



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.

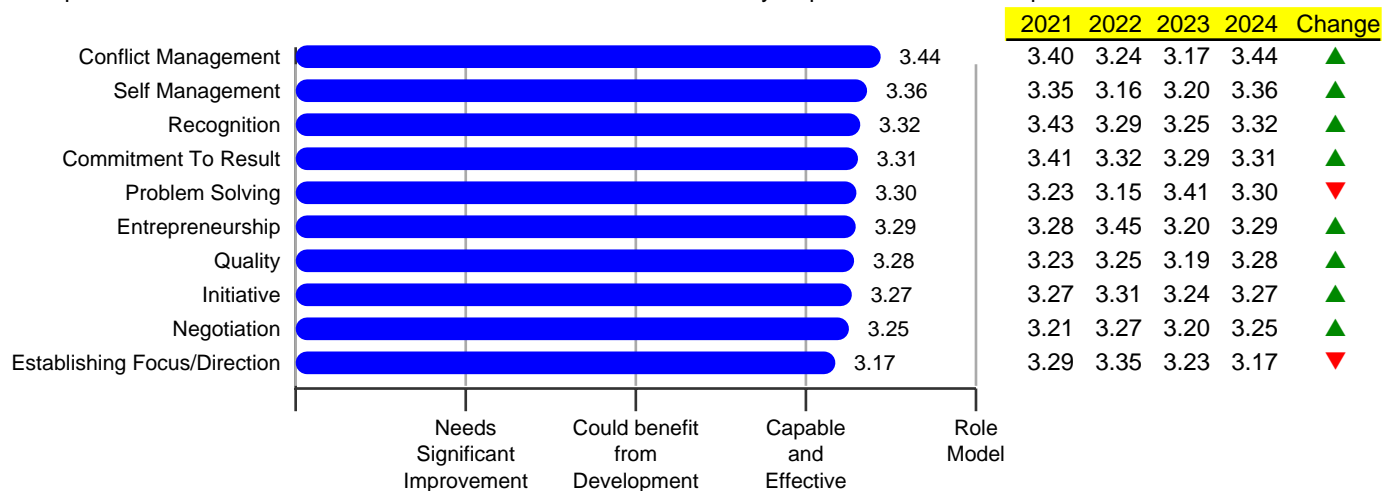
What to Do with Your Feedback

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

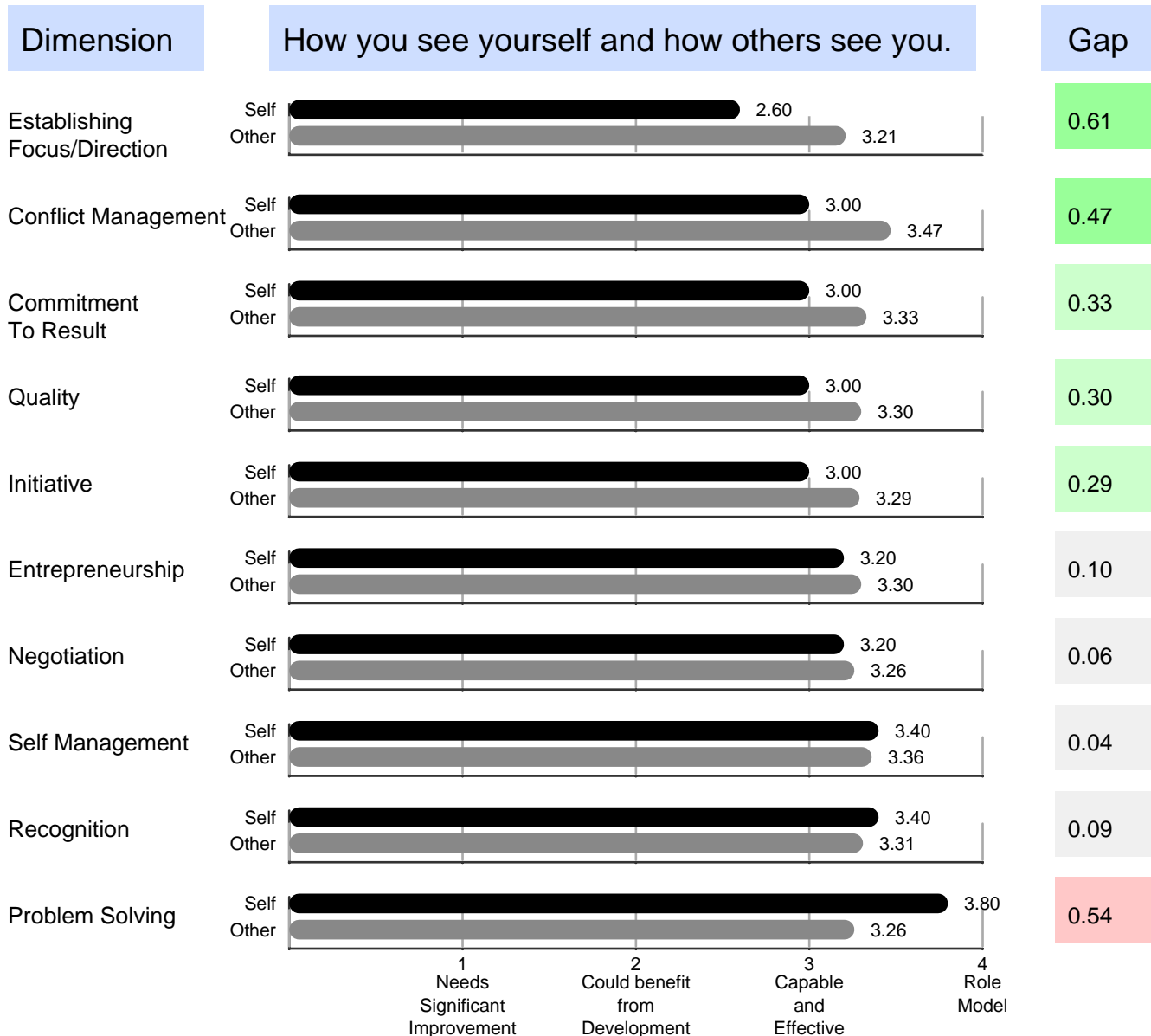
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. I initiate important conversation topics at meetings.	15	3.20	86.7	13%	53%	33%	
2. You initiate new projects for the department.	15	3.33	100.0		67%	33%	
3. You act quickly to address any issues or problems.	15	3.33	93.3	7%	53%	40%	
4. I create solutions to problems as soon as an incident occurs.	15	3.27	93.3	7%	60%	33%	
5. You go above and beyond the stated goals.	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. I initiate important conversation topics at meetings.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You initiate new projects for the department.	3.27	3.40	3.40	3.33	-0.07 ▼
3. You act quickly to address any issues or problems.	3.40	3.40	3.27	3.33	+0.07 ▲
4. I create solutions to problems as soon as an incident occurs.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You go above and beyond the stated goals.	3.00	3.20	3.13	3.21	+0.08 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.47	100.0		53%	47%	
7. You maintain persistence and dedication to achieving results.	15	3.40	93.3	7%	47%	47%	
8. You are willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.20	86.7	13%	53%	33%	
9. You encourage commitment in others to obtain results.	15	3.27	86.7	13%	47%	40%	
10. You coordinate all department activities into a cohesive team effort.	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. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You maintain persistence and dedication to achieving results.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You are willing to do whatever it takes-not afraid to have to put in extra effort.	3.40	3.40	3.20	3.20	
9. You encourage commitment in others to obtain results.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You coordinate all department activities into a cohesive team effort.	3.33	3.47	3.27	3.20	-0.07 ▼

Conflict 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. You clearly express expectations to others.	15	3.67	100.0	33%	67%		
12. You deal effectively with employee grievances.	15	3.40	93.3	7%	47%	47%	
13. You assist team members by helping them see the other point of view.	15	3.13	86.7	13%	60%	27%	
14. You identify and takes steps to prevent potential confrontations.	15	3.47	100.0	53%	47%		
15. You help employees to think through alternative ways to resolve conflict situations.	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. You clearly express expectations to others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You deal effectively with employee grievances.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You assist team members by helping them see the other point of view.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You identify and takes steps to prevent potential confrontations.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You help employees to think through alternative ways to resolve conflict situations.	3.67	3.27	3.20	3.53	+0.33 ▲

Self 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. You step away from a situation to process appropriate response.	15	3.47	93.3	7%	40%	53%	
17. You analyze interpersonal problems instead of reacting to them.	15	2.93	73.3	27%	53%	20%	
18. You use patience and self-control in working with customers and associates.	15	3.40	93.3	7%	47%	47%	
19. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.53	100.0		47%	53%	
20. You do not allow own emotions to interfere with the performance of 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
16. You step away from a situation to process appropriate response.	3.33	3.00	3.07	3.47	+0.40 ▲
17. You analyze interpersonal problems instead of reacting to them.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You use patience and self-control in working with customers and associates.	3.47	3.53	3.20	3.40	+0.20 ▲
19. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.13	2.87	3.53	3.53	
20. You do not allow own emotions to interfere with the performance of others.	3.40	3.20	2.87	3.47	+0.60 ▲

Establishing Focus/Direction

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. You set appropriate goals for employees.	15	3.00	80.0	20%	60%		20%
22. You make sure that employees understand and identify with the team's mission.	15	3.53	100.0		47%	53%	
23. You make sure that employees understand how their work relates to organizational goals.	15	3.13	86.7	13%	60%		27%
24. You are excellent at managing time.	15	3.13	80.0	7% 13%	40%		40%
25. You align the department's goals with the goals of the organization.	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. You set appropriate goals for employees.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You make sure that employees understand and identify with the team's mission.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You make sure that employees understand how their work relates to organizational goals.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You are excellent at managing time.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You align the department's goals with the goals of the organization.	3.27	3.33	3.27	3.07	-0.20 ▼

Quality

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. You encourage others to achieve high quality standards.	15	3.20	93.3	7%	60%	33%	
27. You always strive to produce the highest quality work products.	15	3.40	93.3	7%	47%	47%	
28. You analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.60	93.3	7%	27%	67%	
29. You reflect on what is working and what could be improved.	15	3.20	86.7	13%	53%	33%	
30. You encourage employees to produce the best quality products.	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. You encourage others to achieve high quality standards.	3.53	3.33	3.33	3.20	-0.13 ▼
27. You always strive to produce the highest quality work products.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You analyze what occurred and re-adjusts accordingly when goals are not met.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You reflect on what is working and what could be improved.	3.21	3.20	3.20	3.20	
30. You encourage employees to produce the best quality products.	2.87	3.27	3.07	3.00	-0.07 ▼

Problem Solving

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. You are able to balance the needs of different people in a solution to a problem.	15	3.33	93.3	7%	53%	40%	
32. You understand the root causes of problems.	14	3.29	100.0		71%	29%	
33. You can develop innovative solutions to problems.	15	3.27	100.0		73%	27%	
34. You actively seek the root cause of a problem.	15	3.47	93.3	7%	40%	53%	
35. You solve problems using logic and insight.	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. You are able to balance the needs of different people in a solution to a problem.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You understand the root causes of problems.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You can develop innovative solutions to problems.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You actively seek the root cause of a problem.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You solve problems using logic and insight.	3.20	3.27	3.13	3.13	

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. You are able to influence others to accept certain positions.	15	3.20	93.3	7%	67%		27%
37. You identify verbal and nonverbal cues to help interpret actions and messages.	15	3.33	93.3	7%	53%		40%
38. You actively listen to conversations to be able to recall important details later.	15	3.07	86.7	13%	67%		20%
39. You maintain communication channels between parties in the negotiation.	15	3.33	100.0		67%		33%
40. You understand the expectations of other parties in the negotiation.	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. You are able to influence others to accept certain positions.	3.53	3.20	3.33	3.20	-0.13 ▼
37. You identify verbal and nonverbal cues to help interpret actions and messages.	3.20	3.27	3.07	3.33	+0.26 ▲
38. You actively listen to conversations to be able to recall important details later.	3.13	3.40	3.33	3.07	-0.27 ▼
39. You maintain communication channels between parties in the negotiation.	3.20	3.27	3.00	3.33	+0.33 ▲
40. You understand the expectations of other parties in the negotiation.	3.00	3.20	3.27	3.33	+0.07 ▲

Recognition

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. You readily share credit and gives others opportunity for visibility.	15	3.33	93.3	7%	53%	40%	
42. You find opportunities to recognize others.	15	3.40	93.3	7%	47%	47%	
43. You let employees know when they have done well	15	3.13	86.7	13%	60%	27%	
44. You make people around them feel appreciated and valued.	15	3.27	100.0		73%	27%	
45. You recognize the abilities and skills of self and 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. You readily share credit and gives others opportunity for visibility.	3.47	3.20	2.93	3.33	+0.40 ▲
42. You find opportunities to recognize others.	3.27	3.53	3.13	3.40	+0.27 ▲
43. You let employees know when they have done well	3.87	3.13	3.20	3.13	-0.07 ▼
44. You make people around them feel appreciated and valued.	3.33	3.27	3.87	3.27	-0.60 ▼
45. You recognize the abilities and skills of self and others	3.20	3.33	3.13	3.47	+0.33 ▲

Entrepreneurship

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. You can work effectively in an environment of uncertainty.	15	3.40	93.3	7%	47%	47%	
47. You balance risks and rewards when making decisions.	15	3.20	93.3	7%	67%	27%	
48. You understand the processes and various stages of business development.	15	3.20	93.3	7%	60%	33%	
49. You maintain a high level of energy to respond to demands of the job.	15	3.47	100.0		53%	47%	
50. You seek and utilize mentors to help guide your professional development.	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. You can work effectively in an environment of uncertainty.	3.27	3.40	3.20	3.40	+0.20 ▲
47. You balance risks and rewards when making decisions.	3.33	3.40	3.20	3.20	
48. You understand the processes and various stages of business development.	3.60	3.33	3.20	3.20	
49. You maintain a high level of energy to respond to demands of the job.	3.00	3.47	3.13	3.47	+0.33 ▲
50. You seek and utilize mentors to help guide your professional development.	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?