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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.

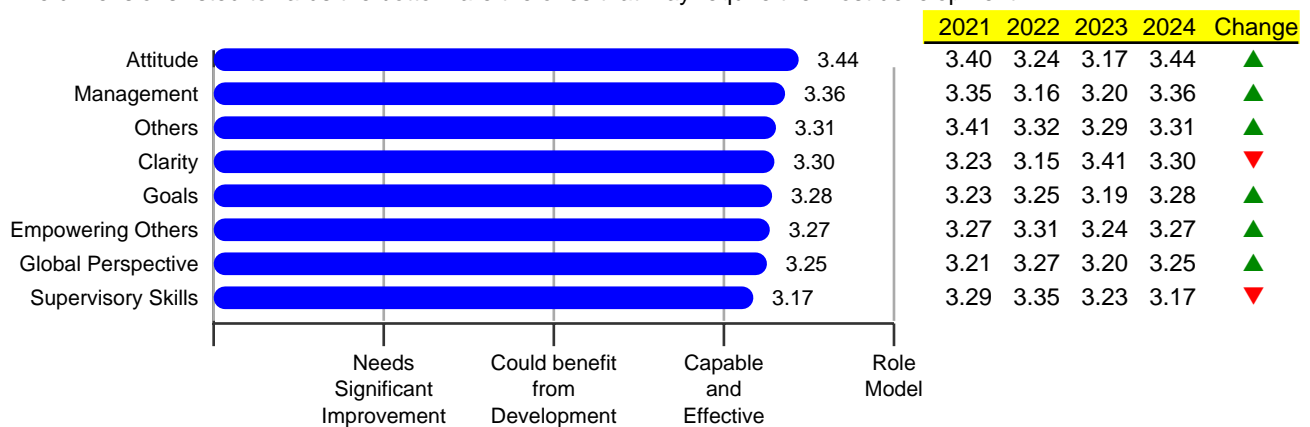
## What to Do with Your Feedback

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

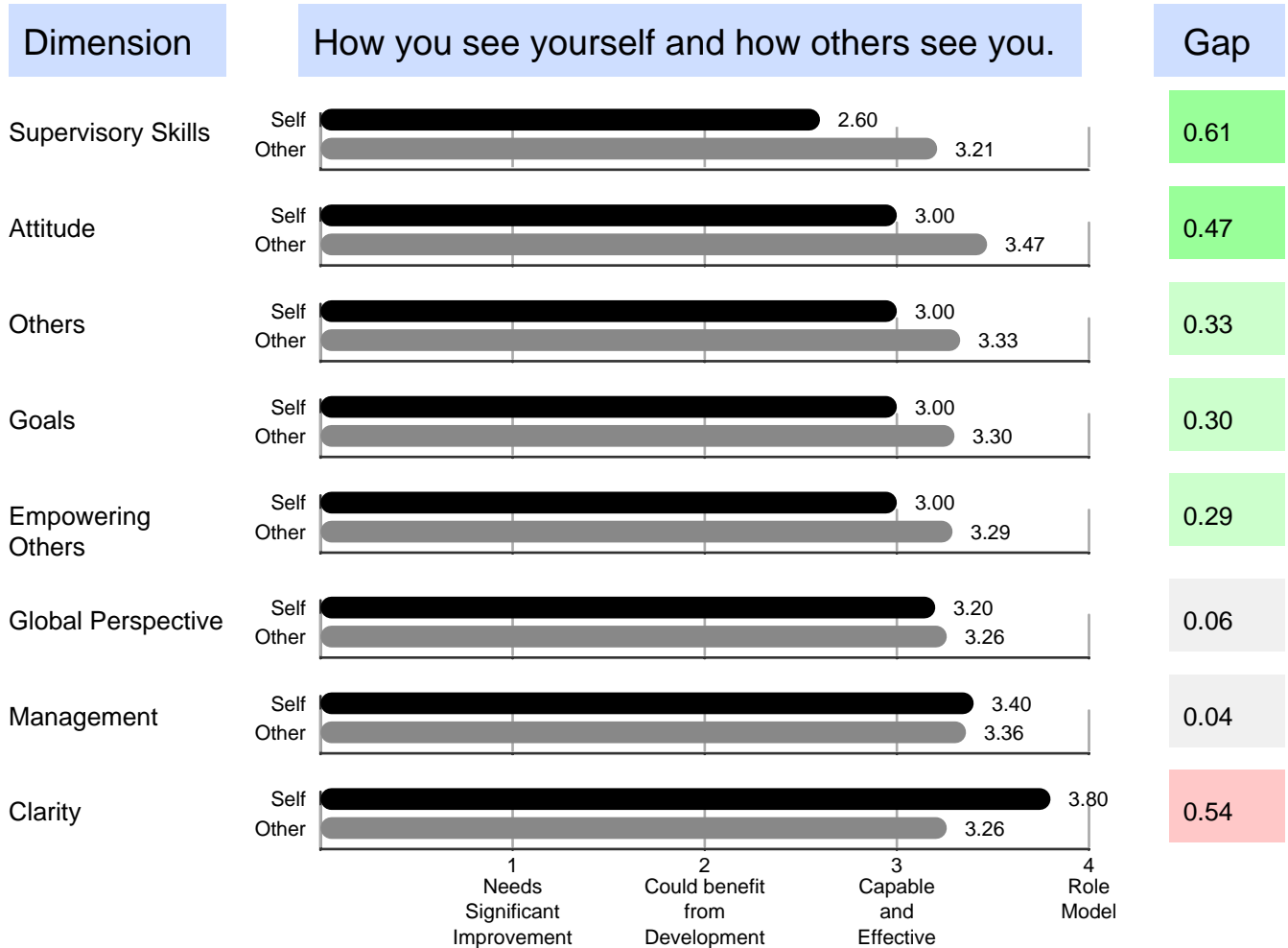
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Allows the team to take responsibility for the project.	15	3.20	86.7	13%	53%	33%	
2. Encourages employees to think outside the box.	15	3.33	100.0		67%	33%	
3. Allows subordinates to perform mission critical tasks.	15	3.33	93.3	7%	53%	40%	
4. Ensures employees understand what is being assigned to them.	15	3.27	93.3	7%	60%	33%	
5. Assigns important tasks to subordinates.	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. Allows the team to take responsibility for the project.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Encourages employees to think outside the box.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Allows subordinates to perform mission critical tasks.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Ensures employees understand what is being assigned to them.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Assigns important tasks to subordinates.	3.00	3.20	3.13	3.21	+0.08 ▲

## 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
6. Works effectively with people from other departments.	15	3.47	100.0		53%	47%	
7. Constructively receives criticism and suggestions from others.	15	3.40	93.3	7%	47%	47%	
8. ...treats others with respect and dignity.	15	3.20	86.7	13%	53%	33%	
9. Supports the efforts of other employees in implementing solutions to problems.	15	3.27	86.7	13%	47%	40%	
10. Is able to see issues from others' perspectives.	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. Works effectively with people from other departments.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Constructively receives criticism and suggestions from others.	3.40	3.20	3.33	3.40	+0.07 ▲
8. ...treats others with respect and dignity.	3.40	3.40	3.20	3.20	
9. Supports the efforts of other employees in implementing solutions to problems.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Is able to see issues from others' perspectives.	3.33	3.47	3.27	3.20	-0.07 ▼

## Attitude

### 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. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.67	100.0	33%	67%		
12. Builds open and trusting relationships.	15	3.40	93.3	7%	47%	47%	
13. Contributes to a positive work environment.	15	3.13	86.7	13%	60%	27%	
14. Is gracious and professional in their interactions with others.	15	3.47	100.0	53%	47%		
15. Shows by their actions that they trust in the positive intentions of others.	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. Works to eliminate unnecessary work or barriers that get in others' way.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Builds open and trusting relationships.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Contributes to a positive work environment.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Is gracious and professional in their interactions with others.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Shows by their actions that they trust in the positive intentions of others.	3.67	3.27	3.20	3.53	+0.33 ▲

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Keep staff informed about what is happening in the company	15	3.47	93.3	7%	40%	53%	
17. Takes responsibility for things that go wrong	15	2.93	73.3	27%	53%	20%	
18. Is ready to offer help	15	3.40	93.3	7%	47%	47%	
19. Makes you feel enthusiastic about your work	15	3.53	100.0		47%	53%	
20. Delegate tasks effectively	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. Keep staff informed about what is happening in the company	3.33	3.00	3.07	3.47	+0.40 ▲
17. Takes responsibility for things that go wrong	3.40	3.20	3.33	2.93	-0.40 ▼
18. Is ready to offer help	3.47	3.53	3.20	3.40	+0.20 ▲
19. Makes you feel enthusiastic about your work	3.13	2.87	3.53	3.53	
20. Delegate tasks effectively	3.40	3.20	2.87	3.47	+0.60 ▲

## Supervisory 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Provides training on equipment as needed.	15	3.00	80.0	20%	60%		20%
22. Is a calming force during stressful periods.	15	3.53	100.0		47%	53%	
23. Conducts regular performance management sessions.	15	3.13	86.7	13%	60%		27%
24. Informs employees of what tasks need to be completed on each shift.	15	3.13	80.0	7% 13%	40%		40%
25. Demonstrates exemplary work performance that others should follow.	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. Provides training on equipment as needed.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Is a calming force during stressful periods.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Conducts regular performance management sessions.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Informs employees of what tasks need to be completed on each shift.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Demonstrates exemplary work performance that others should follow.	3.27	3.33	3.27	3.07	-0.20 ▼



## Goals

### 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. Makes sure that team members have a clear idea of our group's goals.	15	3.20	93.3	7%	60%		33%
27. Goal Setting	15	3.40	93.3	7%	47%		47%
28. Makes sure that I have a clear idea of our group's goals.	15	3.60	93.3	7%	27%	67%	
29. Sets high expectations and goals; encourages others to support the organization.	15	3.20	86.7	13%	53%		33%
30. Establishes and documents goals and objectives.	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. Makes sure that team members have a clear idea of our group's goals.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Goal Setting	3.20	3.33	2.93	3.40	+0.47 ▲
28. Makes sure that I have a clear idea of our group's goals.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Sets high expectations and goals; encourages others to support the organization.	3.21	3.20	3.20	3.20	
30. Establishes and documents goals and objectives.	2.87	3.27	3.07	3.00	-0.07 ▼

## Clarity

### 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. Is clear about the roles and duties of team members.	15	3.33	93.3	7%	53%	40%	
32. Seeks to reduce ambiguity in messaging and documents.	14	3.29	100.0		71%	29%	
33. Is clear about goals that need to be achieved.	15	3.27	100.0		73%	27%	
34. Communicates with clarity and efficiency.	15	3.47	93.3	7%	40%	53%	
35. Attends to the important details of a job or task.	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. Is clear about the roles and duties of team members.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Seeks to reduce ambiguity in messaging and documents.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is clear about goals that need to be achieved.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Communicates with clarity and efficiency.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Attends to the important details of a job or task.	3.20	3.27	3.13	3.13	

## Global Perspective

### 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. Is aware of the culture, behaviors, identities and beliefs of others.	15	3.20	93.3	7%	67%		27%
37. Volunteers for experiences and assignments abroad.	15	3.33	93.3	7%	53%		40%
38. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	15	3.07	86.7	13%	67%		20%
39. Cooperates with others on a global scale.	15	3.33	100.0		67%		33%
40. Applies knowledge of overseas markets.	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. Is aware of the culture, behaviors, identities and beliefs of others.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Volunteers for experiences and assignments abroad.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Cooperates with others on a global scale.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Applies knowledge of overseas markets.	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?