Feedback Results

Your CompanyName Here

2025

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.
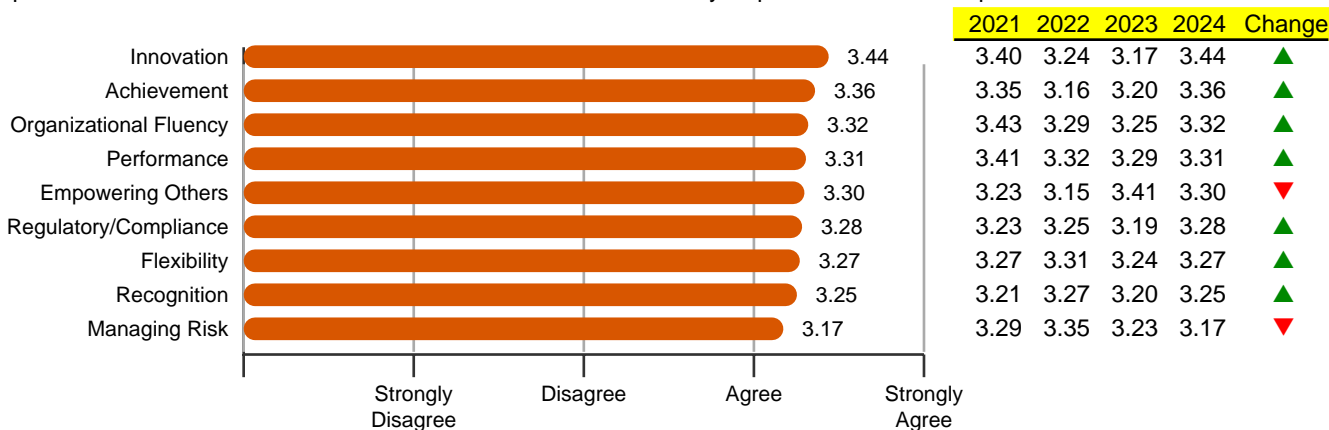
What to Do with Your Feedback

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.
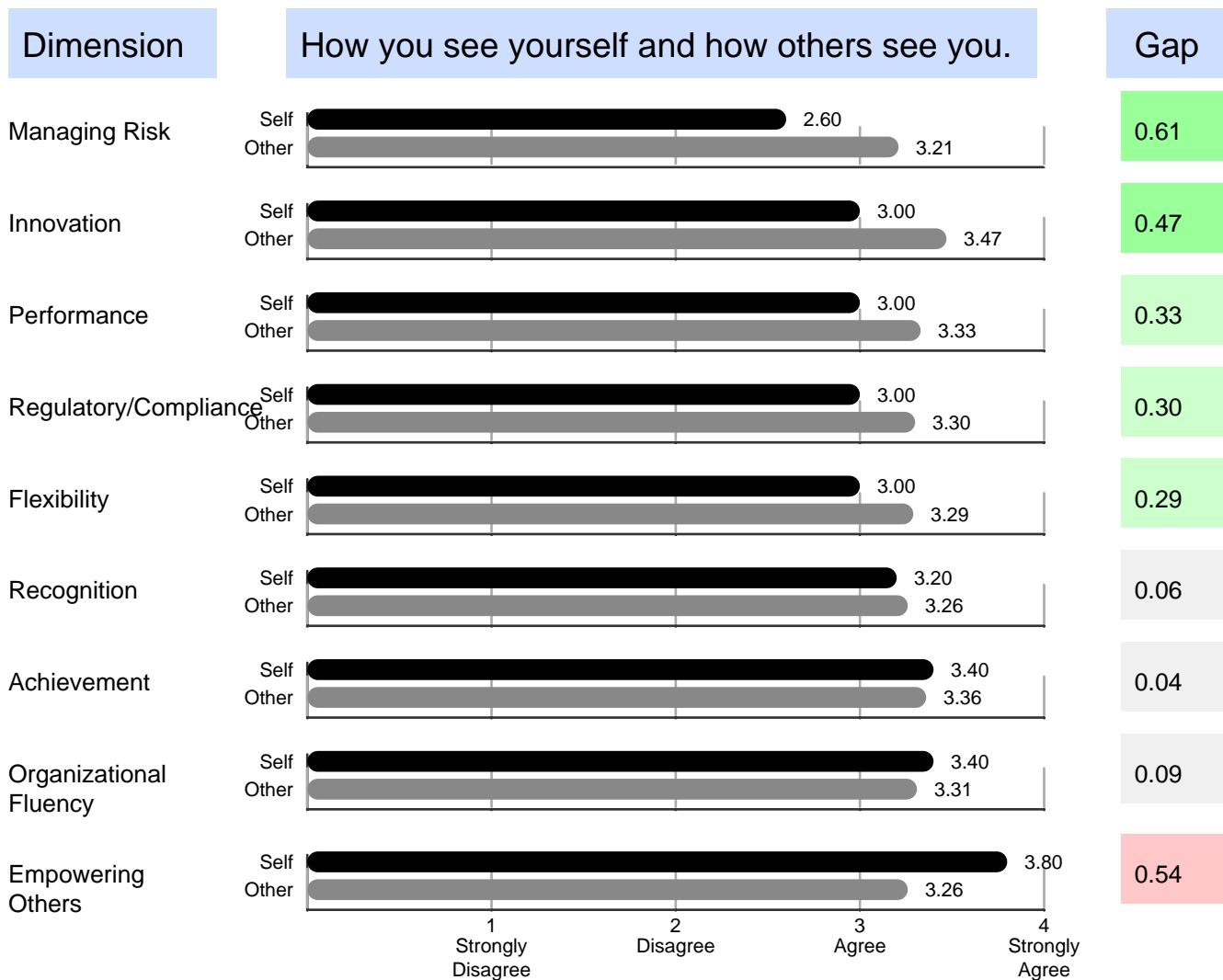
Summary

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 9 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.

	Score	2021	2022	2023	2024	Change
Innovation	3.44	3.40	3.24	3.17	3.44	▲
Achievement	3.36	3.35	3.16	3.20	3.36	▲
Organizational Fluency	3.32	3.43	3.29	3.25	3.32	▲
Performance	3.31	3.41	3.32	3.29	3.31	▲
Empowering Others	3.30	3.23	3.15	3.41	3.30	▼
Regulatory/Compliance	3.28	3.23	3.25	3.19	3.28	▲
Flexibility	3.27	3.27	3.31	3.24	3.27	▲
Recognition	3.25	3.21	3.27	3.20	3.25	▲
Managing Risk	3.17	3.29	3.35	3.23	3.17	▼

Strongly Disagree   Disagree   Agree   Strongly Agree

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
Managing Risk	Self 2.60 / Other 3.21	0.61
Innovation	Self 3.00 / Other 3.47	0.47
Performance	Self 3.00 / Other 3.33	0.33
Regulatory/Compliance	Self 3.00 / Other 3.30	0.30
Flexibility	Self 3.00 / Other 3.29	0.29
Recognition	Self 3.20 / Other 3.26	0.06
Achievement	Self 3.40 / Other 3.36	0.04
Organizational Fluency	Self 3.40 / Other 3.31	0.09
Empowering Others	Self 3.80 / Other 3.26	0.54

Scale: 1 Strongly Disagree / 2 Disagree / 3 Agree / 4 Strongly Agree

Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Is flexible in solving difficult problems.	15	3.20	86.7	13%	53%		33%
2. Is resilient and proactive to help thrive in unpredictable environments.	15	3.33	100.0		67%		33%
3. Is flexible in delivering training content to maximizes the benefits of training but also fosters an inclusive learning environment that can lead to greater team cohesion and productivity.	15	3.33	93.3	7%	53%		40%
4. Promotes flexibility in approaches by encouraging employees to think outside the box and experiment with new methods and ideas.	15	3.27	93.3	7%	60%		33%
5. Solves problems using innovative solutions by keeping an open mind and considering the input from others.	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. Is flexible in solving difficult problems.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is resilient and proactive to help thrive in unpredictable environments.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Is flexible in delivering training content to maximizes the benefits of training but also fosters an inclusive learning environment that can lead to greater team cohesion and productivity.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Promotes flexibility in approaches by encouraging employees to think outside the box and experiment with new methods and ideas.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Solves problems using innovative solutions by keeping an open mind and considering the input from others.	3.00	3.20	3.13	3.21	+0.08 ▲

Performance

Maintains high level of 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
6. Works well in this position.	15	3.47	100.0			53%	47%
7. Shown significant improvement in job performance.	15	3.40	93.3	7%	47%		47%
8. Effective in performing his/her job.	15	3.20	86.7	13%	53%		33%
9. Works effectively in the department.	15	3.27	86.7	13%	47%		40%
10. ...Overall Performance	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 well in this position.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Shown significant improvement in job performance.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Effective in performing his/her job.	3.40	3.40	3.20	3.20	
9. Works effectively in the department.	3.53	3.40	3.60	3.27	-0.33 ▼
10. ...Overall Performance	3.33	3.47	3.27	3.20	-0.07 ▼

Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
11. Creates new ways of doing routine tasks.	15	3.67	100.0	33%		67%	
12. Champion disruptive innovations to open new market opportunities and redefine industry standards.	15	3.40	93.3	7%	47%	47%	
13. Analyzes the competitive environment to determine where innovation would have the greatest impact.	15	3.13	86.7	13%	60%	27%	
14. Maximizes the alternative solutions to problems.	15	3.47	100.0	53%		47%	
15. Identifies the opportunities created by innovations.	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. Creates new ways of doing routine tasks.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Champion disruptive innovations to open new market opportunities and redefine industry standards.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Analyzes the competitive environment to determine where innovation would have the greatest impact.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Maximizes the alternative solutions to problems.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Identifies the opportunities created by innovations.	3.67	3.27	3.20	3.53	+0.33 ▲

Achievement

A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
16. Takes calculated risks.	15	3.47	93.3	7%	40%		53%
17. Driven to complete goals despite obstacles that may arise.	15	2.93	73.3	27%	53%		20%
18. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.40	93.3	7%	47%		47%
19. Completed required training and certification.	15	3.53	100.0		47%		53%
20. Takes calculated risks to achieve significant rewards.	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. Takes calculated risks.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Driven to complete goals despite obstacles that may arise.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Completed required training and certification.	3.13	2.87	3.53	3.53	
20. Takes calculated risks to achieve significant rewards.	3.40	3.20	2.87	3.47	+0.60 ▲

Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing risks to reduce the occurrence of, or minimize the impact of, adverse events or identify potential opportunities.   Effective risk management can improve responsiveness to adverse events and the information gathered from risk management can help improve strategic decision making.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
21. Works effectively to avoid risk.	15	3.00	80.0	20%	60%		20%
22. Evaluates the impact of certain events on the attainment of corporate objectives.	15	3.53	100.0		47%	53%	
23. Works within constraints of the organization.	15	3.13	86.7	13%	60%		27%
24. Promotes risk management competence throughout the organization.	15	3.13	80.0	7% 13%	40%	40%	
25. Understands how to meet regulatory compliance.	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. Works effectively to avoid risk.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Evaluates the impact of certain events on the attainment of corporate objectives.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Works within constraints of the organization.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Promotes risk management competence throughout the organization.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Understands how to meet regulatory compliance.	3.27	3.33	3.27	3.07	-0.20 ▼

Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
26. Creates and distributes code of ethics and code of conduct.	15	3.20	93.3	7%	60%		33%
27. Establishes a governance body to monitor and guide the organization's activities.	15	3.40	93.3	7%	47%		47%
28. Uses operational compliance reports to evaluate the effectiveness of internal processes.	15	3.60	93.3	7%	27%	67%	
29. Creates and implements training courses for new hires to ensure knowledge of regulations and policies.	15	3.20	86.7	13%	53%		33%
30. Formulates compliance policies and procedures.	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. Creates and distributes code of ethics and code of conduct.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Establishes a governance body to monitor and guide the organization's activities.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Uses operational compliance reports to evaluate the effectiveness of internal processes.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Creates and implements training courses for new hires to ensure knowledge of regulations and policies.	3.21	3.20	3.20	3.20	
30. Formulates compliance policies and procedures.	2.87	3.27	3.07	3.00	-0.07 ▼

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
31. Provides opportunities for employee development and growth.	15	3.33	93.3	7%	53%	40%	
32. Empowers employees to structure their work hours to maximize their productivity.	14	3.29	100.0		71%	29%	
33. Gives new tasks to employees.	15	3.27	100.0		73%	27%	
34. Gives employees important tasks to expand their career options.	15	3.47	93.3	7%	40%	53%	
35. Assigns tasks that are within the skill levels of employees.	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. Provides opportunities for employee development and growth.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Empowers employees to structure their work hours to maximize their productivity.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Gives new tasks to employees.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Gives employees important tasks to expand their career options.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Assigns tasks that are within the skill levels of employees.	3.20	3.27	3.13	3.13	

Recognition

Recognizes the work and contributions of 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
36. Compliments other people when they do good work	15	3.20	93.3	7%	67%		27%
37. Recognizes the abilities and skills of self and others	15	3.33	93.3	7%	53%		40%
38. Reinforces and rewards employees for accomplishing necessary goals.	15	3.07	86.7	13%	67%		20%
39. Recognizes individuals for a specific outstanding achievement.	15	3.33	100.0		67%		33%
40. Readily shares credit and gives others opportunity for visibility.	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. Compliments other people when they do good work	3.53	3.20	3.33	3.20	-0.13 ▼
37. Recognizes the abilities and skills of self and others	3.20	3.27	3.07	3.33	+0.26 ▲
38. Reinforces and rewards employees for accomplishing necessary goals.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Recognizes individuals for a specific outstanding achievement.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Readily shares credit and gives others opportunity for visibility.	3.00	3.20	3.27	3.33	+0.07 ▲

Organizational Fluency

Able to work within the department/division/organization.   Understand how different parts of the business interact.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
41. Adept at navigating within the culture of the department.	15	3.33	93.3	7%	53%		40%
42. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.40	93.3	7%	47%		47%
43. Understands departmental policies and procedures.	15	3.13	86.7	13%	60%		27%
44. Anticipates problems that may affect the department.	15	3.27	100.0		73%		27%
45. Able to explain departmental policies and procedures to others.	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. Adept at navigating within the culture of the department.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Understands departmental policies and procedures.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Anticipates problems that may affect the department.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Able to explain departmental policies and procedures to others.	3.20	3.33	3.13	3.47	+0.33 ▲