



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.

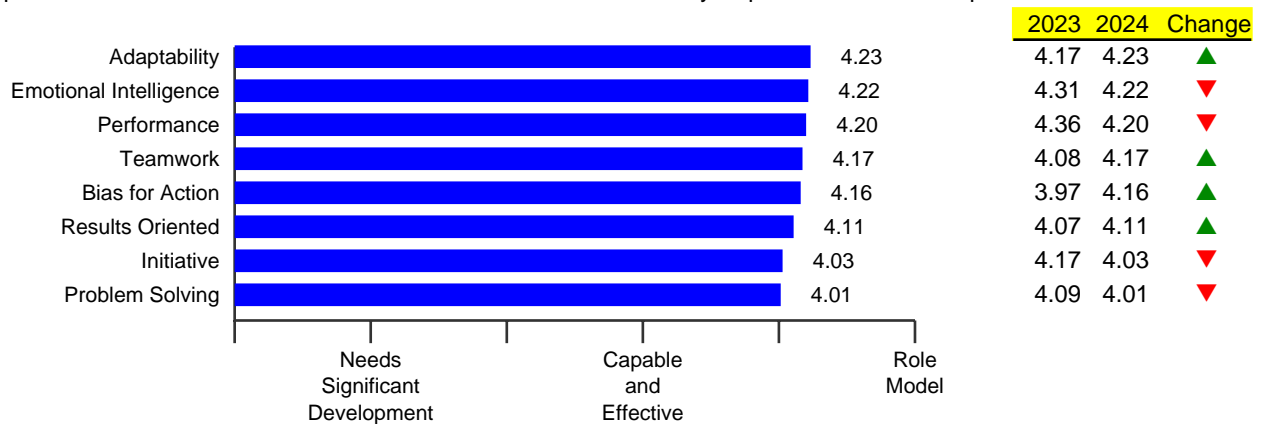
What to Do with Your Feedback

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

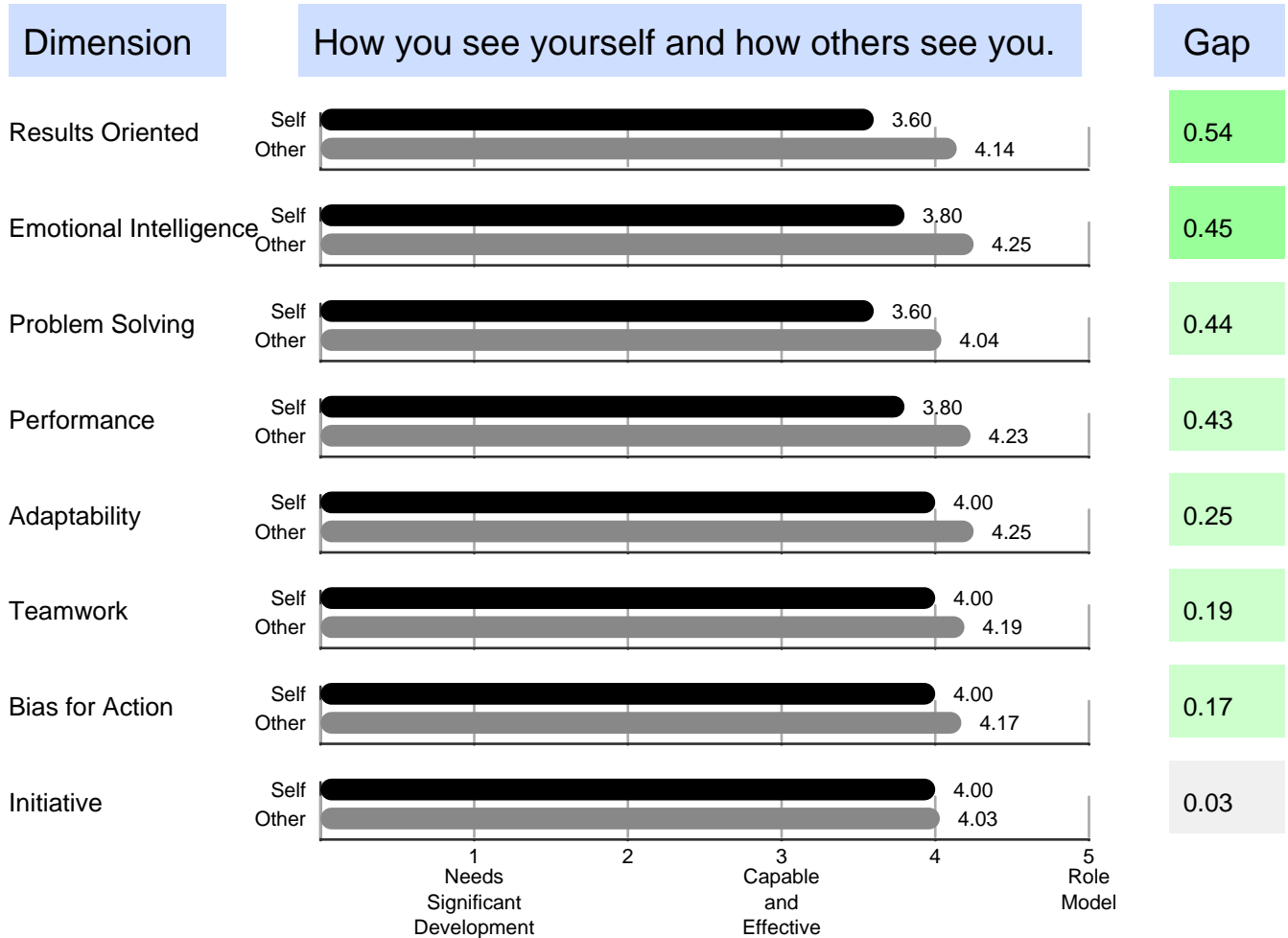
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Emotional Intelligence

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
1. Is able to manage their own emotions.	15	4.13	80.0	20%	47%	33%		
2. Able to understand others' points of view.	15	4.33	100.0		67%	33%		
3. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.33	93.3	7%	53%	40%		
4. Is able to control their own emotions.	15	4.07	86.7	13%	67%	20%		
5. Accurately perceives the emotional reactions of others.	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. Is able to manage their own emotions.	4.00	4.13	+0.13 ▲
2. Able to understand others' points of view.	4.40	4.33	-0.07 ▼
3. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	4.47	4.33	-0.13 ▼
4. Is able to control their own emotions.	4.47	4.07	-0.40 ▼
5. Accurately perceives the emotional reactions of others.	4.20	4.21	+0.01 ▲

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
6. Sets a high standard for job performance.	15	4.33	93.3	7%	53%		40%	
7. Effectively organizes resources and plans	15	4.33	86.7	13%	40%		47%	
8. Works effectively in the department.	15	4.07	80.0	20%	53%		27%	
9. Effective in performing his/her job.	15	4.13	80.0	20%	47%		33%	
10. Works well in this position.	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. Sets a high standard for job performance.	4.13	4.33	+0.20 ▲
7. Effectively organizes resources and plans	4.33	4.33	
8. Works effectively in the department.	4.20	4.07	-0.13 ▼
9. Effective in performing his/her job.	4.67	4.13	-0.53 ▼
10. Works well in this position.	4.47	4.13	-0.33 ▼

Adaptability

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
11. Responds quickly to new information.	15	4.67	100.0			33%	67%	
12. Continually trying to improve skills to remain current.	15	4.20	86.7	7%	7%	47%	40%	
13. Is aware of changes to team personnel.	14	3.64	57.1	14%	29%	36%	21%	
14. Is flexible and open minded in dealing with others.	14	4.14	85.7	7%	7%	50%	36%	
15. Works effectively in dynamic and changing work environments.	15	4.47	93.3	7%	40%	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	2023	2024	Change
11. Responds quickly to new information.	4.20	4.67	+0.47 ▲
12. Continually trying to improve skills to remain current.	3.93	4.20	+0.27 ▲
13. Is aware of changes to team personnel.	4.47	3.64	-0.82 ▼
14. Is flexible and open minded in dealing with others.	4.00	4.14	+0.14 ▲
15. Works effectively in dynamic and changing work environments.	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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Displays high energy and enthusiasm on consistent basis.	15	4.00	66.7	7%	27%	27%	40%	
17. Identifies ways to simplify work processes and reduce cycle times	15	3.87	66.7		33%	47%	20%	
18. Completes a large volume of work.	15	4.20	86.7	7%	7%	47%	40%	
19. Encourages risk taking and experimentation to improve performance	15	4.33	86.7		13%	40%	47%	
20. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	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. Displays high energy and enthusiasm on consistent basis.	3.64	4.00	+0.36 ▲
17. Identifies ways to simplify work processes and reduce cycle times	4.33	3.87	-0.47 ▼
18. Completes a large volume of work.	3.93	4.20	+0.27 ▲
19. Encourages risk taking and experimentation to improve performance	4.33	4.33	0.00 ▲
20. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.60	4.40	+0.80 ▲

Problem Solving

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. Effective in solving problems.	15	3.93	73.3	27%		53%		20%
22. Actively seeks the root cause of a problem.	15	4.00	66.7	13%	20%	20%		47%
23. Makes judgments based upon relevant information.	15	4.07	80.0	20%		53%		27%
24. Implements effective solutions to critical problems.	15	4.00	73.3	13%	13%	33%		40%
25. Understands the root causes of problems.	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. Effective in solving problems.	4.20	3.93	-0.27 ▼
22. Actively seeks the root cause of a problem.	4.20	4.00	-0.20 ▼
23. Makes judgments based upon relevant information.	4.13	4.07	-0.07 ▼
24. Implements effective solutions to critical problems.	3.80	4.00	+0.20 ▲
25. Understands the root causes of problems.	4.13	4.07	-0.07 ▼

Initiative

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. Takes advantage of opportunities when they become available.	15	4.00	80.0	7%	13%	53%	27%	
27. Initiates draft reports for consideration.	15	3.67	66.7	20%	13%	47%	20%	
28. Initiates actions that impact the department/company.	15	4.40	86.7	13%	33%	53%		
29. Takes action without being asked.	15	4.07	80.0	20%	53%	27%		
30. Anticipates problems and initiates plans to address them.	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. Takes advantage of opportunities when they become available.	4.47	4.00	-0.47 ▼
27. Initiates draft reports for consideration.	4.00	3.67	-0.33 ▼
28. Initiates actions that impact the department/company.	4.33	4.40	+0.07 ▲
29. Takes action without being asked.	4.07	4.07	
30. Anticipates problems and initiates plans to address them.	4.00	4.00	

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
31. Plans the best course of action to achieve the goal.	15	4.27	93.3	7%	60%			33%
32. Encourages a high-energy, fun work environment and coaches others on how to do the same	14	4.14	92.9	7%	71%			21%
33. Is a high achiever.	15	4.27	100.0		73%			27%
34. Has a strong result orientation.	15	4.40	93.3	7%	47%			47%
35. Measures progress toward the goal.	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. Plans the best course of action to achieve the goal.	4.27	4.27	
32. Encourages a high-energy, fun work environment and coaches others on how to do the same	4.20	4.14	-0.06 ▼
33. Is a high achiever.	3.67	4.27	+0.60 ▲
34. Has a strong result orientation.	4.00	4.40	+0.40 ▲
35. Measures progress toward the goal.	4.20	3.47	-0.73 ▼

Teamwork

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. Makes decisions that support the team's goals and objectives.	15	4.20	93.3	7%	67%			27%
37. Creates opportunities to learn with other team members	15	4.27	93.3	7%	60%			33%
38. Encourages others to share ideas to develop team cohesion	15	4.00	80.0	20%	60%			20%
39. Identifies and resolves conflicts within the team to increase team effectiveness	15	4.07	86.7	7%	7%	60%		27%
40. Focuses on understanding the other team member's message.	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. Makes decisions that support the team's goals and objectives.	4.00	4.20	+0.20 ▲
37. Creates opportunities to learn with other team members	4.21	4.27	+0.05 ▲
38. Encourages others to share ideas to develop team cohesion	4.07	4.00	-0.07 ▼
39. Identifies and resolves conflicts within the team to increase team effectiveness	3.87	4.07	+0.20 ▲
40. Focuses on understanding the other team member's message.	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?