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.
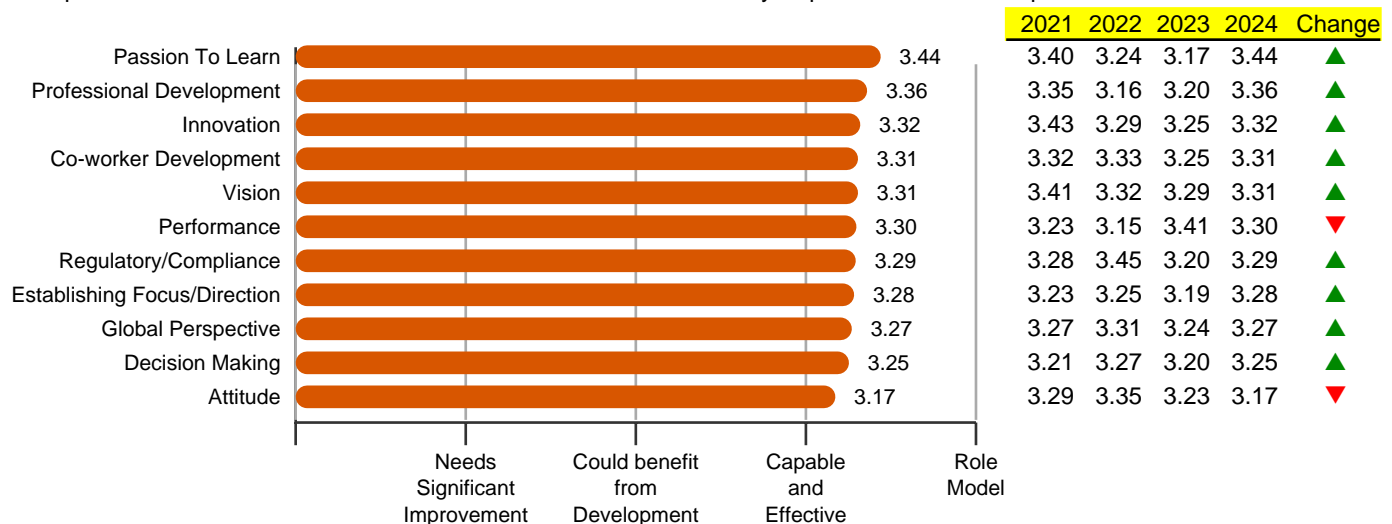
What to Do with Your Feedback

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.
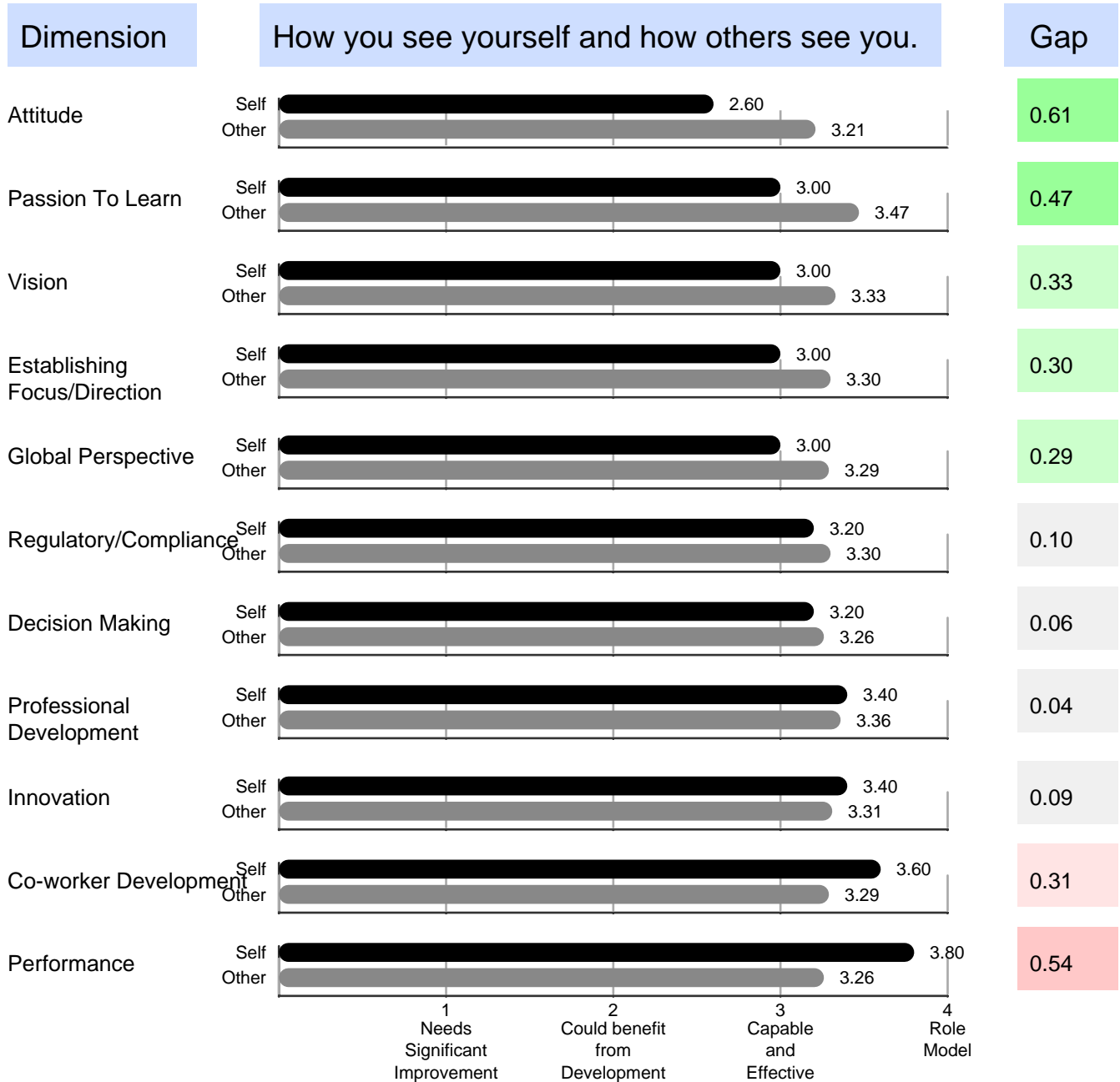
Summary

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.

	Score	2021	2022	2023	2024	Change
Passion To Learn	3.44	3.40	3.24	3.17	3.44	▲
Professional Development	3.36	3.35	3.16	3.20	3.36	▲
Innovation	3.32	3.43	3.29	3.25	3.32	▲
Co-worker Development	3.31	3.32	3.33	3.25	3.31	▲
Vision	3.31	3.41	3.32	3.29	3.31	▲
Performance	3.30	3.23	3.15	3.41	3.30	▼
Regulatory/Compliance	3.29	3.28	3.45	3.20	3.29	▲
Establishing Focus/Direction	3.28	3.23	3.25	3.19	3.28	▲
Global Perspective	3.27	3.27	3.31	3.24	3.27	▲
Decision Making	3.25	3.21	3.27	3.20	3.25	▲
Attitude	3.17	3.29	3.35	3.23	3.17	▼

Scale: Needs Significant Improvement — Could benefit from 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
Attitude	Self 2.60 / Other 3.21	0.61
Passion To Learn	Self 3.00 / Other 3.47	0.47
Vision	Self 3.00 / Other 3.33	0.33
Establishing Focus/Direction	Self 3.00 / Other 3.30	0.30
Global Perspective	Self 3.00 / Other 3.29	0.29
Regulatory/Compliance	Self 3.20 / Other 3.30	0.10
Decision Making	Self 3.20 / Other 3.26	0.06
Professional Development	Self 3.40 / Other 3.36	0.04
Innovation	Self 3.40 / Other 3.31	0.09
Co-worker Development	Self 3.60 / Other 3.29	0.31
Performance	Self 3.80 / Other 3.26	0.54

Scale:
1 Needs Significant Improvement
2 Could benefit from Development
3 Capable and Effective
4 Role Model

Global Perspective

Maintains a global perspective on business functions and strategies.

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. Creates an environment where individual differences are valued and supported.	15	3.20	86.7	13%	53%		33%
2. Attends training seminars and conferences to increase skills in working with others globally.	15	3.33	100.0		67%		33%
3. Facilitates open communication with individuals from other countries.	15	3.33	93.3	7%	53%		40%
4. Considers customers point of view when making decisions.	15	3.27	93.3	7%	60%		33%
5. Engages in problem solving with individuals outside of the country.	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. Creates an environment where individual differences are valued and supported.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Attends training seminars and conferences to increase skills in working with others globally.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Facilitates open communication with individuals from other countries.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Considers customers point of view when making decisions.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Engages in problem solving with individuals outside of the country.	3.00	3.20	3.13	3.21	+0.08 ▲

Vision

Vision is the ability to create a unifying strategic path for employees.   Vision can be aspirational and inspirational influencing employees toward a common goal. A vision may be implemented by a manager or delegated to the employees in the department/team for implementation. Vision must be communicated with clarity and consistency. A manager with vision may be prescient and able to more effectively solve problems.

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. Supports a culture of the department that is willing to implement the company's vision.	15	3.47	100.0		53%		47%
7. Communicates the vision effectively across the organization to motivate and guide employees.	15	3.40	93.3	7%	47%		47%
8. Inspires individuals to achieve success by clearly communicating the organization's vision and motivating them to align their personal goals with this vision.	15	3.20	86.7	13%	53%		33%
9. Turns the department's vision into defined objectives and a strategic framework.	15	3.27	86.7	13%	47%		40%
10. Able to convert the current department vision into strategic objectives/plan.	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. Supports a culture of the department that is willing to implement the company's vision.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Communicates the vision effectively across the organization to motivate and guide employees.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Inspires individuals to achieve success by clearly communicating the organization's vision and motivating them to align their personal goals with this vision.	3.40	3.40	3.20	3.20	
9. Turns the department's vision into defined objectives and a strategic framework.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Able to convert the current department vision into strategic objectives/plan.	3.33	3.47	3.27	3.20	-0.07 ▼

Passion To Learn

High level of curiosity and committed to their 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Is committed to enhancing their own knowledge and skills.	15	3.67	100.0			33%	67%
12. Is open minded and curious about learning new skills.	15	3.40	93.3	7%	47%		47%
13. Embraces new technology and procedures.	15	3.13	86.7	13%	60%		27%
14. Demonstrates a willingness to participate in continuing education courses.	15	3.47	100.0		53%		47%
15. Exhibits willingness to upgrade skills through additional training and education.	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. Is committed to enhancing their own knowledge and skills.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is open minded and curious about learning new skills.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Embraces new technology and procedures.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Demonstrates a willingness to participate in continuing education courses.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Exhibits willingness to upgrade skills through additional training and education.	3.67	3.27	3.20	3.53	+0.33 ▲

Professional Development

Improvement through specialized training and participating in advanced professional courses.

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 themselves up-to-date of technical/professional issues	15	3.47	93.3	7%	40%		53%
17. Seeks opportunities for professional development.	15	2.93	73.3	27%	53%		20%
18. Encourages employees to take courses relevant to their job.	15	3.40	93.3	7%	47%		47%
19. Quickly acquire and apply new knowledge and skills when needed	15	3.53	100.0		47%		53%
20. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	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 themselves up-to-date of technical/professional issues	3.33	3.00	3.07	3.47	+0.40 ▲
17. Seeks opportunities for professional development.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Encourages employees to take courses relevant to their job.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Quickly acquire and apply new knowledge and skills when needed	3.13	2.87	3.53	3.53	
20. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.40	3.20	2.87	3.47	+0.60 ▲

Attitude

Exhibits and maintains a positive disposition.

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. Is gracious and professional in their interactions with others.	15	3.00	80.0	20%	60%		20%
22. Visibly supports and encourages diversity in style and background.	15	3.53	100.0		47%	53%	
23. Shows by their actions that they trust in the positive intentions of others.	15	3.13	86.7	13%	60%		27%
24. Treats all people fairly and with respect.	15	3.13	80.0	7% 13%	40%		40%
25. Contributes to a positive and fun work environment.	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. Is gracious and professional in their interactions with others.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Visibly supports and encourages diversity in style and background.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Shows by their actions that they trust in the positive intentions of others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Treats all people fairly and with respect.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Contributes to a positive and fun work environment.	3.27	3.33	3.27	3.07	-0.20 ▼

Establishing Focus/Direction

Establishes the focus/direction of employees within the department/division/organization. Aligns mission and goals as needed.

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 employees understand and identify with the team's mission.	15	3.20	93.3	7%	60%		33%
27. Stays focused even when under pressure and stress.	15	3.40	93.3	7%	47%	47%	
28. Excellent at managing time.	15	3.60	93.3	7%	27%	67%	
29. Makes sure that employees understand how their work relates to organizational goals.	15	3.20	86.7	13%	53%	33%	
30. Helps guide employees with prioritizing tasks.	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 employees understand and identify with the team's mission.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Stays focused even when under pressure and stress.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Excellent at managing time.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Makes sure that employees understand how their work relates to organizational goals.	3.21	3.20	3.20	3.20	
30. Helps guide employees with prioritizing tasks.	2.87	3.27	3.07	3.00	-0.07 ▼

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. ...Overall Performance	15	3.33	93.3	7%	53%		40%
32. Sets a high standard for job performance.	14	3.29	100.0		71%		29%
33. Able to organize work.	15	3.27	100.0		73%		27%
34. Effectively organizes resources and plans	15	3.47	93.3	7%	40%	53%	
35. Effective in performing his/her job.	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. ...Overall Performance	3.13	3.07	3.47	3.33	-0.13 ▼
32. Sets a high standard for job performance.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Able to organize work.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Effectively organizes resources and plans	3.33	3.00	3.53	3.47	-0.07 ▼
35. Effective in performing his/her job.	3.20	3.27	3.13	3.13	

Decision Making

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints.   Informed decisions come from gathering information and viewing the choice from different perspectives.   High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

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. Decides which long-term goals should be met.	15	3.20	93.3	7%	67%		27%
37. Understands how their decisions will affect others.	15	3.33	93.3	7%	53%		40%
38. Acts confidently in the absence of guidance.	15	3.07	86.7	13%	67%		20%
39. Formulates imaginative decisions.	15	3.33	100.0		67%		33%
40. Views the long and short-term impact of decisions.	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. Decides which long-term goals should be met.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Understands how their decisions will affect others.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Acts confidently in the absence of guidance.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Formulates imaginative decisions.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Views the long and short-term impact of decisions.	3.00	3.20	3.27	3.33	+0.07 ▲

Innovation

Creates and introduces new ideas and processes/procedures.

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. Analyzes current procedures and identifies opportunities for improvement.	15	3.33	93.3	7%	53%		40%
42. Develops new products and services.	15	3.40	93.3	7%	47%		47%
43. Implements best practices within the department.	15	3.13	86.7	13%	60%		27%
44. Offers constructive improvements to existing systems.	15	3.27	100.0		73%		27%
45. Takes risks to advance important ideas.	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. Analyzes current procedures and identifies opportunities for improvement.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Develops new products and services.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Implements best practices within the department.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Offers constructive improvements to existing systems.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Takes risks to advance important ideas.	3.20	3.33	3.13	3.47	+0.33 ▲

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Creates an oversight panel to provide comprehensive supervision for the organization.	15	3.40	93.3	7%	47%	47%	
47. Complies with regulatory requirements for the state.	15	3.20	93.3	7%	67%	27%	
48. Develops the appropriate incentives (or disincentives) for regulatory compliance.	15	3.20	93.3	7%	60%	33%	
49. Addresses issues quickly before they develop into major problems.	15	3.47	100.0		53%	47%	
50. Uses operational compliance reports to evaluate the effectiveness of internal processes.	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. Creates an oversight panel to provide comprehensive supervision for the organization.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Complies with regulatory requirements for the state.	3.33	3.40	3.20	3.20	
48. Develops the appropriate incentives (or disincentives) for regulatory compliance.	3.60	3.33	3.20	3.20	
49. Addresses issues quickly before they develop into major problems.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Uses operational compliance reports to evaluate the effectiveness of internal processes.	3.20	3.67	3.27	3.20	-0.07 ▼

Co-worker Development

Invests in the professional development 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. Takes immediate action on poor performance	15	3.53	100.0		47%	53%	
52. Gives others development opportunities through project assignments and increased job responsibilities	15	3.27	93.3	7%	60%	33%	
53. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.33	100.0		67%	33%	
54. Works to identify root causes of performance problems	15	3.40	93.3	7%	47%	47%	
55. Provides ongoing feedback to co-workers on their development progress	15	3.00	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	2021	2022	2023	2024	Change
51. Takes immediate action on poor performance	3.47	3.47	3.13	3.53	+0.40 ▲
52. Gives others development opportunities through project assignments and increased job responsibilities	3.47	3.00	3.60	3.27	-0.33 ▼
53. Sets and clearly communicates expectations, performance goals, and measurements to others	3.20	3.20	3.13	3.33	+0.20 ▲
54. Works to identify root causes of performance problems	3.20	3.60	3.13	3.40	+0.27 ▲
55. Provides ongoing feedback to co-workers on their development progress	3.27	3.40	3.27	3.00	-0.27 ▼