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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.

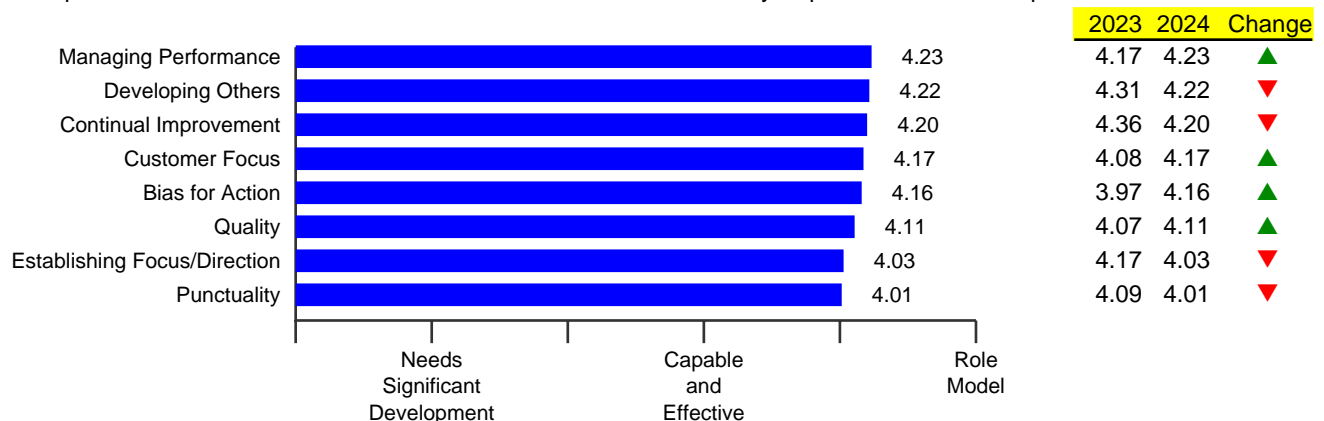
## What to Do with Your Feedback

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

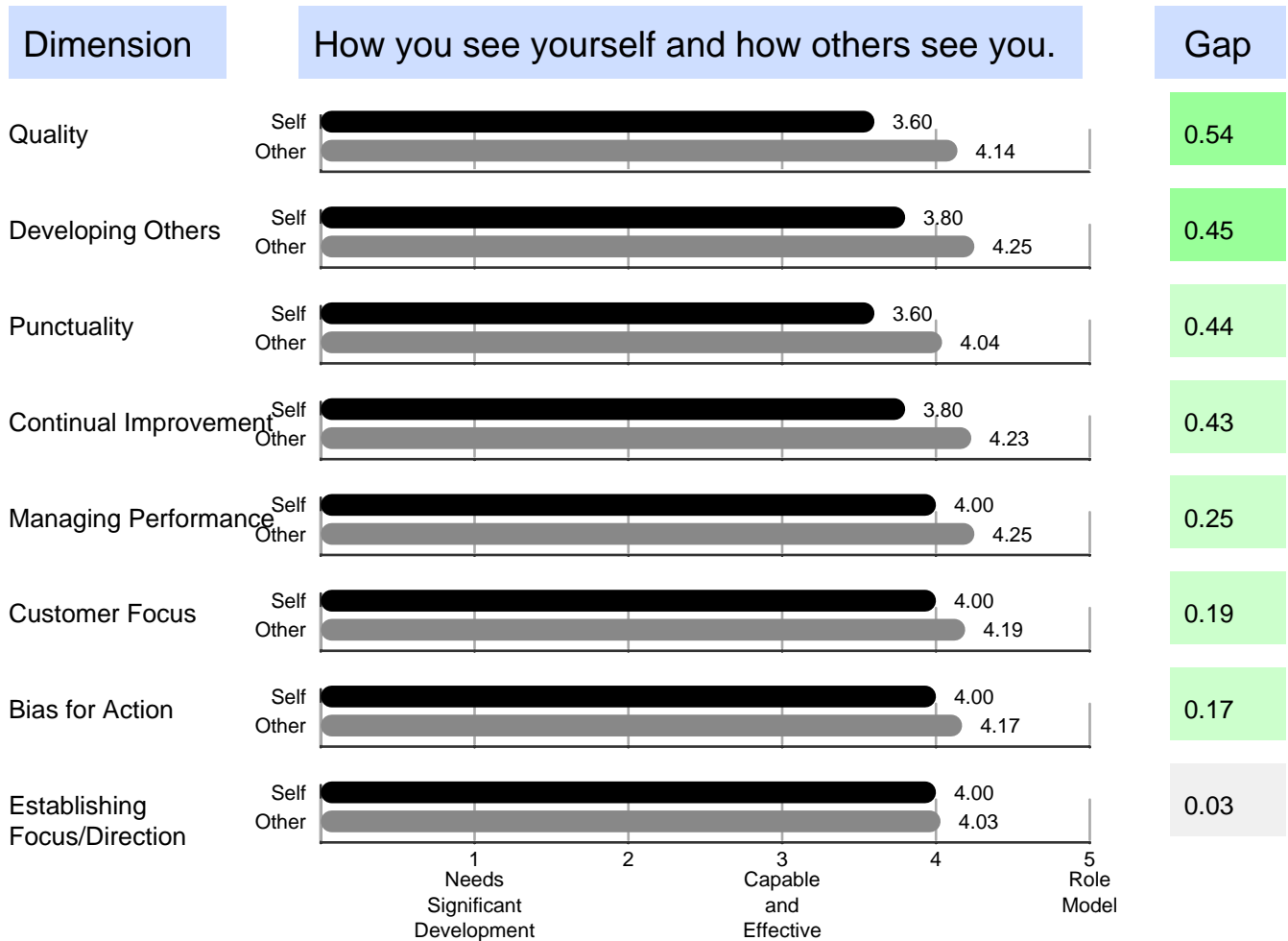
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## 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
1. You assign tasks and responsibilities to develop skills of others.	15	4.13	80.0	20%	47%	33%		
2. You support the successes of other employees.	15	4.33	100.0		67%	33%		
3. You set performance objectives for subordinates that encourages development opportunities.	15	4.33	93.3	7%	53%	40%		
4. You assess employees' developmental needs.	15	4.07	86.7	13%	67%	20%		
5. You are open to receiving feedback.	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. You assign tasks and responsibilities to develop skills of others.	4.00	4.13	+0.13 ▲
2. You support the successes of other employees.	4.40	4.33	-0.07 ▼
3. You set performance objectives for subordinates that encourages development opportunities.	4.47	4.33	-0.13 ▼
4. You assess employees' developmental needs.	4.47	4.07	-0.40 ▼
5. You are open to receiving feedback.	4.20	4.21	+0.01 ▲

## Continual Improvement

### 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. You are open to the suggestions from others.	15	4.33	93.3	7%	53%		40%	
7. You promote training and development opportunities to enhance job performance.	15	4.33	86.7	13%	40%		47%	
8. You analyze processes to determine areas for improvement.	15	4.07	80.0	20%	53%		27%	
9. You look for ways to improve work processes and procedures.	15	4.13	80.0	20%	47%		33%	
10. You look for ways to expand and learn new job skills.	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. You are open to the suggestions from others.	4.13	4.33	+0.20 ▲
7. You promote training and development opportunities to enhance job performance.	4.33	4.33	
8. You analyze processes to determine areas for improvement.	4.20	4.07	-0.13 ▼
9. You look for ways to improve work processes and procedures.	4.67	4.13	-0.53 ▼
10. You look for ways to expand and learn new job skills.	4.47	4.13	-0.33 ▼

## Managing 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. You reward employees for exceeding goals.	15	4.67	100.0					
12. You align individual and team goals with the organization's goals and objectives.	15	4.20	86.7					
13. I set and maintain high standards for myself and others.	14	3.64	57.1					
14. You continuously measures performance and provides feedback to employees regularly.	14	4.14	85.7					
15. You ensure employees are trained in areas where performance may be lacking.	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. You reward employees for exceeding goals.	4.20	4.67	+0.47 ▲
12. You align individual and team goals with the organization's goals and objectives.	3.93	4.20	+0.27 ▲
13. I set and maintain high standards for myself and others.	4.47	3.64	-0.82 ▼
14. You continuously measures performance and provides feedback to employees regularly.	4.00	4.14	+0.14 ▲
15. You ensure employees are trained in areas where performance may be lacking.	4.27	4.47	+0.20 ▲

## Bias for 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. You display high energy and enthusiasm on consistent basis.	15	4.00	66.7	7%	27%	27%	40%	
17. You complete work on time	15	3.87	66.7		33%	47%	20%	
18. You encourage risk taking and experimentation to improve performance	15	4.20	86.7	7%	7%	47%	40%	
19. You identify ways to simplify work processes and reduce cycle times	15	4.33	86.7		13%	40%	47%	
20. You seek and utilize opportunities for continuous learning and self-development.	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. You display high energy and enthusiasm on consistent basis.	3.64	4.00	+0.36 ▲
17. You complete work on time	4.33	3.87	-0.47 ▼
18. You encourage risk taking and experimentation to improve performance	3.93	4.20	+0.27 ▲
19. You identify ways to simplify work processes and reduce cycle times	4.33	4.33	
20. You seek and utilize opportunities for continuous learning and self-development.	3.60	4.40	+0.80 ▲

## Punctuality

### 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. You invoice clients on a timely basis.	15	3.93	73.3	27%		53%		20%
22. You maintain an efficient schedule of activities.	15	4.00	66.7	13%	20%	20%		47%
23. You conduct appointments at scheduled start time.	15	4.07	80.0	20%		53%		27%
24. You start meetings on time.	15	4.00	73.3	13%	13%	33%		40%
25. You respond to requests for information in a timely manner.	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. You invoice clients on a timely basis.	4.20	3.93	-0.27 ▼
22. You maintain an efficient schedule of activities.	4.20	4.00	-0.20 ▼
23. You conduct appointments at scheduled start time.	4.13	4.07	-0.07 ▼
24. You start meetings on time.	3.80	4.00	+0.20 ▲
25. You respond to requests for information in a timely manner.	4.13	4.07	-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 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. You help guide employees with prioritizing tasks.	15	4.00	80.0	7%	13%	53%	27%	
27. You function well under stress, deadlines, and/or significant workloads.	15	3.67	66.7	20%	13%	47%	20%	
28. You are excellent at managing time.	15	4.40	86.7	13%	33%	53%		
29. You make sure that employees understand how their work relates to organizational goals.	15	4.07	80.0	20%	53%	27%		
30. You align the department's goals with the goals of the organization.	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. You help guide employees with prioritizing tasks.	4.47	4.00	-0.47 ▼
27. You function well under stress, deadlines, and/or significant workloads.	4.00	3.67	-0.33 ▼
28. You are excellent at managing time.	4.33	4.40	+0.07 ▲
29. You make sure that employees understand how their work relates to organizational goals.	4.07	4.07	
30. You align the department's goals with the goals of the organization.	4.00	4.00	

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1				
				2	3	4	5	
31. You encourage others to achieve high quality standards.	15	4.27	93.3	7%	60%		33%	
32. You encourage others to produce the highest quality work products.	14	4.14	92.9	7%	71%		21%	
33. You analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.27	100.0		73%		27%	
34. You reflect on what is working and what could be improved.	15	4.40	93.3	7%	47%		47%	
35. You hold employees accountable for your quality of work.	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. You encourage others to achieve high quality standards.	4.27	4.27	
32. You encourage others to produce the highest quality work products.	4.20	4.14	-0.06 ▼
33. You analyze what occurred and re-adjusts accordingly when goals are not met.	3.67	4.27	+0.60 ▲
34. You reflect on what is working and what could be improved.	4.00	4.40	+0.40 ▲
35. You hold employees accountable for your quality of work.	4.20	3.47	-0.73 ▼

## 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
36. I respond to the needs of the customer.	15	4.20	93.3	7%	67%			27%
37. You develop good rapport and trust with the customer.	15	4.27	93.3	7%	60%			33%
38. I create new and innovative products for customers.	15	4.00	80.0	20%	60%			20%
39. You ensure customers are comfortable with the services provided.	15	4.07	86.7	7%	7%	60%		27%
40. You ensure customers' expectations are met or exceeded.	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. I respond to the needs of the customer.	4.00	4.20	+0.20 ▲
37. You develop good rapport and trust with the customer.	4.21	4.27	+0.05 ▲
38. I create new and innovative products for customers.	4.07	4.00	-0.07 ▼
39. You ensure customers are comfortable with the services provided.	3.87	4.07	+0.20 ▲
40. You ensure customers' expectations are met or exceeded.	4.27	4.33	+0.07 ▲

## 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?