



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.

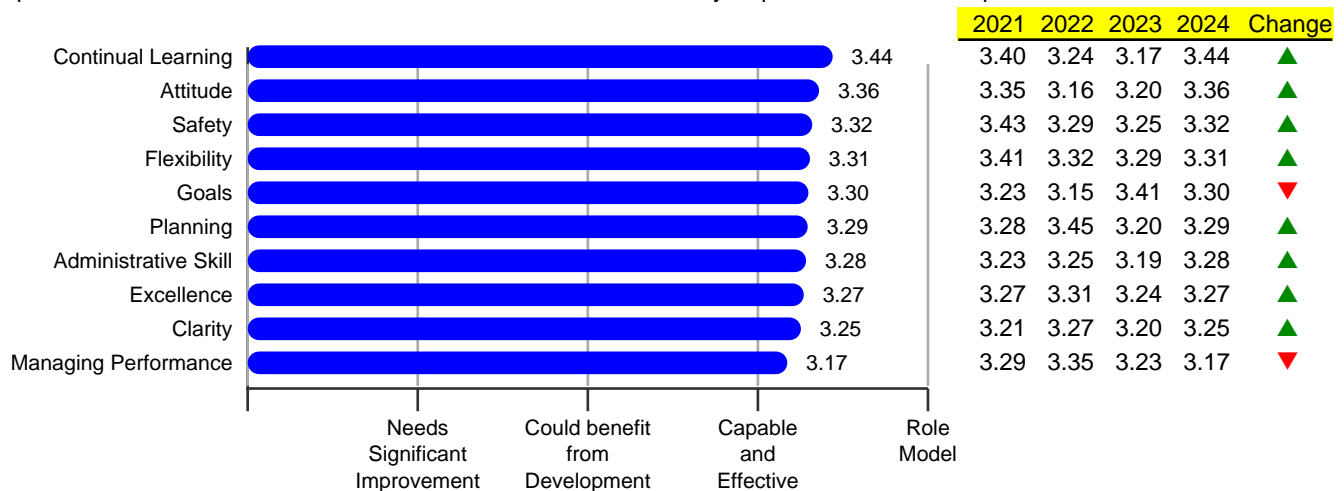
What to Do with Your Feedback

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

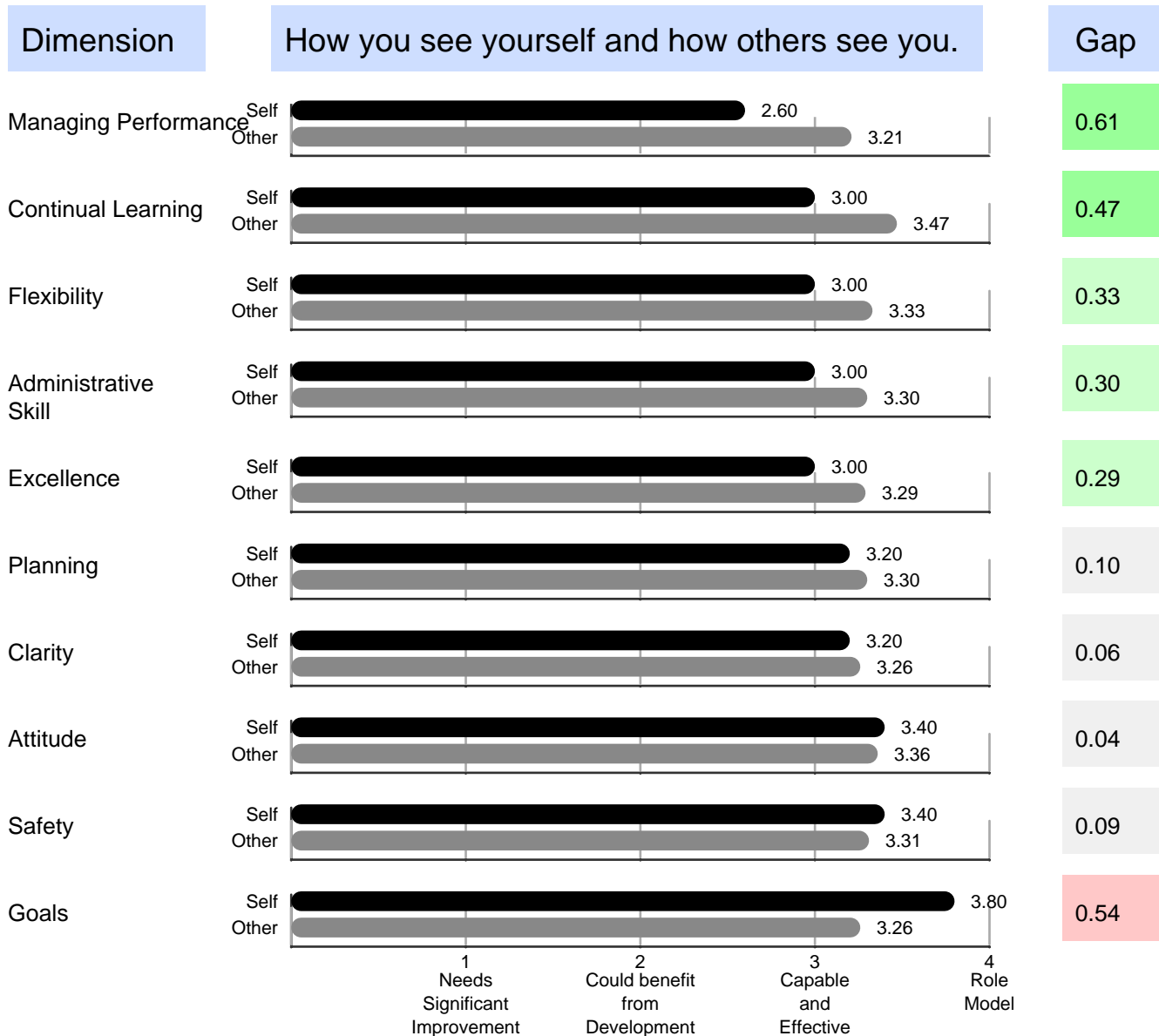
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Excellence

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. Keeps themselves and others focused on constant improvement.	15	3.20	86.7	13%	53%	33%	
2. Is planful and organized.	15	3.33	100.0		67%	33%	
3. Can be counted on to add value wherever they are involved.	15	3.33	93.3	7%	53%	40%	
4. Demonstrates the analytical skills to do their job.	15	3.27	93.3	7%	60%	33%	
5. Produces high quality work.	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. Keeps themselves and others focused on constant improvement.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is planful and organized.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Can be counted on to add value wherever they are involved.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Demonstrates the analytical skills to do their job.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Produces high quality work.	3.00	3.20	3.13	3.21	+0.08 ▲

Flexibility

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. Can handle changes without complaining.	15	3.47	100.0		53%	47%	
7. Implements changes as a result of having listened to employees	15	3.40	93.3	7%	47%	47%	
8. Effective in incorporating new ideas.	15	3.20	86.7	13%	53%	33%	
9. Encourages others to adopt new procedures.	15	3.27	86.7	13%	47%	40%	
10. Identifies new opportunities to achieve goals	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. Can handle changes without complaining.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Implements changes as a result of having listened to employees	3.40	3.20	3.33	3.40	+0.07 ▲
8. Effective in incorporating new ideas.	3.40	3.40	3.20	3.20	
9. Encourages others to adopt new procedures.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Identifies new opportunities to achieve goals	3.33	3.47	3.27	3.20	-0.07 ▼

Continual Learning

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. Shares best practices with others and learns from others.	15	3.67	100.0	33%	67%		
12. Builds on their strengths while addressing their weaknesses.	15	3.40	93.3	7%	47%	47%	
13. Seeks opportunities to grow in skills and knowledge.	15	3.13	86.7	13%	60%	27%	
14. Improves on their skill sets.	15	3.47	100.0		53%	47%	
15. Participates in regular training offered.	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. Shares best practices with others and learns from others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Builds on their strengths while addressing their weaknesses.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Seeks opportunities to grow in skills and knowledge.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Improves on their skill sets.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Participates in regular training offered.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Builds open and trusting relationships.	15	3.47	93.3	7%	40%	53%	
17. Treats all people fairly and with respect.	15	2.93	73.3	27%	53%		20%
18. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.40	93.3	7%	47%		47%
19. Visibly supports and encourages diversity in style and background.	15	3.53	100.0		47%	53%	
20. Contributes to a positive work environment.	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. Builds open and trusting relationships.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Treats all people fairly and with respect.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Works to eliminate unnecessary work or barriers that get in others' way.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Visibly supports and encourages diversity in style and background.	3.13	2.87	3.53	3.53	
20. Contributes to a positive work environment.	3.40	3.20	2.87	3.47	+0.60 ▲

Managing 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. Ensures team members receive rewards for positive performance accomplishments.	15	3.00	80.0	20%	60%		20%
22. Informs team members how their performance compares to stated goals.	15	3.53	100.0		47%	53%	
23. Establishes measures of performance.	15	3.13	86.7	13%	60%		27%
24. Encourages employees to take additional training in areas where they had low performance scores.	15	3.13	80.0	7%	13%	40%	40%
25. Acknowledges employee contributions that support the bottom line.	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. Ensures team members receive rewards for positive performance accomplishments.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Informs team members how their performance compares to stated goals.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Establishes measures of performance.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Encourages employees to take additional training in areas where they had low performance scores.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Acknowledges employee contributions that support the bottom line.	3.27	3.33	3.27	3.07	-0.20 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Accurately implements contract provisions.	15	3.20	93.3	7%	60%	33%	
27. Strong organizational skills to keep the workspace and department in order	15	3.40	93.3	7%	47%	47%	
28. Completes reports on-time.	15	3.60	93.3	7%	27%	67%	
29. Able to develop, justify and present a budget.	15	3.20	86.7	13%	53%	33%	
30. Implements and uses performance measures.	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. Accurately implements contract provisions.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Strong organizational skills to keep the workspace and department in order	3.20	3.33	2.93	3.40	+0.47 ▲
28. Completes reports on-time.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Able to develop, justify and present a budget.	3.21	3.20	3.20	3.20	
30. Implements and uses performance measures.	2.87	3.27	3.07	3.00	-0.07 ▼

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
31. Achieves goals.	15	3.33	93.3	7%	53%	40%	
32. Understands & contributes to development of strategic goals.	14	3.29	100.0		71%		29%
33. Achieves established goals.	15	3.27	100.0		73%		27%
34. Makes sure that I have a clear idea of our group's goals.	15	3.47	93.3	7%	40%	53%	
35. Goal Setting	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. Achieves goals.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Understands & contributes to development of strategic goals.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Achieves established goals.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Makes sure that I have a clear idea of our group's goals.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Goal Setting	3.20	3.27	3.13	3.13	

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
36. Is clear about the roles and duties of team members.	15	3.20	93.3	7%	67%		27%
37. Uses appropriate grammar and tense in communications.	15	3.33	93.3	7%	53%		40%
38. Makes sure employees understand why they were given certain assignments.	15	3.07	86.7	13%	67%		20%
39. Seeks to reduce ambiguity in messaging and documents.	15	3.33	100.0		67%		33%
40. Is clear about goals that need to be achieved.	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 clear about the roles and duties of team members.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Uses appropriate grammar and tense in communications.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Makes sure employees understand why they were given certain assignments.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Seeks to reduce ambiguity in messaging and documents.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Is clear about goals that need to be achieved.	3.00	3.20	3.27	3.33	+0.07 ▲

Safety

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
41. Committed to safety in the workplace.	15	3.33	93.3	7%	53%	40%	
42. Encourages others to work safely.	15	3.40	93.3	7%	47%	47%	
43. Keeps accurate safety records.	15	3.13	86.7	13%	60%	27%	
44. Develops a culture of safety.	15	3.27	100.0		73%	27%	
45. Participates in safety training when available.	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
41. Committed to safety in the workplace.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Encourages others to work safely.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Keeps accurate safety records.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Develops a culture of safety.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Participates in safety training when available.	3.20	3.33	3.13	3.47	+0.33 ▲

Planning

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
46. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.40	93.3	7%	47%	47%	
47. Has developed an effective strategic plan.	15	3.20	93.3	7%	67%	27%	
48. Effectively uses logistics planning to reduce supply delays.	15	3.20	93.3	7%	60%	33%	
49. Plans for future staffing needs.	15	3.47	100.0		53%	47%	
50. Prioritizes plans based on a cost/benefit analysis.	15	3.20	86.7	13%	53%	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
46. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Has developed an effective strategic plan.	3.33	3.40	3.20	3.20	
48. Effectively uses logistics planning to reduce supply delays.	3.60	3.33	3.20	3.20	
49. Plans for future staffing needs.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Prioritizes plans based on a cost/benefit analysis.	3.20	3.67	3.27	3.20	-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?