



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.

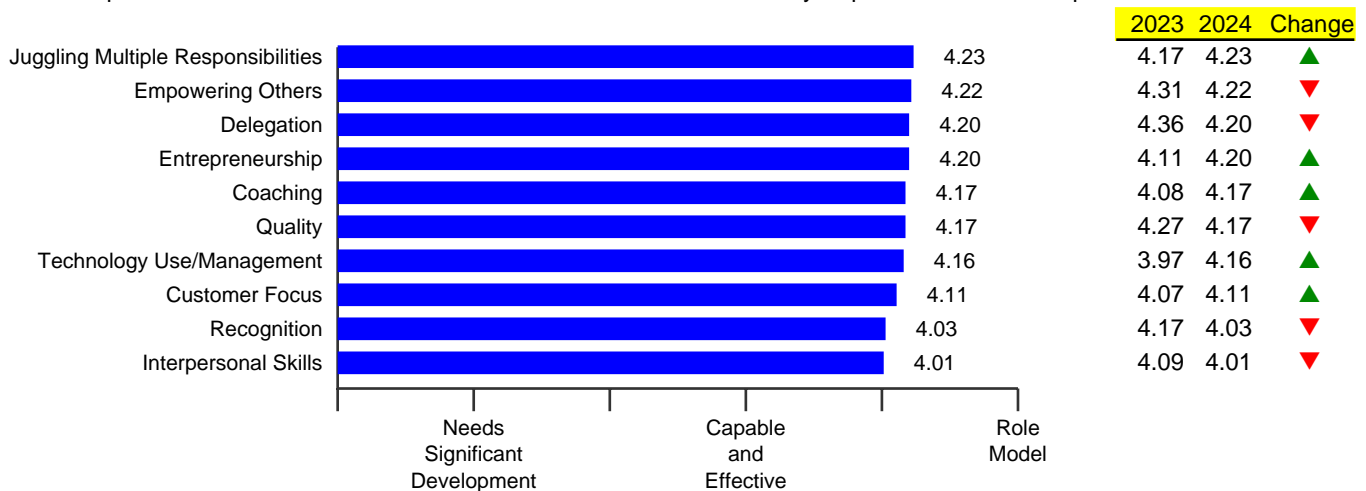
What to Do with Your Feedback

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

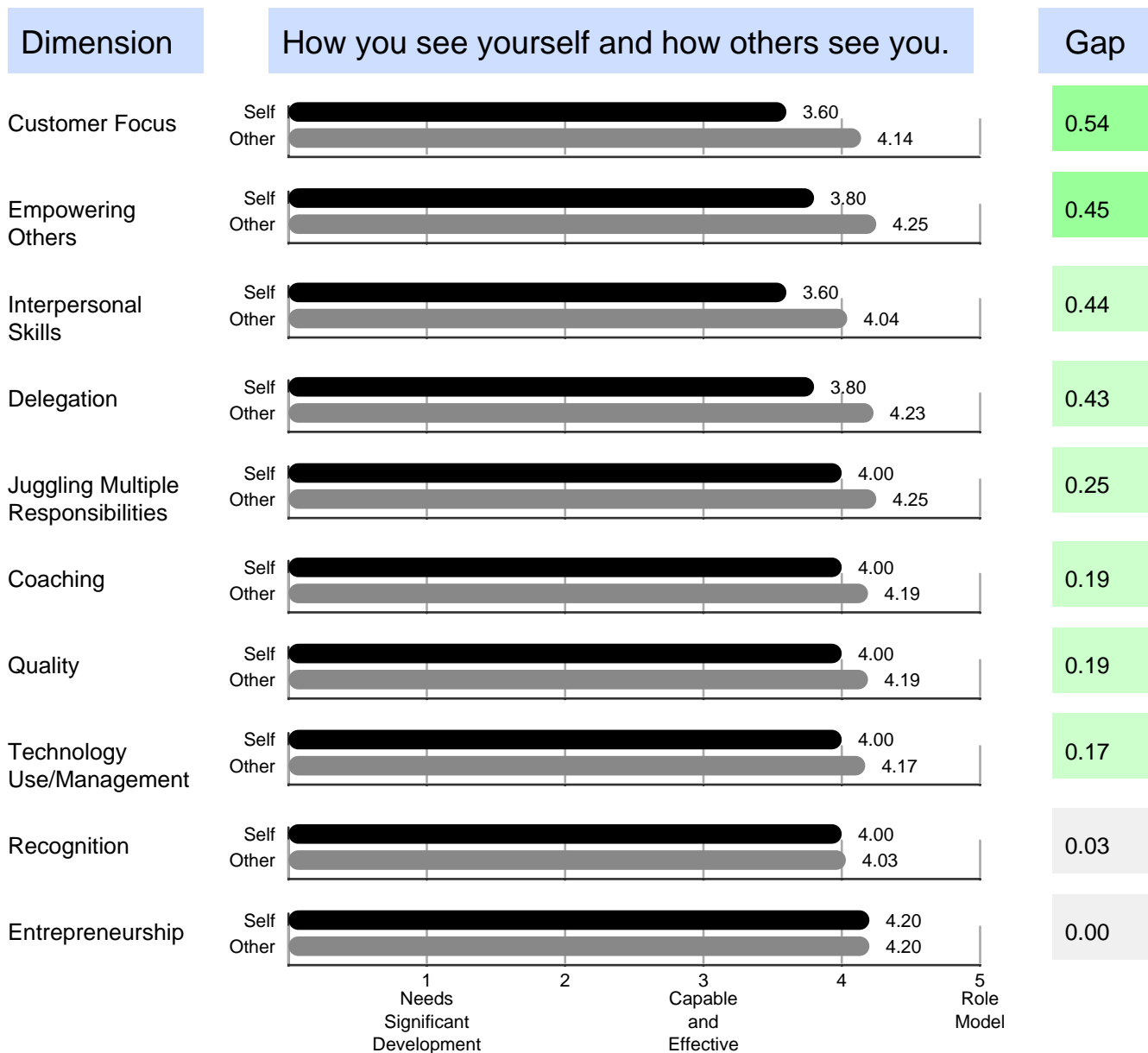
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



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.



Empowering 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 | Response Categories | | | | |
|---|----|------|-------|------------------------------------|-----|----------------------------|---|-----------------|
| | | | | Needs Significant Development 1 | 2 | Capable and Effective 3 | 4 | Role Model 5 |
| 1. Expresses confidence in the abilities of others. | 15 | 4.13 | 80.0 | 20% | 47% | 33% | | |
| 2. Recognizes that employees may need flexibility in their working hours. | 15 | 4.33 | 100.0 | | 67% | 33% | | |
| 3. Considers ideas from employees that may challenge traditional ways of doing the job. | 15 | 4.33 | 93.3 | 7% | 53% | 40% | | |
| 4. Provides support and resources needed to accomplish goals. | 15 | 4.07 | 86.7 | 13% | 67% | 20% | | |
| 5. Enables employees to take on more challenging roles. | 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. Expresses confidence in the abilities of others. | 4.00 | 4.13 | +0.13 ▲ |
| 2. Recognizes that employees may need flexibility in their working hours. | 4.40 | 4.33 | -0.07 ▼ |
| 3. Considers ideas from employees that may challenge traditional ways of doing the job. | 4.47 | 4.33 | -0.13 ▼ |
| 4. Provides support and resources needed to accomplish goals. | 4.47 | 4.07 | -0.40 ▼ |
| 5. Enables employees to take on more challenging roles. | 4.20 | 4.21 | +0.01 ▲ |

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 Development) to green (Role Model).

| Item | n | Avg | LOA | Response Categories | | | | |
|--|----|------|------|------------------------------------|-----|----------------------------|-----|-----------------|
| | | | | Needs Significant Development 1 | 2 | Capable and Effective 3 | 4 | Role Model 5 |
| 6. Entrusts subordinates with important tasks. | 15 | 4.33 | 93.3 | 7% | 53% | | 40% | |
| 7. Defines goals and objectives for subordinates. | 15 | 4.33 | 86.7 | 13% | 40% | | 47% | |
| 8. Allows employees to decide how they wish to complete the tasks. | 15 | 4.07 | 80.0 | 20% | 53% | | 27% | |
| 9. Assigns tasks to create learning opportunities for the employees. | 15 | 4.13 | 80.0 | 20% | 47% | | 33% | |
| 10. Defines the roles, responsibilities, required actions, and deadlines for team members. | 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. Entrusts subordinates with important tasks. | 4.13 | 4.33 | +0.20 ▲ |
| 7. Defines goals and objectives for subordinates. | 4.33 | 4.33 | |
| 8. Allows employees to decide how they wish to complete the tasks. | 4.20 | 4.07 | -0.13 ▼ |
| 9. Assigns tasks to create learning opportunities for the employees. | 4.67 | 4.13 | -0.53 ▼ |
| 10. Defines the roles, responsibilities, required actions, and deadlines for team members. | 4.47 | 4.13 | -0.33 ▼ |

Juggling Multiple Responsibilities

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. Builds in extra time in the schedule for unplanned events/occurrences. | 15 | 4.67 | 100.0 | | | | 33% | 67% |
| 12. Assesses current capabilities before committing to new requests from customers. | 15 | 4.20 | 86.7 | 7% | 7% | 47% | | 40% |
| 13. Completes multiple tasks simultaneously. | 14 | 3.64 | 57.1 | 14% | 29% | 36% | | 21% |
| 14. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables. | 14 | 4.14 | 85.7 | 7% | 7% | 50% | | 36% |
| 15. Plans and organizes continuously while performing all other responsibilities and activities. | 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. Builds in extra time in the schedule for unplanned events/occurrences. | 4.20 | 4.67 | +0.47 ▲ |
| 12. Assesses current capabilities before committing to new requests from customers. | 3.93 | 4.20 | +0.27 ▲ |
| 13. Completes multiple tasks simultaneously. | 4.47 | 3.64 | -0.82 ▼ |
| 14. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables. | 4.00 | 4.14 | +0.14 ▲ |
| 15. Plans and organizes continuously while performing all other responsibilities and activities. | 4.27 | 4.47 | +0.20 ▲ |

Technology Use/Management

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. Supports employee training and development initiatives regarding implementation of technology. | 15 | 4.00 | 66.7 | 7% | 27% | 27% | 40% | |
| 17. Applies complex rules and regulations to maintain optimal system performance. | 15 | 3.87 | 66.7 | | 33% | 47% | 20% | |
| 18. Identifies gaps between actual and needed technical competencies and provides recommendations for required training. | 15 | 4.20 | 86.7 | 7% | 7% | 47% | 40% | |
| 19. Maximizes the use of new technology to deliver products and services. | 15 | 4.33 | 86.7 | 13% | | 40% | 47% | |
| 20. Understands and is committed to implementing new technologies. | 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. Supports employee training and development initiatives regarding implementation of technology. | 3.64 | 4.00 | +0.36 ▲ |
| 17. Applies complex rules and regulations to maintain optimal system performance. | 4.33 | 3.87 | -0.47 ▼ |
| 18. Identifies gaps between actual and needed technical competencies and provides recommendations for required training. | 3.93 | 4.20 | +0.27 ▲ |
| 19. Maximizes the use of new technology to deliver products and services. | 4.33 | 4.33 | |
| 20. Understands and is committed to implementing new technologies. | 3.60 | 4.40 | +0.80 ▲ |

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 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. Uses tact, compassion, and sensitivity in interactions with others. | 15 | 3.93 | 73.3 | 27% | | 53% | | 20% |
| 22. Keeps commitments made with coworkers. | 15 | 4.00 | 66.7 | 13% | 20% | 20% | | 47% |
| 23. Honesty and integrity are core tenets of interpersonal relationships. | 15 | 4.07 | 80.0 | 20% | | 53% | | 27% |
| 24. Pays close attention to what is being communicated verbally and nonverbally. | 15 | 4.00 | 73.3 | 13% | 13% | 33% | | 40% |
| 25. Demonstrates positive behaviors for others to follow. | 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. Uses tact, compassion, and sensitivity in interactions with others. | 4.20 | 3.93 | -0.27 ▼ |
| 22. Keeps commitments made with coworkers. | 4.20 | 4.00 | -0.20 ▼ |
| 23. Honesty and integrity are core tenets of interpersonal relationships. | 4.13 | 4.07 | -0.07 ▼ |
| 24. Pays close attention to what is being communicated verbally and nonverbally. | 3.80 | 4.00 | +0.20 ▲ |
| 25. Demonstrates positive behaviors for others to follow. | 4.13 | 4.07 | -0.07 ▼ |

Recognition

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 |
|--|----|------|------|------------------------------------|-----|----------------------------|---|-----------------|
| 26. Recognizes team members who offer a significant contribution to a project. | 15 | 4.00 | 80.0 | 7% | 13% | 53% | | 27% |
| 27. Makes people around them feel appreciated and valued. | 15 | 3.67 | 66.7 | 20% | 13% | 47% | | 20% |
| 28. Reinforces and rewards employees for accomplishing necessary goals. | 15 | 4.40 | 86.7 | 13% | 33% | 53% | | |
| 29. Compliments other people when they do good work | 15 | 4.07 | 80.0 | 20% | | 53% | | 27% |
| 30. Readily shares credit and gives others opportunity for visibility. | 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. Recognizes team members who offer a significant contribution to a project. | 4.47 | 4.00 | -0.47 ▼ |
| 27. Makes people around them feel appreciated and valued. | 4.00 | 3.67 | -0.33 ▼ |
| 28. Reinforces and rewards employees for accomplishing necessary goals. | 4.33 | 4.40 | +0.07 ▲ |
| 29. Compliments other people when they do good work | 4.07 | 4.07 | |
| 30. Readily shares credit and gives others opportunity for visibility. | 4.00 | 4.00 | |

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 |
| 31. Develops good rapport and trust with the customer. | 15 | 4.27 | 93.3 | 7% | 60% | 33% | | |
| 32. Is competent in handling difficult customers. | 14 | 4.14 | 92.9 | 7% | 71% | 21% | | |
| 33. Effectively troubleshoots customer issues. | 15 | 4.27 | 100.0 | | 73% | 27% | | |
| 34. Interacts with customers to define roles, expectations, and responsibilities. | 15 | 4.40 | 93.3 | 7% | 47% | 47% | | |
| 35. Actively listens to concerns from customers. | 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. Develops good rapport and trust with the customer. | 4.27 | 4.27 | |
| 32. Is competent in handling difficult customers. | 4.20 | 4.14 | -0.06 ▼ |
| 33. Effectively troubleshoots customer issues. | 3.67 | 4.27 | +0.60 ▲ |
| 34. Interacts with customers to define roles, expectations, and responsibilities. | 4.00 | 4.40 | +0.40 ▲ |
| 35. Actively listens to concerns from customers. | 4.20 | 3.47 | -0.73 ▼ |

Coaching

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 |
| 36. Meets regularly with employees to coach them on areas that will enhance their performance | 15 | 4.20 | 93.3 | 7% | 67% | | | 27% |
| 37. Conducts regular performance appraisals and feedback. | 15 | 4.27 | 93.3 | 7% | 60% | | | 33% |
| 38. Addresses employee behavior problems effectively. | 15 | 4.00 | 80.0 | 20% | 60% | | | 20% |
| 39. Coaches employees in how to strengthen knowledge and skills to improve work performance. | 15 | 4.07 | 86.7 | 7% | 7% | 60% | | 27% |
| 40. Provides clear, motivating, and constructive feedback. | 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. Meets regularly with employees to coach them on areas that will enhance their performance | 4.00 | 4.20 | +0.20 ▲ |
| 37. Conducts regular performance appraisals and feedback. | 4.21 | 4.27 | +0.05 ▲ |
| 38. Addresses employee behavior problems effectively. | 4.07 | 4.00 | -0.07 ▼ |
| 39. Coaches employees in how to strengthen knowledge and skills to improve work performance. | 3.87 | 4.07 | +0.20 ▲ |
| 40. Provides clear, motivating, and constructive feedback. | 4.27 | 4.33 | +0.07 ▲ |

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 | Capable and Effective 3 | 4 | Role Model 5 |
|---|----|------|-------|---------------------------------|-----|-------------------------|---|--------------|
| 41. Corrects issues in a timely manner. | 15 | 3.93 | 80.0 | 13% | 7% | 53% | | 27% |
| 42. Holds employees accountable for their quality of work. | 15 | 4.33 | 93.3 | 7% | | 47% | | 47% |
| 43. Encourages others to produce the highest quality work products. | 15 | 4.13 | 86.7 | | 13% | 60% | | 27% |
| 44. Encourages others to achieve high quality standards. | 15 | 4.20 | 100.0 | | | 80% | | 20% |
| 45. Encourages employees to produce the best quality products. | 15 | 4.27 | 86.7 | 7% | 7% | 40% | | 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 | 2023 | 2024 | Change |
|---|------|------|---------|
| 41. Corrects issues in a timely manner. | 3.87 | 3.93 | +0.07 ▲ |
| 42. Holds employees accountable for their quality of work. | 4.13 | 4.33 | +0.20 ▲ |
| 43. Encourages others to produce the highest quality work products. | 4.20 | 4.13 | -0.07 ▼ |
| 44. Encourages others to achieve high quality standards. | 4.87 | 4.20 | -0.67 ▼ |
| 45. Encourages employees to produce the best quality products. | 4.27 | 4.27 | |

Entrepreneurship

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 |
| 46. Exhibits determination and passion in completion of goals. | 15 | 4.40 | 93.3 | 7% | 47% | 47% | | |
| 47. Excellent at managing relationships with stakeholders. | 15 | 4.20 | 93.3 | 7% | 67% | | 27% | |
| 48. Able to adapt the department to changing business demands and climate. | 15 | 4.07 | 86.7 | 13% | 53% | | 33% | |
| 49. Maintains a high level of energy to respond to demands of the job. | 15 | 4.27 | 93.3 | 7% | 53% | | 40% | |
| 50. Understands the processes and various stages of business development. | 15 | 4.07 | 80.0 | 20% | 53% | | 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 |
|--|------|------|---------|
| 46. Exhibits determination and passion in completion of goals. | 4.13 | 4.40 | +0.27 ▲ |
| 47. Excellent at managing relationships with stakeholders. | 4.07 | 4.20 | +0.13 ▲ |
| 48. Able to adapt the department to changing business demands and climate. | 4.00 | 4.07 | +0.07 ▲ |
| 49. Maintains a high level of energy to respond to demands of the job. | 4.13 | 4.27 | +0.13 ▲ |
| 50. Understands the processes and various stages of business development. | 4.20 | 4.07 | -0.13 ▼ |

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?