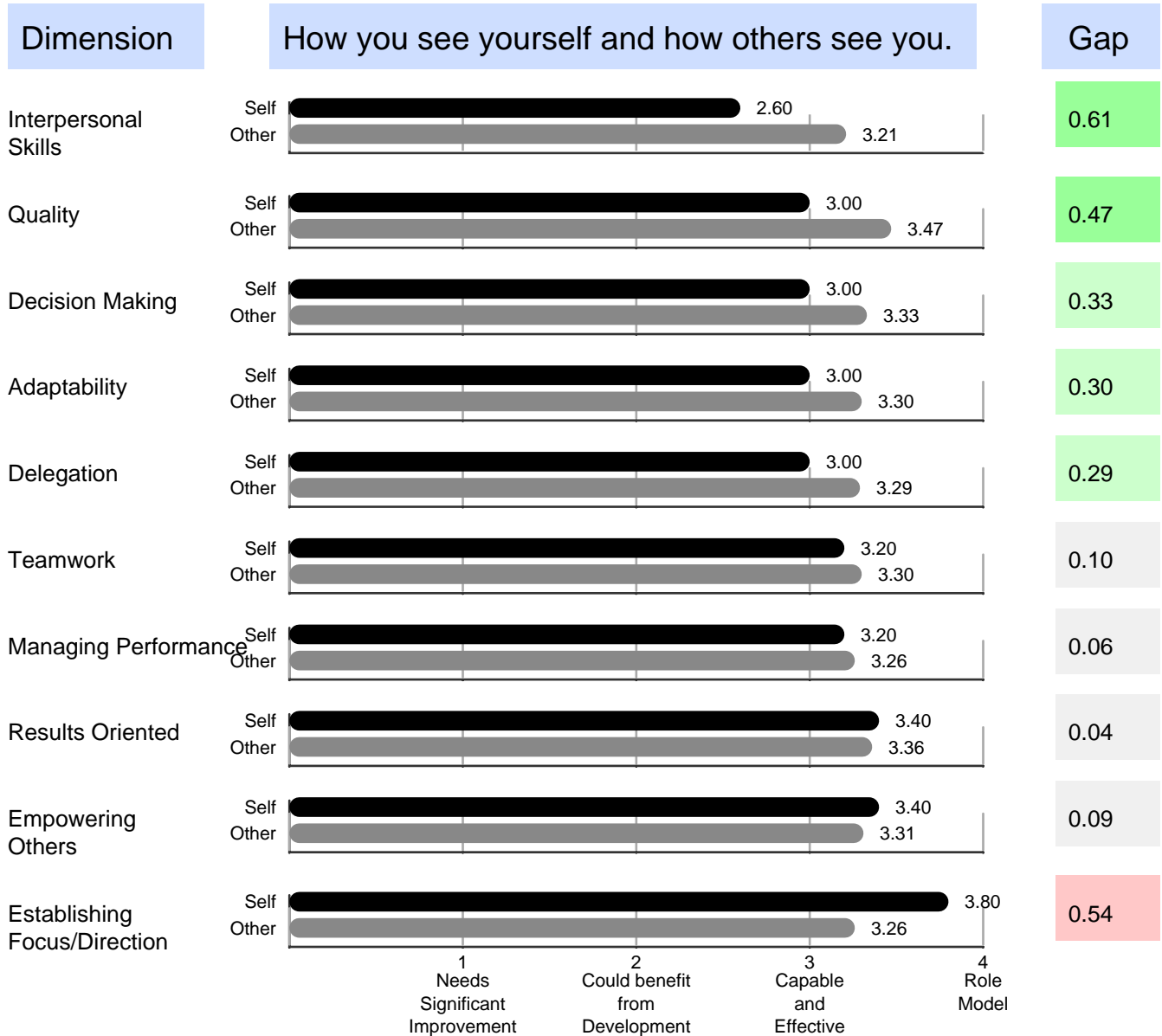
Summary

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 10 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.

	2021	2022	2023	2024	Change
Quality	3.44	3.40	3.24	3.17	3.44	▲
Results Oriented	3.36	3.35	3.16	3.20	3.36	▲
Empowering Others	3.32	3.43	3.29	3.25	3.32	▲
Decision Making	3.31	3.41	3.32	3.29	3.31	▲
Establishing Focus/Direction	3.30	3.23	3.15	3.41	3.30	▼
Teamwork	3.29	3.28	3.45	3.20	3.29	▲
Adaptability	3.28	3.23	3.25	3.19	3.28	▲
Delegation	3.27	3.27	3.31	3.24	3.27	▲
Managing Performance	3.25	3.21	3.27	3.20	3.25	▲
Interpersonal Skills	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
Interpersonal Skills	Self 2.60 / Other 3.21	0.61
Quality	Self 3.00 / Other 3.47	0.47
Decision Making	Self 3.00 / Other 3.33	0.33
Adaptability	Self 3.00 / Other 3.30	0.30
Delegation	Self 3.00 / Other 3.29	0.29
Teamwork	Self 3.20 / Other 3.30	0.10
Managing Performance	Self 3.20 / Other 3.26	0.06
Results Oriented	Self 3.40 / Other 3.36	0.04
Empowering Others	Self 3.40 / Other 3.31	0.09
Establishing Focus/Direction	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

Delegation

Delegates tasks, responsibilities, and authority to 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
1. Assigns tasks to create learning opportunities for the employees.	15	3.20	86.7	13%	53%		33%
2. Defines goals and objectives for subordinates.	15	3.33	100.0		67%		33%
3. Tells subordinates what to do, not how to do it.	15	3.33	93.3	7%	53%		40%
4. Sets clear and reasonable expectations for others and follows through on their progress.	15	3.27	93.3	7%	60%		33%
5. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	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. Assigns tasks to create learning opportunities for the employees.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Defines goals and objectives for subordinates.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Tells subordinates what to do, not how to do it.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Sets clear and reasonable expectations for others and follows through on their progress.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	3.00	3.20	3.13	3.21	+0.08 ▲

Decision Making

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints.   Informed decisions come from gathering information and viewing the choice from different perspectives.   High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

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. Makes good decisions for the department.	15	3.47	100.0		53%		47%
7. Understands how their decisions will affect others.	15	3.40	93.3	7%	47%		47%
8. Weighs the pros and cons of decisions.	15	3.20	86.7	13%	53%		33%
9. Regularly evaluates information before making important decisions.	15	3.27	86.7	13%	47%		40%
10. Views the long and short-term impact of decisions.	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. Makes good decisions for the department.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Understands how their decisions will affect others.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Weighs the pros and cons of decisions.	3.40	3.40	3.20	3.20	
9. Regularly evaluates information before making important decisions.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Views the long and short-term impact of decisions.	3.33	3.47	3.27	3.20	-0.07 ▼

Quality

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining 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
11. Implements appropriate training to maintain high quality standards.	15	3.67	100.0		33%	67%	
12. Communicates with team members regarding best quality practices.	15	3.40	93.3	7%	47%	47%	
13. Quickly addresses changes in quality of the products.	15	3.13	86.7	13%	60%	27%	
14. Develops a quality manual to assist in troubleshooting issues and documenting the quality management system.	15	3.47	100.0		53%	47%	
15. Always strives to produce the highest quality work products.	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. Implements appropriate training to maintain high quality standards.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Communicates with team members regarding best quality practices.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Quickly addresses changes in quality of the products.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Develops a quality manual to assist in troubleshooting issues and documenting the quality management system.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Always strives to produce the highest quality work products.	3.67	3.27	3.20	3.53	+0.33 ▲

Results Oriented

Results Orientation is an attitude of focusing on achieving results.   Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes.   Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

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. Completes urgent tasks first.	15	3.47	93.3	7%	40%	53%	
17. Sets important goals for the department.	15	2.93	73.3	27%	53%	20%	
18. Persists in seeking objectives despite obstacles or setbacks.	15	3.40	93.3	7%	47%	47%	
19. Completes work on time.	15	3.53	100.0	47%	53%		
20. Exceeds performance requirements.	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. Completes urgent tasks first.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Sets important goals for the department.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Persists in seeking objectives despite obstacles or setbacks.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Completes work on time.	3.13	2.87	3.53	3.53	
20. Exceeds performance requirements.	3.40	3.20	2.87	3.47	+0.60 ▲

Interpersonal Skills

Interpersonal Skills are the wide range of abilities that facilitate interactions with others through communication, empathy, honesty.   These skills help you to build, develop and maintain strong/effective relationships with others and to relate to people of diverse backgrounds. To engage and inspire others. Individuals with high interpersonal skills treat others with courtesy, sensitivity, and respect.

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. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	15	3.00	80.0	20%	60%		20%
22. Gives credit where credit is due.	15	3.53	100.0		47%	53%	
23. A good listener who is attentive to others.	15	3.13	86.7	13%	60%		27%
24. Effectively manages conflicts by dealing with them directly and immediately	15	3.13	80.0	7% 13%	40%	40%	
25. Pays close attention to what is being communicated verbally and nonverbally.	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. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Gives credit where credit is due.	3.20	3.33	3.07	3.53	+0.47 ▲
23. A good listener who is attentive to others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Effectively manages conflicts by dealing with them directly and immediately	3.33	3.47	3.33	3.13	-0.20 ▼
25. Pays close attention to what is being communicated verbally and nonverbally.	3.27	3.33	3.27	3.07	-0.20 ▼

Adaptability

Adaptability is the ability to work in a dynamic environment, accommodating changes
in procedures/priorities/staffing, flexible to change, and is responsive to the needs or others
or needs of the situation. To be able to adapt to changes, you need to analyze the situation,
be willing to adapt as needed.

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. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.20	93.3	7%	60%		33%
27. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.40	93.3	7%	47%		47%
28. Effective in working with different personnel of the team.	15	3.60	93.3	7%	27%	67%	
29. Accommodates changes as needed.	15	3.20	86.7	13%	53%		33%
30. Responsive to the needs of others.	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. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.53	3.33	3.33	3.20	-0.13	▼
27. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.20	3.33	2.93	3.40	+0.47	▲
28. Effective in working with different personnel of the team.	3.33	3.13	3.40	3.60	+0.20	▲
29. Accommodates changes as needed.	3.21	3.20	3.20	3.20		
30. Responsive to the needs of others.	2.87	3.27	3.07	3.00	-0.07	▼

Establishing Focus/Direction

Establishes the focus/direction of employees within the department/division/organization. Aligns mission and goals as needed.

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. Excellent at managing time.	15	3.33	93.3	7%	53%		40%
32. Maintains focus when handling several problems or tasks simultaneously.	14	3.29	100.0		71%		29%
33. Makes sure that employees understand and identify with the team's mission.	15	3.27	100.0		73%		27%
34. Helps guide employees with prioritizing tasks.	15	3.47	93.3	7%	40%	53%	
35. Aligns the department's goals with the goals of the organization.	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. Excellent at managing time.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Maintains focus when handling several problems or tasks simultaneously.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Makes sure that employees understand and identify with the team's mission.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Helps guide employees with prioritizing tasks.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Aligns the department's goals with the goals of the organization.	3.20	3.27	3.13	3.13	

Managing Performance

Manages the performance of subordinates.   Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee.   Measures and monitors performance and conducts regular performance reviews using standardized performance measures.   Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

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. Sets performance expectations that are clear, specific and concise.	15	3.20	93.3	7%	67%		27%
37. Sets and maintains high standards for self and others.	15	3.33	93.3	7%	53%		40%
38. Requires employees to participate in additional job training as part of a remediation program.	15	3.07	86.7	13%	67%		20%
39. Uses existing performance frameworks to define measures of performance.	15	3.33	100.0		67%		33%
40. Revises the OKRs required for the position on a quarterly basis.	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. Sets performance expectations that are clear, specific and concise.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Sets and maintains high standards for self and others.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Requires employees to participate in additional job training as part of a remediation program.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Uses existing performance frameworks to define measures of performance.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Revises the OKRs required for the position on a quarterly basis.	3.00	3.20	3.27	3.33	+0.07 ▲

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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. Trusts employees are able to complete assigned tasks.	15	3.33	93.3	7%	53%		40%
42. Assigns tasks that allow employees to use their critical thinking skills.	15	3.40	93.3	7%	47%		47%
43. Allows employees to participate in the workload of the department.	15	3.13	86.7	13%	60%		27%
44. Gives employees the freedom to set their own schedule.	15	3.27	100.0		73%		27%
45. Motivates and encourages employees to be successful in their jobs.	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. Trusts employees are able to complete assigned tasks.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Assigns tasks that allow employees to use their critical thinking skills.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Allows employees to participate in the workload of the department.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Gives employees the freedom to set their own schedule.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Motivates and encourages employees to be successful in their jobs.	3.20	3.33	3.13	3.47	+0.33 ▲

Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members. Some teams have a specified leader to help supervise or coach other team members.

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. Listens to other team members without interrupting them.	15	3.40	93.3	7%	47%		47%
47. Finds opportunities to recognize and reward team members.	15	3.20	93.3	7%	67%		27%
48. Fosters respect and understanding among team members	15	3.20	93.3	7%	60%		33%
49. Facilitates effective decision-making practices to further develop the team.	15	3.47	100.0		53%		47%
50. Demonstrates a willingness to work with the team.	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. Listens to other team members without interrupting them.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Finds opportunities to recognize and reward team members.	3.33	3.40	3.20	3.20	
48. Fosters respect and understanding among team members	3.60	3.33	3.20	3.20	
49. Facilitates effective decision-making practices to further develop the team.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Demonstrates a willingness to work with the team.	3.20	3.67	3.27	3.20	-0.07 ▼