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.
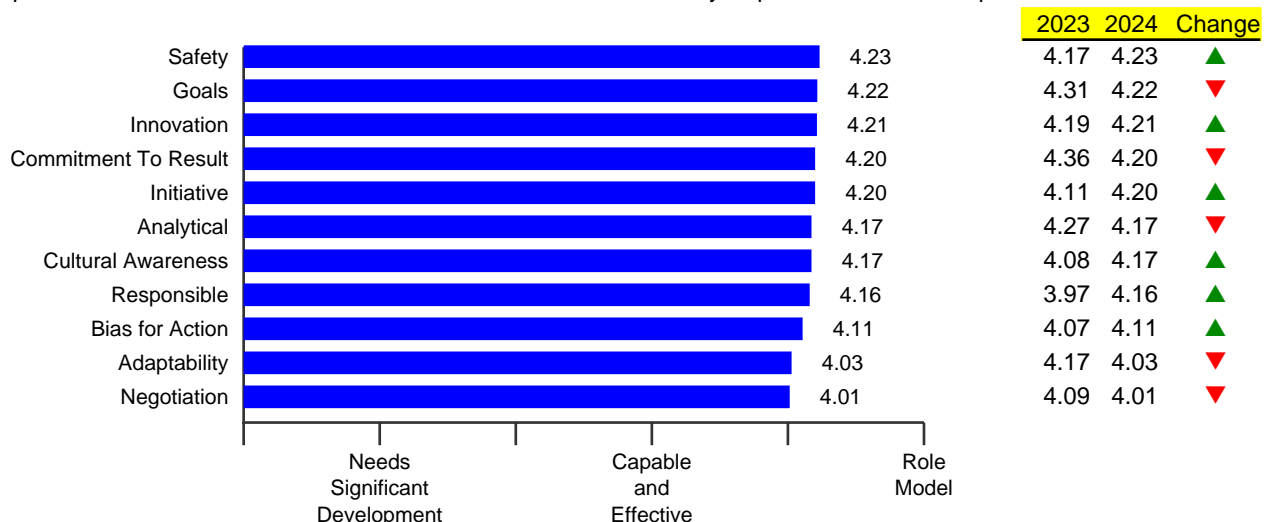
What to Do with Your Feedback

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.
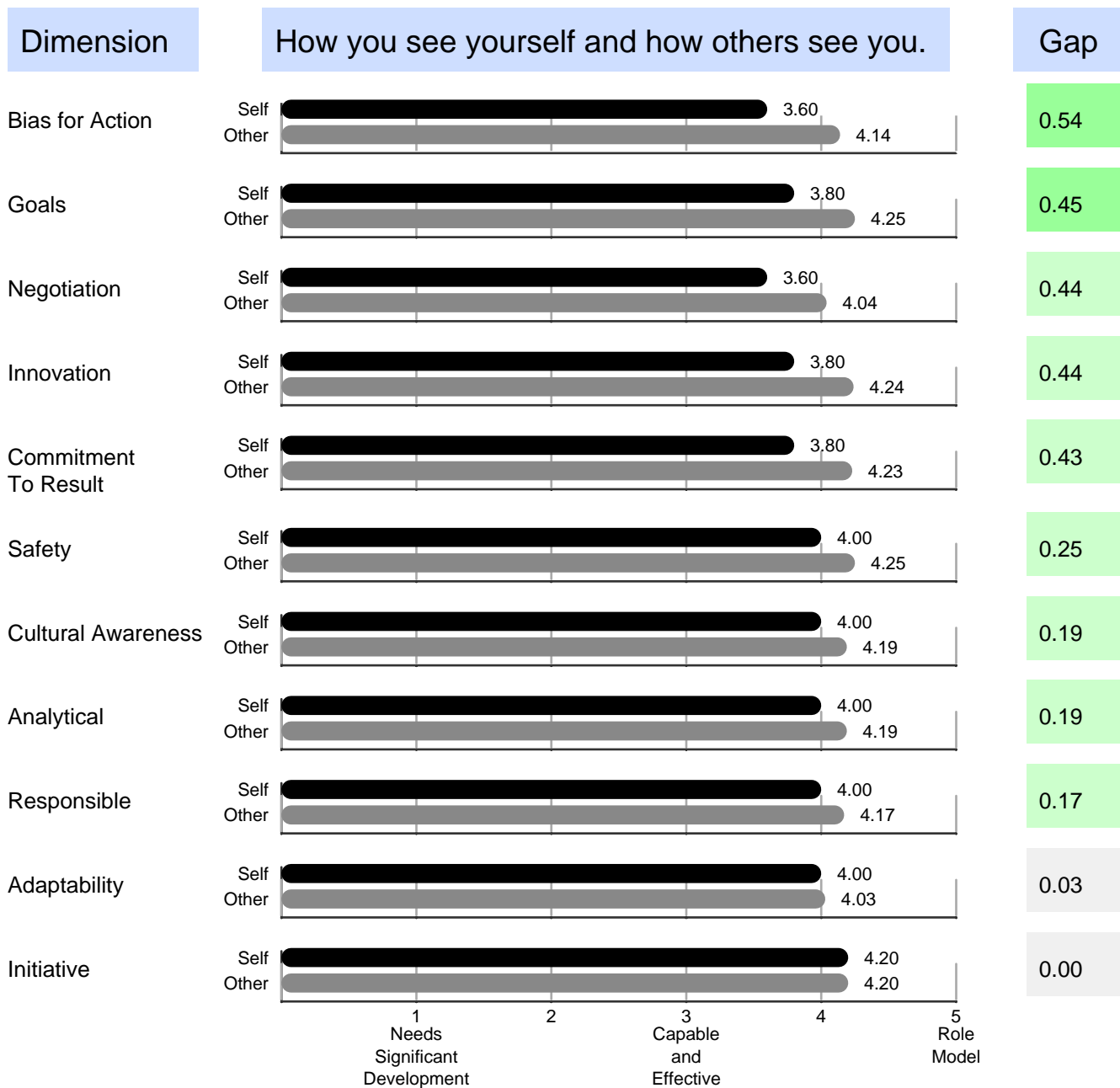
Summary

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	2023	2024	Change
Safety	4.23	4.17	4.23	▲
Goals	4.22	4.31	4.22	▼
Innovation	4.21	4.19	4.21	▲
Commitment To Result	4.20	4.36	4.20	▼
Initiative	4.20	4.11	4.20	▲
Analytical	4.17	4.27	4.17	▼
Cultural Awareness	4.17	4.08	4.17	▲
Responsible	4.16	3.97	4.16	▲
Bias for Action	4.11	4.07	4.11	▲
Adaptability	4.03	4.17	4.03	▼
Negotiation	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
Bias for Action	Self 3.60 / Other 4.14	0.54
Goals	Self 3.80 / Other 4.25	0.45
Negotiation	Self 3.60 / Other 4.04	0.44
Innovation	Self 3.80 / Other 4.24	0.44
Commitment To Result	Self 3.80 / Other 4.23	0.43
Safety	Self 4.00 / Other 4.25	0.25
Cultural Awareness	Self 4.00 / Other 4.19	0.19
Analytical	Self 4.00 / Other 4.19	0.19
Responsible	Self 4.00 / Other 4.17	0.17
Adaptability	Self 4.00 / Other 4.03	0.03
Initiative	Self 4.20 / Other 4.20	0.00

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

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Conducts timely follow-up; keeps others informed on a need to know basis.	15	4.13	80.0	20%		47%		33%
2. Achieves established goals.	15	4.33	100.0			67%		33%
3. Understands & contributes to development of strategic goals.	15	4.33	93.3	7%		53%		40%
4. Makes sure that I have a clear idea of our group's goals.	15	4.07	86.7	13%		67%		20%
5. Goal Setting	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. Conducts timely follow-up; keeps others informed on a need to know basis.	4.00	4.13	+0.13	▲
2. Achieves established goals.	4.40	4.33	-0.07	▼
3. Understands & contributes to development of strategic goals.	4.47	4.33	-0.13	▼
4. Makes sure that I have a clear idea of our group's goals.	4.47	4.07	-0.40	▼
5. Goal Setting	4.20	4.21	+0.01	▲

Commitment To Result

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. Takes immediate action toward goals.	15	4.33	93.3	7%		53%		40%
7. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.33	86.7	13%		40%		47%
8. Coordinates all department activities into a cohesive team effort.	15	4.07	80.0	20%		53%		27%
9. Committed to the team.	15	4.13	80.0	20%		47%		33%
10. Willing to do whatever it takes-not afraid to have to put in extra effort.	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. Takes immediate action toward goals.	4.13	4.33	+0.20 ▲
7. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	4.33	4.33	
8. Coordinates all department activities into a cohesive team effort.	4.20	4.07	-0.13 ▼
9. Committed to the team.	4.67	4.13	-0.53 ▼
10. Willing to do whatever it takes-not afraid to have to put in extra effort.	4.47	4.13	-0.33 ▼

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
11. Is aware of OSHA safety guidelines.	15	4.67	100.0				33%	67%
12. Identifies predictable hazards in the workplace.	15	4.20	86.7	7%	7%		47%	40%
13. Ensures that all supervisors are aware of regulatory and compliance measures.	14	3.64	57.1		14%	29%	36%	21%
14. Participates in safety training as applicable.	14	4.14	85.7	7%	7%		50%	36%
15. Mitigates hazards and safety issues that arise.	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. Is aware of OSHA safety guidelines.	4.20	4.67	+0.47	▲
12. Identifies predictable hazards in the workplace.	3.93	4.20	+0.27	▲
13. Ensures that all supervisors are aware of regulatory and compliance measures.	4.47	3.64	-0.82	▼
14. Participates in safety training as applicable.	4.00	4.14	+0.14	▲
15. Mitigates hazards and safety issues that arise.	4.27	4.47	+0.20	▲

Responsible

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. Acts as a resource without removing individual responsibility.	15	4.00	66.7	7%	27%	27%		40%
17. Holds herself / himself accountable to goals / objectives	15	3.87	66.7		33%	47%		20%
18. Sets a good example	15	4.20	86.7	7%	7%	47%		40%
19. Sets a good example.	15	4.33	86.7	13%		40%		47%
20. ...takes personal responsibility for results.	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. Acts as a resource without removing individual responsibility.	3.64	4.00	+0.36 ▲
17. Holds herself / himself accountable to goals / objectives	4.33	3.87	-0.47 ▼
18. Sets a good example	3.93	4.20	+0.27 ▲
19. Sets a good example.	4.33	4.33	
20. ...takes personal responsibility for results.	3.60	4.40	+0.80 ▲

Negotiation

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. Leverages relationships with others to achieve goals.	15	3.93	73.3		27%	53%		20%
22. Influences others through rational argument and persuasion.	15	4.00	66.7	13%	20%	20%	47%	
23. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	4.07	80.0		20%	53%		27%
24. Able to clearly express thoughts and concerns.	15	4.00	73.3	13%	13%	33%	40%	
25. Is able to decline bad ideas to avoid making poor decisions.	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. Leverages relationships with others to achieve goals.	4.20	3.93	-0.27 ▼
22. Influences others through rational argument and persuasion.	4.20	4.00	-0.20 ▼
23. Researches the needs of the other party to identify strengths and weaknesses of positions.	4.13	4.07	-0.07 ▼
24. Able to clearly express thoughts and concerns.	3.80	4.00	+0.20 ▲
25. Is able to decline bad ideas to avoid making poor decisions.	4.13	4.07	-0.07 ▼

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
26. Works effectively with various personalities of team members.	15	4.00	80.0	7%	13%	53%		27%
27. Recognizes and implements changes to enhance efficiency and effectiveness.	15	3.67	66.7	20%	13%	47%		20%
28. Able to step in and help co-workers when needed.	15	4.40	86.7		13%	33%	53%	
29. Is open to new ideas and innovations.	15	4.07	80.0		20%	53%		27%
30. Adjusts tactics when things are not working as expected.	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. Works effectively with various personalities of team members.	4.47	4.00	-0.47 ▼
27. Recognizes and implements changes to enhance efficiency and effectiveness.	4.00	3.67	-0.33 ▼
28. Able to step in and help co-workers when needed.	4.33	4.40	+0.07 ▲
29. Is open to new ideas and innovations.	4.07	4.07	
30. Adjusts tactics when things are not working as expected.	4.00	4.00	

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
31. Motivates others to achieve or exceed goals	15	4.27	93.3	7%	60%		33%	
32. Completes a large volume of work.	14	4.14	92.9	7%	71%		21%	
33. Seeks and utilizes opportunities for continuous learning and self-development.	15	4.27	100.0		73%		27%	
34. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	4.40	93.3	7%	47%		47%	
35. Identifies ways to simplify work processes and reduce cycle times	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. Motivates others to achieve or exceed goals	4.27	4.27		
32. Completes a large volume of work.	4.20	4.14	-0.06	▼
33. Seeks and utilizes opportunities for continuous learning and self-development.	3.67	4.27	+0.60	▲
34. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	4.00	4.40	+0.40	▲
35. Identifies ways to simplify work processes and reduce cycle times	4.20	3.47	-0.73	▼

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
36. Is responsive to individuals from other cultures.	15	4.20	93.3	7%		67%		27%
37. Shows respect in daily interactions	15	4.27	93.3	7%		60%		33%
38. Understands how implicit biases can affect decisions, communication and productivity.	15	4.00	80.0	20%		60%		20%
39. Interacts effectively with people from different cultural backgrounds.	15	4.07	86.7	7%	7%	60%		27%
40. Accepts individual differences.	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. Is responsive to individuals from other cultures.	4.00	4.20	+0.20 ▲
37. Shows respect in daily interactions	4.21	4.27	+0.05 ▲
38. Understands how implicit biases can affect decisions, communication and productivity.	4.07	4.00	-0.07 ▼
39. Interacts effectively with people from different cultural backgrounds.	3.87	4.07	+0.20 ▲
40. Accepts individual differences.	4.27	4.33	+0.07 ▲

Analytical

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. Balances risks and costs with the rewards and probabilities of success when decisions.	15	3.93	80.0	13%	7%	53%		27%
42. Analyzes data and information from several sources and arrives at logical conclusions.	15	4.33	93.3	7%	47%		47%	
43. Selects the appropriate techniques for analysis.	15	4.13	86.7	13%	60%		27%	
44. Identifies opportunities for progress and innovation.	15	4.20	100.0	80%			20%	
45. Implements data validation techniques and methods.	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. Balances risks and costs with the rewards and probabilities of success when decisions.	3.87	3.93	+0.07 ▲
42. Analyzes data and information from several sources and arrives at logical conclusions.	4.13	4.33	+0.20 ▲
43. Selects the appropriate techniques for analysis.	4.20	4.13	-0.07 ▼
44. Identifies opportunities for progress and innovation.	4.87	4.20	-0.67 ▼
45. Implements data validation techniques and methods.	4.27	4.27	

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
46. Gladly seeks additional responsibilities.	15	4.40	93.3	7%	47%			47%
47. Initiates new projects for the department.	15	4.20	93.3	7%	67%			27%
48. Builds strong interpersonal relationships upon first meeting.	15	4.07	86.7	13%	53%			33%
49. Initiates actions that impact the department/company.	15	4.27	93.3	7%	53%			40%
50. Initiates the development of new products.	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. Gladly seeks additional responsibilities.	4.13	4.40	+0.27 ▲
47. Initiates new projects for the department.	4.07	4.20	+0.13 ▲
48. Builds strong interpersonal relationships upon first meeting.	4.00	4.07	+0.07 ▲
49. Initiates actions that impact the department/company.	4.13	4.27	+0.13 ▲
50. Initiates the development of new products.	4.20	4.07	-0.13 ▼

Innovation

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
51. Creates a safe environment for idea-sharing.	15	4.33	93.3	7%	47%			47%
52. Offers constructive improvements to existing systems.	15	4.13	86.7		13%	60%		27%
53. Develops new products and services.	15	4.33	100.0		67%			33%
54. Fosters a creative and innovative work environment.	15	4.27	93.3		7%	60%		33%
55. Finds creative ways to get things done with limited resources.	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. Creates a safe environment for idea-sharing.	4.13	4.33	+0.20 ▲
52. Offers constructive improvements to existing systems.	4.40	4.13	-0.27 ▼
53. Develops new products and services.	4.07	4.33	+0.27 ▲
54. Fosters a creative and innovative work environment.	4.07	4.27	+0.20 ▲
55. Finds creative ways to get things done with limited resources.	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?