



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.

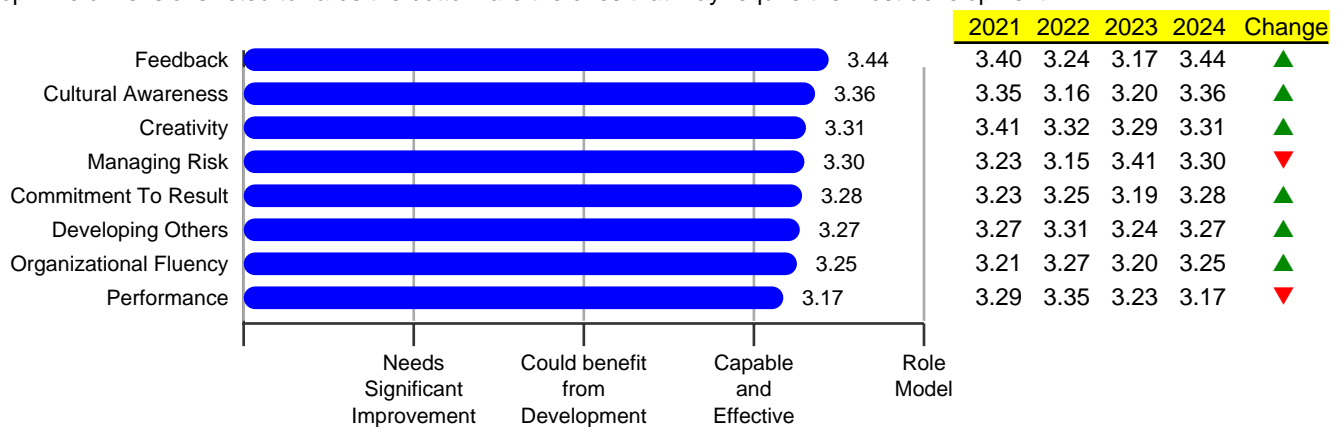
What to Do with Your Feedback

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

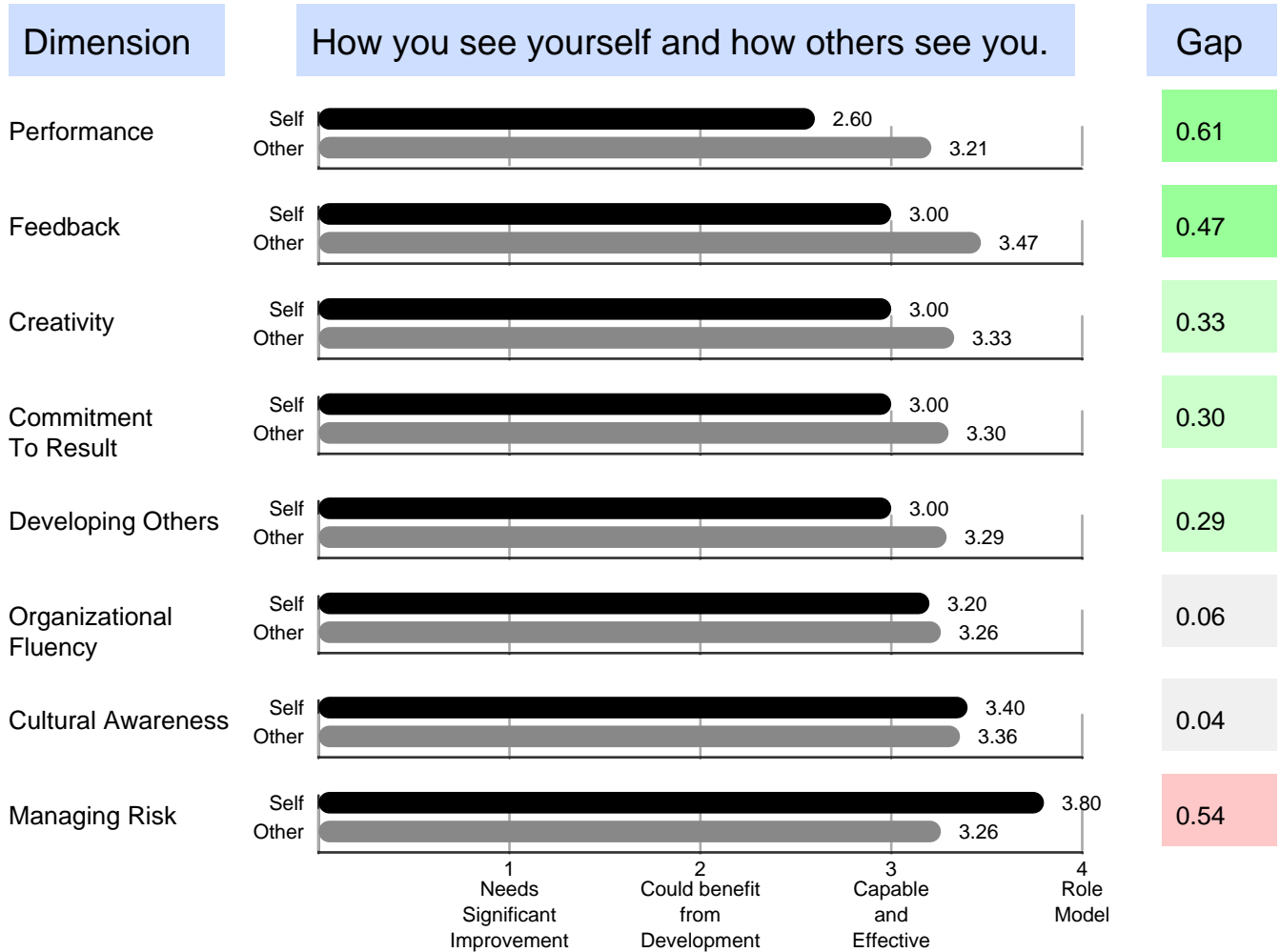
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Assigns tasks and responsibilities to develop skills of others.	15	3.20	86.7	13%	53%		33%
2. Creates opportunities for professional development.	15	3.33	100.0		67%		33%
3. Tries to ensure employees are ready to move to the next level.	15	3.33	93.3	7%	53%		40%
4. Assesses employees' developmental needs.	15	3.27	93.3	7%	60%		33%
5. Sets performance objectives for subordinates that encourages development opportunities.	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 and responsibilities to develop skills of others.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Creates opportunities for professional development.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Tries to ensure employees are ready to move to the next level.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Assesses employees' developmental needs.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Sets performance objectives for subordinates that encourages development opportunities.	3.00	3.20	3.13	3.21	+0.08 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Creates a lot of new ideas.	15	3.47	100.0		53%		47%
7. Inspires creativity in their team.	15	3.40	93.3	7%	47%		47%
8. Conceives, implements and evaluates ideas.	15	3.20	86.7	13%	53%		33%
9. Adds value to the department/organization.	15	3.27	86.7	13%	47%		40%
10. Is creative and inspirational.	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. Creates a lot of new ideas.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Inspires creativity in their team.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Conceives, implements and evaluates ideas.	3.40	3.40	3.20	3.20	
9. Adds value to the department/organization.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Is creative and inspirational.	3.33	3.47	3.27	3.20	-0.07 ▼

Feedback

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. Asks others for their ideas and opinions.	15	3.67	100.0	33%	67%		
12. Shares past experiences with others as learning opportunities.	15	3.40	93.3	7%	47%	47%	
13. Is easy to approach with ideas and opinions.	15	3.13	86.7	13%	60%	27%	
14. Looks to others for input.	15	3.47	100.0		53%	47%	
15. Is visible and approachable.	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. Asks others for their ideas and opinions.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Shares past experiences with others as learning opportunities.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Is easy to approach with ideas and opinions.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Looks to others for input.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Is visible and approachable.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Helps other employees to become more culturally sensitive.	15	3.47	93.3	7%	40%	53%	
17. Recognizes individual and cultural differences.	15	2.93	73.3	27%	53%	20%	
18. Views diversity as a strength, not as an issue.	15	3.40	93.3	7%	47%	47%	
19. Shows respect in daily interactions	15	3.53	100.0		47%	53%	
20. Actively listens to other employees' stories about their culture.	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. Helps other employees to become more culturally sensitive.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Recognizes individual and cultural differences.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Views diversity as a strength, not as an issue.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Shows respect in daily interactions	3.13	2.87	3.53	3.53	
20. Actively listens to other employees' stories about their culture.	3.40	3.20	2.87	3.47	+0.60 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. ...Produce Quality	15	3.00	80.0	20%	60%		20%
22. ...Overall Performance	15	3.53	100.0		47%	53%	
23. Has great overall performance	15	3.13	86.7	13%	60%		27%
24. Effective in performing his/her job.	15	3.13	80.0	7%	13%	40%	40%
25. Listens and responds to issues and problems	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. ...Produce Quality	3.47	3.13	3.20	3.00	-0.20 ▼
22. ...Overall Performance	3.20	3.33	3.07	3.53	+0.47 ▲
23. Has great overall performance	3.20	3.47	3.27	3.13	-0.13 ▼
24. Effective in performing his/her job.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Listens and responds to issues and problems	3.27	3.33	3.27	3.07	-0.20 ▼

Commitment To Result

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 do whatever it takes-not afraid to have to put in extra effort.	15	3.20	93.3	7%	60%	33%	
27. Coordinates all department activities into a cohesive team effort.	15	3.40	93.3	7%	47%	47%	
28. Committed to the team.	15	3.60	93.3	7%	27%	67%	
29. Encourages commitment in others to obtain results.	15	3.20	86.7	13%	53%	33%	
30. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	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 do whatever it takes-not afraid to have to put in extra effort.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Coordinates all department activities into a cohesive team effort.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Committed to the team.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Encourages commitment in others to obtain results.	3.21	3.20	3.20	3.20	
30. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	2.87	3.27	3.07	3.00	-0.07 ▼

Managing Risk

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. Performs regular risk analyses to minimize adverse outcomes.	15	3.33	93.3	7%	53%	40%	
32. Has the knowledge and skills to accurately identify risks in the workplace.	14	3.29	100.0		71%	29%	
33. Accurately perceives potential risks in the workplace.	15	3.27	100.0		73%	27%	
34. Gathers information regarding potential risks.	15	3.47	93.3	7%	40%	53%	
35. Seeks to increase safety in the workplace.	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. Performs regular risk analyses to minimize adverse outcomes.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Has the knowledge and skills to accurately identify risks in the workplace.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Accurately perceives potential risks in the workplace.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Gathers information regarding potential risks.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Seeks to increase safety in the workplace.	3.20	3.27	3.13	3.13	

Organizational Fluency

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. Gets things done through the department.	15	3.20	93.3	7%	67%		27%
37. Adept at navigating within the culture of the department.	15	3.33	93.3	7%	53%		40%
38. Able to use corporate politics to advance department objectives.	15	3.07	86.7	13%	67%		20%
39. Anticipates problems that may affect the department.	15	3.33	100.0		67%		33%
40. Understands the current organizational culture.	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. Gets things done through the department.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Adept at navigating within the culture of the department.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Able to use corporate politics to advance department objectives.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Anticipates problems that may affect the department.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Understands the current organizational culture.	3.00	3.20	3.27	3.33	+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?