



---

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.

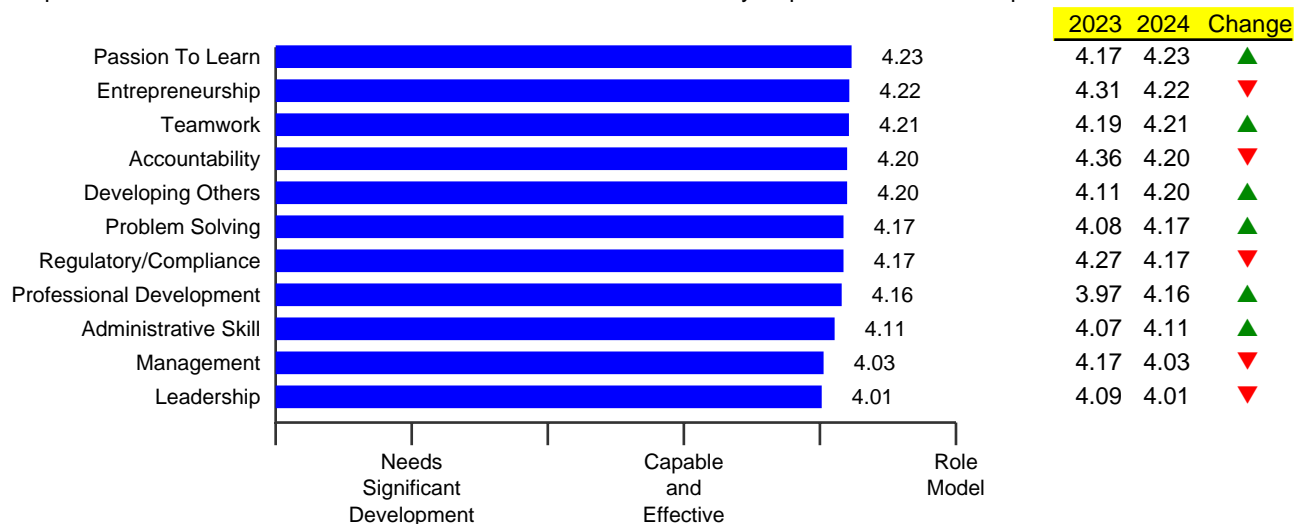
## What to Do with Your Feedback

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

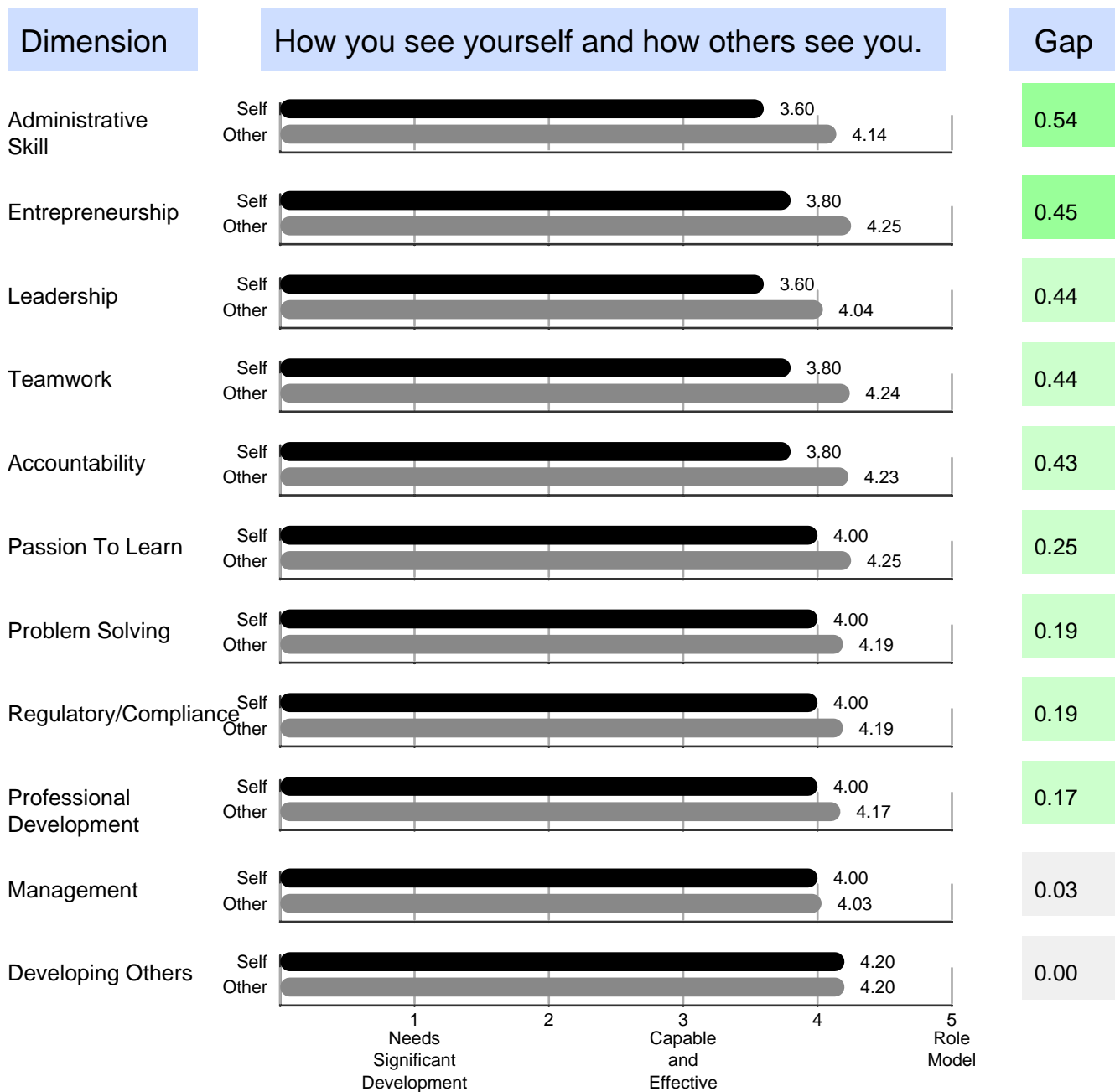
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



## 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Balances risks and rewards when making decisions.	15	4.13	80.0	20%		47%		33%
2. Able to adapt the department to changing business demands and climate.	15	4.33	100.0			67%		33%
3. Encourages dynamic growth opportunities.	15	4.33	93.3	7%		53%		40%
4. Encourages risk taking for developing potential business opportunities.	15	4.07	86.7	13%		67%		20%
5. Takes the initiative to complete tasks.	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. Balances risks and rewards when making decisions.	4.00	4.13	+0.13 ▲
2. Able to adapt the department to changing business demands and climate.	4.40	4.33	-0.07 ▼
3. Encourages dynamic growth opportunities.	4.47	4.33	-0.13 ▼
4. Encourages risk taking for developing potential business opportunities.	4.47	4.07	-0.40 ▼
5. Takes the initiative to complete tasks.	4.20	4.21	+0.01 ▲

## Accountability

### 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. Acts like an owner when they make decisions.	15	4.33	93.3	7%	53%		40%	
7. Takes responsibility for their actions and admits mistakes openly.	15	4.33	86.7	13%	40%		47%	
8. Demonstrates a commitment to taking responsibility for actions.	15	4.07	80.0	20%	53%		27%	
9. Accepts personal responsibility for not meeting expectations.	15	4.13	80.0	20%	47%		33%	
10. Upholds ethical standards even when no one is watching.	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. Acts like an owner when they make decisions.	4.13	4.33	+0.20 ▲
7. Takes responsibility for their actions and admits mistakes openly.	4.33	4.33	
8. Demonstrates a commitment to taking responsibility for actions.	4.20	4.07	-0.13 ▼
9. Accepts personal responsibility for not meeting expectations.	4.67	4.13	-0.53 ▼
10. Upholds ethical standards even when no one is watching.	4.47	4.13	-0.33 ▼

## Passion To Learn

### 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. Demonstrates a willingness to participate in continuing education courses.	15	4.67	100.0				33%	67%
12. Holds self and associates accountable for goal achievement.	15	4.20	86.7	7%	7%		47%	40%
13. Constantly enhances product knowledge through experimentation and play.	14	3.64	57.1	14%		29%	36%	21%
14. Demonstrates through personal behavior the commitment to high standards of performance.	14	4.14	85.7	7%	7%		50%	36%
15. Exhibits willingness to upgrade skills through additional training and education.	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. Demonstrates a willingness to participate in continuing education courses.	4.20	4.67	+0.47 ▲
12. Holds self and associates accountable for goal achievement.	3.93	4.20	+0.27 ▲
13. Constantly enhances product knowledge through experimentation and play.	4.47	3.64	-0.82 ▼
14. Demonstrates through personal behavior the commitment to high standards of performance.	4.00	4.14	+0.14 ▲
15. Exhibits willingness to upgrade skills through additional training and education.	4.27	4.47	+0.20 ▲

## Professional Development

### 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
16. Keep themselves up-to-date of technical/professional issues	15	4.00	66.7	7%	27%	27%	40%	
17. Contributing fully to the extent of their skills	15	3.87	66.7		33%	47%	20%	
18. Seeks opportunities for professional development.	15	4.20	86.7	7%	7%	47%	40%	
19. Allows employees to fully participate in employee training and professional development.	15	4.33	86.7		13%	40%	47%	
20. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	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. Keep themselves up-to-date of technical/professional issues	3.64	4.00	+0.36 ▲
17. Contributing fully to the extent of their skills	4.33	3.87	-0.47 ▼
18. Seeks opportunities for professional development.	3.93	4.20	+0.27 ▲
19. Allows employees to fully participate in employee training and professional development.	4.33	4.33	
20. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.60	4.40	+0.80 ▲

## Leadership

### 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
21. Gives inspiring presentations or discussions.	15	3.93	73.3	27%		53%		20%
22. Able to align manpower, design work, an allocate tasks to achieve goals.	15	4.00	66.7	13%	20%	20%		47%
23. Sets specific, measurable, and challenging goals.	15	4.07	80.0	20%		53%		27%
24. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	15	4.00	73.3	13%	13%	33%		40%
25. Takes ownership and accountability for results	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. Gives inspiring presentations or discussions.	4.20	3.93	-0.27 ▼
22. Able to align manpower, design work, an allocate tasks to achieve goals.	4.20	4.00	-0.20 ▼
23. Sets specific, measurable, and challenging goals.	4.13	4.07	-0.07 ▼
24. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	3.80	4.00	+0.20 ▲
25. Takes ownership and accountability for results	4.13	4.07	-0.07 ▼



## 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	3	4	5
26. Takes responsibility for things that go wrong	15	4.00	80.0	7%	13%	53%	27%	
27. Delegate tasks effectively	15	3.67	66.7	20%	13%	47%	20%	
28. Sets an example for others to follow	15	4.40	86.7	13%	33%	53%		
29. Is ready to offer help	15	4.07	80.0	20%	53%	27%		
30. Makes you feel enthusiastic about your work	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 responsibility for things that go wrong	4.47	4.00	-0.47 ▼
27. Delegate tasks effectively	4.00	3.67	-0.33 ▼
28. Sets an example for others to follow	4.33	4.40	+0.07 ▲
29. Is ready to offer help	4.07	4.07	
30. Makes you feel enthusiastic about your work	4.00	4.00	

## Administrative Skill

### 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. Completes reports on-time.	15	4.27	93.3	7%	60%	33%		
32. High attention to detail.	14	4.14	92.9	7%	71%	21%		
33. Implements and uses performance measures.	15	4.27	100.0		73%	27%		
34. Takes responsibility for decisions.	15	4.40	93.3	7%	47%	47%		
35. Has strong technical/computer skills.	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. Completes reports on-time.	4.27	4.27	
32. High attention to detail.	4.20	4.14	-0.06 ▼
33. Implements and uses performance measures.	3.67	4.27	+0.60 ▲
34. Takes responsibility for decisions.	4.00	4.40	+0.40 ▲
35. Has strong technical/computer skills.	4.20	3.47	-0.73 ▼

## 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	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Ability to develop innovative solutions to problems.	15	4.20	93.3	7%	67%			27%
37. Understands the root causes of problems.	15	4.27	93.3	7%	60%			33%
38. Makes judgments based upon relevant information.	15	4.00	80.0	20%	60%			20%
39. Identifies and assesses all potential responses to a problem.	15	4.07	86.7	7%	7%	60%		27%
40. Generates alternative solutions to problems and challenges.	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. Ability to develop innovative solutions to problems.	4.00	4.20	+0.20 ▲
37. Understands the root causes of problems.	4.21	4.27	+0.05 ▲
38. Makes judgments based upon relevant information.	4.07	4.00	-0.07 ▼
39. Identifies and assesses all potential responses to a problem.	3.87	4.07	+0.20 ▲
40. Generates alternative solutions to problems and challenges.	4.27	4.33	+0.07 ▲

## Regulatory/Compliance

### 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
41. Is aware of federal and local laws affecting employees.	15	3.93	80.0	13%	7%	53%		27%
42. Creates and maintains necessary regulatory documentation.	15	4.33	93.3	7%		47%		47%
43. Understands the applicable regulations and laws that impact our business.	15	4.13	86.7	13%		60%		27%
44. Maintains a state of readiness to address new and changing regulations and procedures.	15	4.20	100.0			80%		20%
45. Provides documents and reports as needed to maintain compliance with laws.	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. Is aware of federal and local laws affecting employees.	3.87	3.93	+0.07 ▲
42. Creates and maintains necessary regulatory documentation.	4.13	4.33	+0.20 ▲
43. Understands the applicable regulations and laws that impact our business.	4.20	4.13	-0.07 ▼
44. Maintains a state of readiness to address new and changing regulations and procedures.	4.87	4.20	-0.67 ▼
45. Provides documents and reports as needed to maintain compliance with laws.	4.27	4.27	

## 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
46. Tries to ensure employees are ready to move to the next level.	15	4.40	93.3	7%	47%	47%		
47. Recognizes and celebrates accomplishments of others.	15	4.20	93.3	7%	67%		27%	
48. Creates opportunities for professional development.	15	4.07	86.7	13%	53%		33%	
49. Supports the successes of other employees.	15	4.27	93.3	7%	53%		40%	
50. Is open to receiving feedback.	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. Tries to ensure employees are ready to move to the next level.	4.13	4.40	+0.27 ▲
47. Recognizes and celebrates accomplishments of others.	4.07	4.20	+0.13 ▲
48. Creates opportunities for professional development.	4.00	4.07	+0.07 ▲
49. Supports the successes of other employees.	4.13	4.27	+0.13 ▲
50. Is open to receiving feedback.	4.20	4.07	-0.13 ▼

## 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
51. Lets team members know when they have done well.	15	4.33	93.3	7%	47%	47%		
52. Comes across as a reliable, committed team member	15	4.13	86.7	13%	60%		27%	
53. Works well with other team members.	15	4.33	100.0		67%		33%	
54. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	15	4.27	93.3	7%	60%		33%	
55. Facilitates effective decision-making practices to further develop the team.	15	4.00	80.0	20%	60%		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
51. Lets team members know when they have done well.	4.13	4.33	+0.20 ▲
52. Comes across as a reliable, committed team member	4.40	4.13	-0.27 ▼
53. Works well with other team members.	4.07	4.33	+0.27 ▲
54. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	4.07	4.27	+0.20 ▲
55. Facilitates effective decision-making practices to further develop the team.	4.27	4.00	-0.27 ▼

## 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?