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.
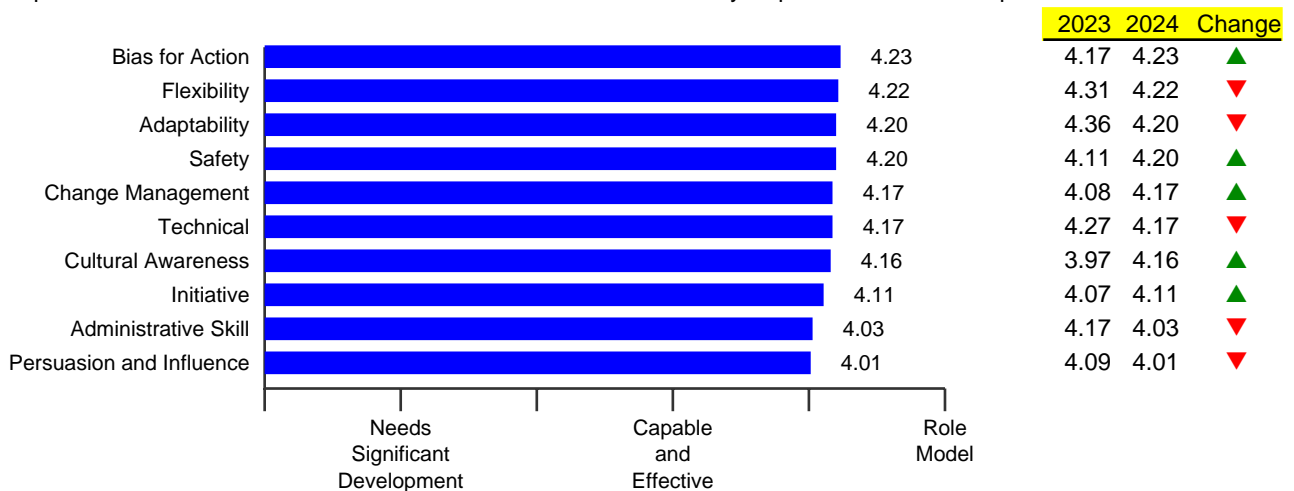
What to Do with Your Feedback

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.
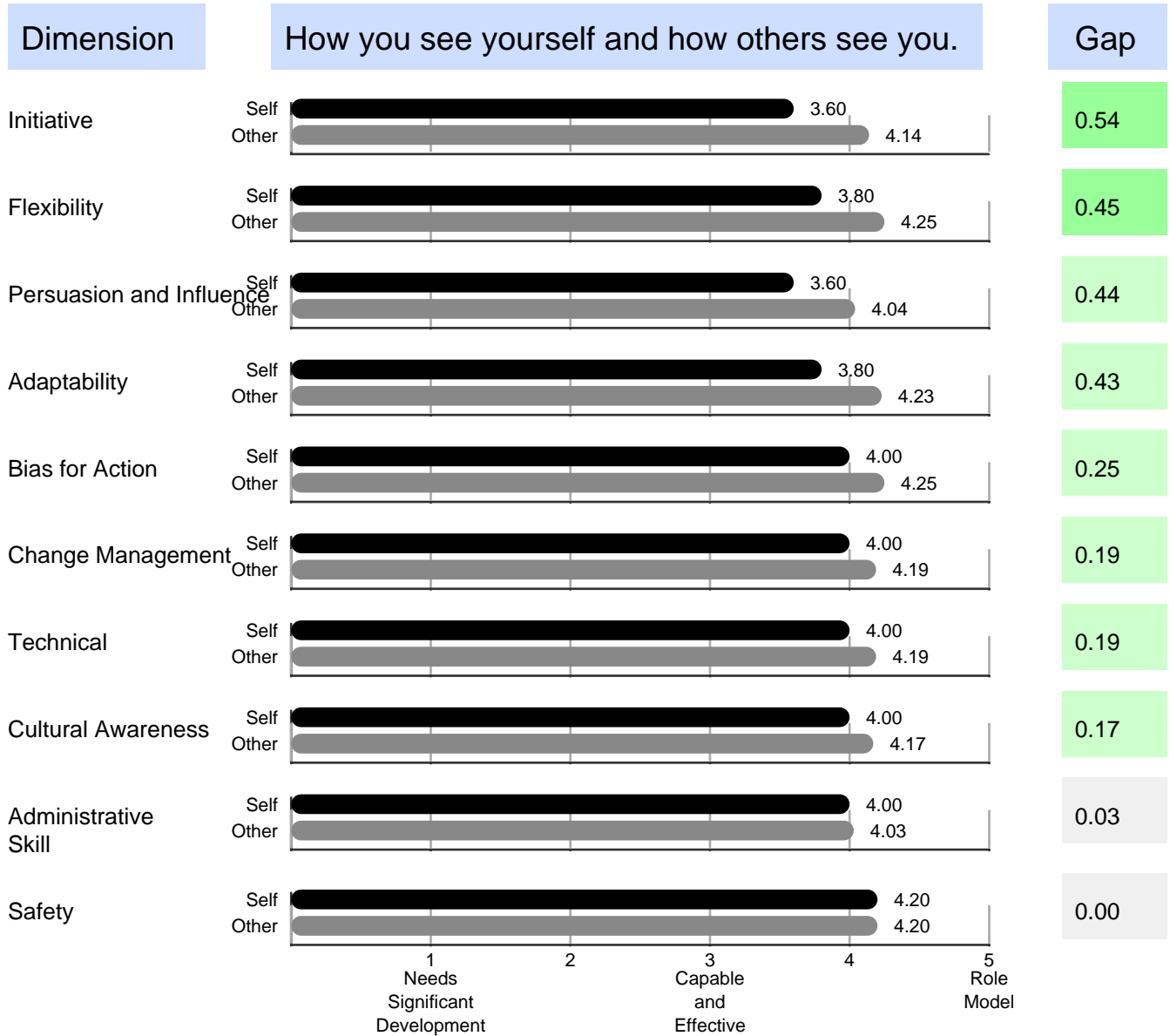
Summary

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.

		2023	2024	Change
Bias for Action	4.23	4.17	4.23	▲
Flexibility	4.22	4.31	4.22	▼
Adaptability	4.20	4.36	4.20	▼
Safety	4.20	4.11	4.20	▲
Change Management	4.17	4.08	4.17	▲
Technical	4.17	4.27	4.17	▼
Cultural Awareness	4.16	3.97	4.16	▲
Initiative	4.11	4.07	4.11	▲
Administrative Skill	4.03	4.17	4.03	▼
Persuasion and Influence	4.01	4.09	4.01	▼

| Needs Significant Development | Capable and Effective | Role Model |

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.

Dimension	How you see yourself and how others see you.	Gap
Initiative	Self 3.60 / Other 4.14	0.54
Flexibility	Self 3,80 / Other 4.25	0.45
Persuasion and Influence	Self 3.60 / Other 4.04	0.44
Adaptability	Self 3.80 / Other 4.23	0.43
Bias for Action	Self 4.00 / Other 4.25	0.25
Change Management	Self 4.00 / Other 4.19	0.19
Technical	Self 4.00 / Other 4.19	0.19
Cultural Awareness	Self 4.00 / Other 4.17	0.17
Administrative Skill	Self 4.00 / Other 4.03	0.03
Safety	Self 4.20 / Other 4.20	0.00

Scale:
1 Needs Significant Development
2
3 Capable and Effective
4
5 Role Model

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Able to adapt to new situations.	15	4.13	80.0		20%	47%		33%
2. Acts decisively in frequently changing and uncertain environment.	15	4.33	100.0			67%		33%
3. Can handle changes without complaining.	15	4.33	93.3		7%	53%		40%
4. Willing to try new ideas.	15	4.07	86.7		13%	67%		20%
5. Encourages others to adopt new procedures.	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. Able to adapt to new situations.	4.00	4.13	+0.13 ▲
2. Acts decisively in frequently changing and uncertain environment.	4.40	4.33	-0.07 ▼
3. Can handle changes without complaining.	4.47	4.33	-0.13 ▼
4. Willing to try new ideas.	4.47	4.07	-0.40 ▼
5. Encourages others to adopt new procedures.	4.20	4.21	+0.01 ▲

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
6. Works effectively in dynamic and changing work environments.	15	4.33	93.3	7%	53%		40%	
7. Can take on new assignments.	15	4.33	86.7	13%	40%		47%	
8. Adjusts to new plans and procedures.	15	4.07	80.0	20%	53%		27%	
9. Is open to changes in policies and procedures.	15	4.13	80.0	20%	47%		33%	
10. Responds quickly to new information.	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. Works effectively in dynamic and changing work environments.	4.13	4.33	+0.20 ▲
7. Can take on new assignments.	4.33	4.33	
8. Adjusts to new plans and procedures.	4.20	4.07	-0.13 ▼
9. Is open to changes in policies and procedures.	4.67	4.13	-0.53 ▼
10. Responds quickly to new information.	4.47	4.13	-0.33 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Displays high energy and enthusiasm on consistent basis.	15	4.67	100.0			33%		67%
12. Completes a large volume of work.	15	4.20	86.7	7%	7%	47%		40%
13. Conveys a sense of urgency about addressing problems and opportunities	14	3.64	57.1	14%	29%	36%		21%
14. Motivates others to achieve or exceed goals	14	4.14	85.7	7%	7%	50%		36%
15. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	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. Displays high energy and enthusiasm on consistent basis.	4.20	4.67	+0.47 ▲
12. Completes a large volume of work.	3.93	4.20	+0.27 ▲
13. Conveys a sense of urgency about addressing problems and opportunities	4.47	3.64	-0.82 ▼
14. Motivates others to achieve or exceed goals	4.00	4.14	+0.14 ▲
15. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	4.27	4.47	+0.20 ▲

Cultural Awareness

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. Is aware of differences in how individuals from other cultures greet one another.	15	4.00	66.7	7%	27%	27%		40%
17. Accepts individual differences.	15	3.87	66.7		33%	47%		20%
18. Understands what customs and etiquette are important for individuals from other cultures.	15	4.20	86.7	7%	7%	47%		40%
19. Effective in working with individuals with a variety of cultural backgrounds.	15	4.33	86.7		13%	40%		47%
20. Avoids referring to stereotypes about others from different cultures.	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. Is aware of differences in how individuals from other cultures greet one another.	3.64	4.00	+0.36 ▲
17. Accepts individual differences.	4.33	3.87	-0.47 ▼
18. Understands what customs and etiquette are important for individuals from other cultures.	3.93	4.20	+0.27 ▲
19. Effective in working with individuals with a variety of cultural backgrounds.	4.33	4.33	
20. Avoids referring to stereotypes about others from different cultures.	3.60	4.40	+0.80 ▲

Persuasion and Influence

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. Understanding what others need.	15	3.93	73.3		27%	53%		20%
22. Able to express own goals and needs.	15	4.00	66.7	13%	20%	20%	47%	
23. Ensures stakeholders are involved in the decision making process.	15	4.07	80.0		20%	53%		27%
24. Communicates effectively with others.	15	4.00	73.3	13%	13%	33%	40%	
25. Has excellent influencing/negotiating skills.	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. Understanding what others need.	4.20	3.93	-0.27 ▼
22. Able to express own goals and needs.	4.20	4.00	-0.20 ▼
23. Ensures stakeholders are involved in the decision making process.	4.13	4.07	-0.07 ▼
24. Communicates effectively with others.	3.80	4.00	+0.20 ▲
25. Has excellent influencing/negotiating skills.	4.13	4.07	-0.07 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Accurately implements contract provisions.	15	4.00	80.0	7%	13%	53%		27%
27. Able to develop, justify and present a budget.	15	3.67	66.7	20%	13%	47%		20%
28. Enthusiastic about taking on challenging projects.	15	4.40	86.7	13%		33%		53%
29. Implements and uses performance measures.	15	4.07	80.0	20%		53%		27%
30. Takes responsibility for decisions.	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. Accurately implements contract provisions.	4.47	4.00	-0.47 ▼
27. Able to develop, justify and present a budget.	4.00	3.67	-0.33 ▼
28. Enthusiastic about taking on challenging projects.	4.33	4.40	+0.07 ▲
29. Implements and uses performance measures.	4.07	4.07	
30. Takes responsibility for decisions.	4.00	4.00	

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. When working on a problem in a team, they are often the first to suggest possible solutions.	15	4.27	93.3	7%		60%		33%
32. Able to initiate work on projects independently without direct supervision.	14	4.14	92.9	7%		71%		21%
33. Acts quickly when an opportunity becomes available.	15	4.27	100.0			73%		27%
34. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.40	93.3	7%		47%		47%
35. Initiates projects that have an impact on the department.	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. When working on a problem in a team, they are often the first to suggest possible solutions.	4.27	4.27	
32. Able to initiate work on projects independently without direct supervision.	4.20	4.14	-0.06 ▼
33. Acts quickly when an opportunity becomes available.	3.67	4.27	+0.60 ▲
34. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	4.00	4.40	+0.40 ▲
35. Initiates projects that have an impact on the department.	4.20	3.47	-0.73 ▼

Change 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
36. Effective in implementing new organizational vision and values.	15	4.20	93.3		7%	67%		27%
37. Addresses organizational and departmental resistance to changes.	15	4.27	93.3		7%	60%		33%
38. Develops a strategy for implementing changes.	15	4.00	80.0		20%	60%		20%
39. Able to get department employees to accept new changes.	15	4.07	86.7	7%	7%	60%		27%
40. Effective in dealing with ambiguous and challenging situations.	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. Effective in implementing new organizational vision and values.	4.00	4.20	+0.20 ▲
37. Addresses organizational and departmental resistance to changes.	4.21	4.27	+0.05 ▲
38. Develops a strategy for implementing changes.	4.07	4.00	-0.07 ▼
39. Able to get department employees to accept new changes.	3.87	4.07	+0.20 ▲
40. Effective in dealing with ambiguous and challenging situations.	4.27	4.33	+0.07 ▲

Technical

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. Demonstrates mastery of the technical competencies required in his/her work.	15	3.93	80.0	13%	7%	53%		27%
42. Willingly shares information and expertise; sought out as resource by others	15	4.33	93.3	7%		47%		47%
43. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	4.13	86.7		13%	60%		27%
44. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.20	100.0			80%		20%
45. Seeks information from others as needed.	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. Demonstrates mastery of the technical competencies required in his/her work.	3.87	3.93	+0.07 ▲
42. Willingly shares information and expertise; sought out as resource by others	4.13	4.33	+0.20 ▲
43. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	4.20	4.13	-0.07 ▼
44. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	4.87	4.20	-0.67 ▼
45. Seeks information from others as needed.	4.27	4.27	

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Supports our company's safety programs.	15	4.40	93.3	7%	47%		47%	
47. Mitigates hazards and safety issues that arise.	15	4.20	93.3	7%	67%		27%	
48. Is not afraid to question a potential safety issue observed in the workplace.	15	4.07	86.7	13%	53%		33%	
49. Develops a sustainable safety culture.	15	4.27	93.3	7%	53%		40%	
50. Keeps accurate safety records.	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. Supports our company's safety programs.	4.13	4.40	+0.27	▲
47. Mitigates hazards and safety issues that arise.	4.07	4.20	+0.13	▲
48. Is not afraid to question a potential safety issue observed in the workplace.	4.00	4.07	+0.07	▲
49. Develops a sustainable safety culture.	4.13	4.27	+0.13	▲
50. Keeps accurate safety records.	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?