



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.

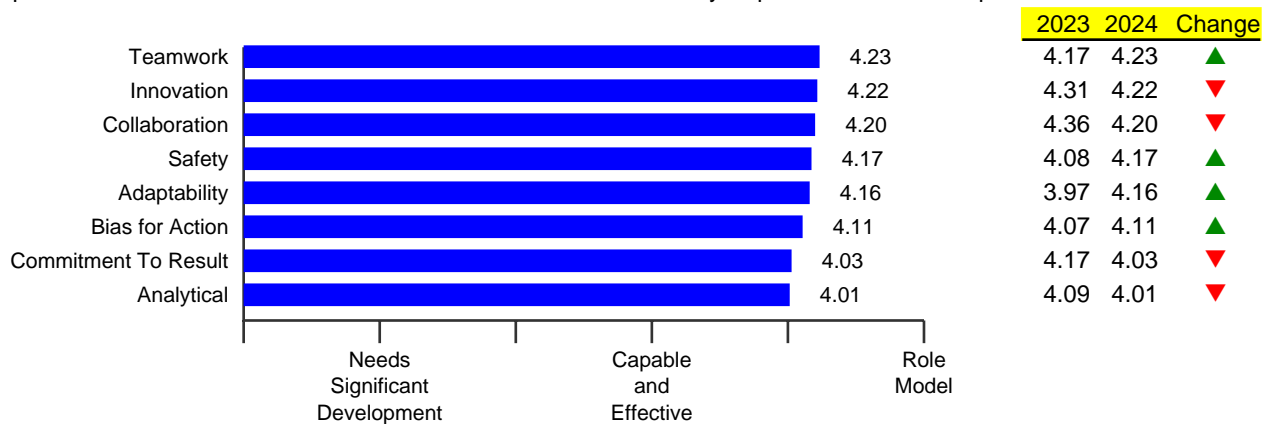
What to Do with Your Feedback

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

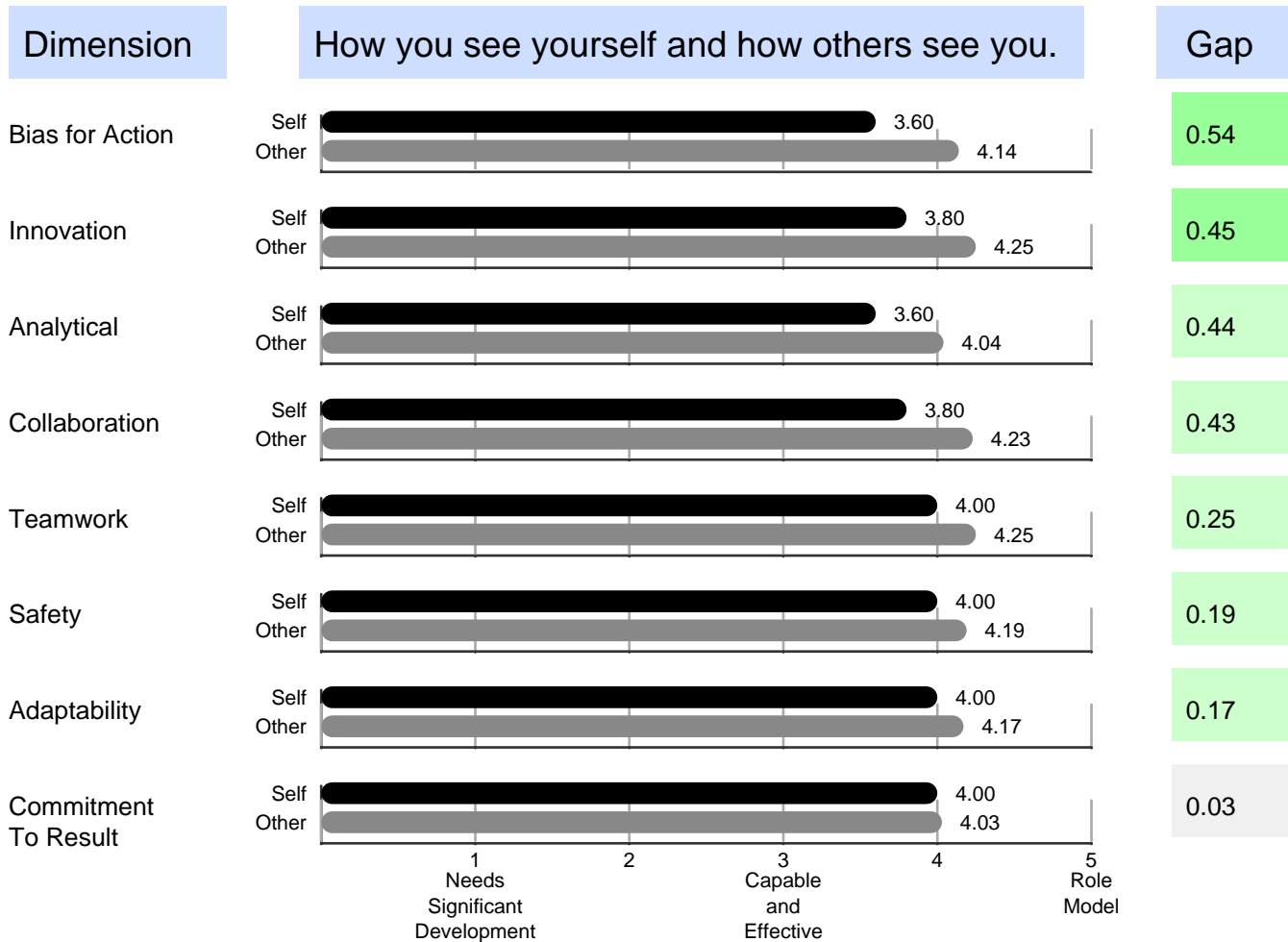
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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
1. You build upon the ideas and solutions of others.	15	4.13	80.0	20%	47%	33%		
2. You analyze current procedures and identify opportunities for improvement.	15	4.33	100.0		67%	33%		
3. You implement best practices within the department.	15	4.33	93.3	7%	53%	40%		
4. You offer constructive improvements to existing systems.	15	4.07	86.7	13%	67%	20%		
5. You take risks to advance important ideas.	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. You build upon the ideas and solutions of others.	4.00	4.13	+0.13 ▲
2. You analyze current procedures and identify opportunities for improvement.	4.40	4.33	-0.07 ▼
3. You implement best practices within the department.	4.47	4.33	-0.13 ▼
4. You offer constructive improvements to existing systems.	4.47	4.07	-0.40 ▼
5. You take risks to advance important ideas.	4.20	4.21	+0.01 ▲

Collaboration

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. You respect other group/team members.	15	4.33	93.3	7%	53%	40%		
7. You promote open participation and communication within department and throughout the organization.	15	4.33	86.7	13%	40%	47%		
8. You work with others to resolve issues facing the company.	15	4.07	80.0	20%	53%	27%		
9. You are comfortable working with employees from different departments/divisions.	15	4.13	80.0	20%	47%	33%		
10. You a dependable partner in the group.	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. You respect other group/team members.	4.13	4.33	+0.20 ▲
7. You promote open participation and communication within department and throughout the organization.	4.33	4.33	
8. You work with others to resolve issues facing the company.	4.20	4.07	-0.13 ▼
9. You are comfortable working with employees from different departments/divisions.	4.67	4.13	-0.53 ▼
10. You a dependable partner in the group.	4.47	4.13	-0.33 ▼

Teamwork

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. You let team members know when they have done well.	15	4.67	100.0					
12. You promote a team spirit within and outside department; partners with other groups.	15	4.20	86.7					
13. You demonstrate compassion and respect for others through actions; is concerned about their work and non-work issues	14	3.64	57.1					
14. You encourage dialog between team members.	14	4.14	85.7					
15. You actively and openly participates in team meetings.	15	4.47	93.3					

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. You let team members know when they have done well.	4.20	4.67	+0.47 ▲
12. You promote a team spirit within and outside department; partners with other groups.	3.93	4.20	+0.27 ▲
13. You demonstrate compassion and respect for others through actions; is concerned about their work and non-work issues	4.47	3.64	-0.82 ▼
14. You encourage dialog between team members.	4.00	4.14	+0.14 ▲
15. You actively and openly participates in team meetings.	4.27	4.47	+0.20 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. You are able to respond to incidents without stopping the workflow.	15	4.00	66.7	7%	27%	27%	40%	
17. You are effective in working with different personnel of the team.	15	3.87	66.7		33%	47%	20%	
18. You are aware of changes in the environment.	15	4.20	86.7	7%	7%	47%	40%	
19. You are able to work effectively with new people and new teams.	15	4.33	86.7		13%	40%	47%	
20. You adapt quickly to new situations.	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. You are able to respond to incidents without stopping the workflow.	3.64	4.00	+0.36 ▲
17. You are effective in working with different personnel of the team.	4.33	3.87	-0.47 ▼
18. You are aware of changes in the environment.	3.93	4.20	+0.27 ▲
19. You are able to work effectively with new people and new teams.	4.33	4.33	0.00 ▲
20. You adapt quickly to new situations.	3.60	4.40	+0.80 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. You use appropriate techniques to solve problems.	15	3.93	73.3	27%		53%		20%
22. You identify opportunities for progress and innovation.	15	4.00	66.7	13%	20%	20%		47%
23. You implement data validation techniques and methods.	15	4.07	80.0	20%		53%		27%
24. You ask the "right" questions to size up or evaluate situations.	15	4.00	73.3	13%	13%	33%		40%
25. You select the appropriate techniques for analysis.	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. You use appropriate techniques to solve problems.	4.20	3.93	-0.27 ▼
22. You identify opportunities for progress and innovation.	4.20	4.00	-0.20 ▼
23. You implement data validation techniques and methods.	4.13	4.07	-0.07 ▼
24. You ask the "right" questions to size up or evaluate situations.	3.80	4.00	+0.20 ▲
25. You select the appropriate techniques for analysis.	4.13	4.07	-0.07 ▼

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. You are able to focus on a task even when working alone.	15	4.00	80.0	7%	13%	53%	27%	
27. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.67	66.7	20%	13%	47%	20%	
28. You are committed to the team.	15	4.40	86.7	13%	33%	53%		
29. You are willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.07	80.0	20%	53%	27%		
30. You maintain persistence and dedication to achieving results.	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. You are able to focus on a task even when working alone.	4.47	4.00	-0.47 ▼
27. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	4.00	3.67	-0.33 ▼
28. You are committed to the team.	4.33	4.40	+0.07 ▲
29. You are willing to do whatever it takes-not afraid to have to put in extra effort.	4.07	4.07	
30. You maintain persistence and dedication to achieving results.	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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. You display high energy and enthusiasm on consistent basis.	15	4.27	93.3	7%	60%			33%
32. You complete a large volume of work.	14	4.14	92.9	7%	71%			21%
33. You identify ways to simplify work processes and reduce cycle times	15	4.27	100.0		73%			27%
34. You motivate others to achieve or exceed goals	15	4.40	93.3	7%	47%			47%
35. You convey a sense of urgency about addressing problems and opportunities	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. You display high energy and enthusiasm on consistent basis.	4.27	4.27	
32. You complete a large volume of work.	4.20	4.14	-0.06 ▼
33. You identify ways to simplify work processes and reduce cycle times	3.67	4.27	+0.60 ▲
34. You motivate others to achieve or exceed goals	4.00	4.40	+0.40 ▲
35. You convey a sense of urgency about addressing problems and opportunities	4.20	3.47	-0.73 ▼

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. You encourage others to attend safety training.	15	4.20	93.3	7%	67%			27%
37. You seek to reduce the likelihood of accidents.	15	4.27	93.3	7%	60%			33%
38. You develop a strong safety culture.	15	4.00	80.0	20%	60%			20%
39. You commit adequate resources toward safety measures.	15	4.07	86.7	7%	7%	60%		27%
40. You are not afraid to question a potential safety issue observed in the workplace.	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. You encourage others to attend safety training.	4.00	4.20	+0.20 ▲
37. You seek to reduce the likelihood of accidents.	4.21	4.27	+0.05 ▲
38. You develop a strong safety culture.	4.07	4.00	-0.07 ▼
39. You commit adequate resources toward safety measures.	3.87	4.07	+0.20 ▲
40. You are not afraid to question a potential safety issue observed in the workplace.	4.27	4.33	+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?