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.
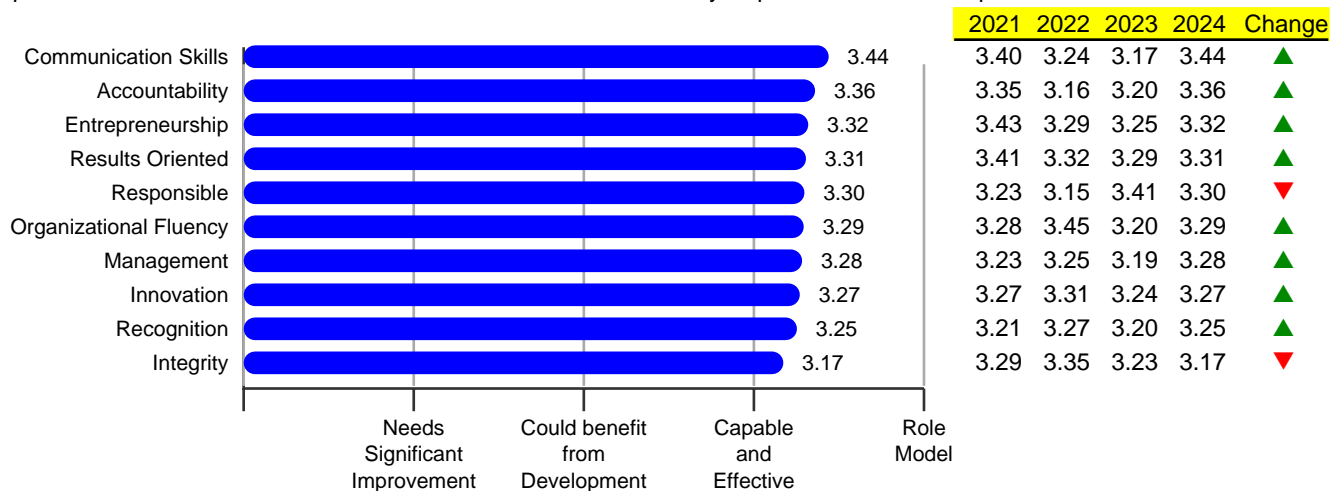
What to Do with Your Feedback

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.
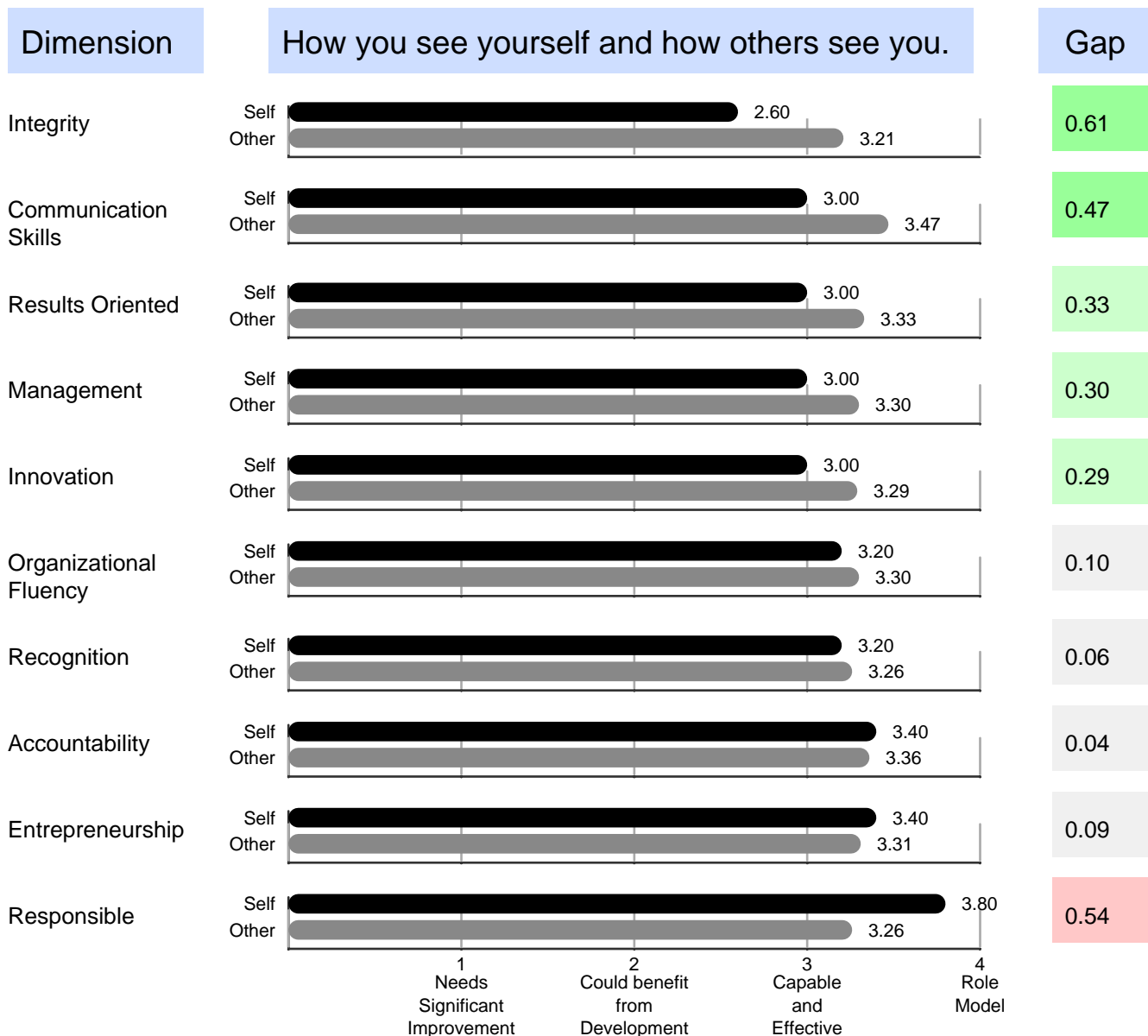
Summary

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.

	Score	2021	2022	2023	2024	Change
Communication Skills	3.44	3.40	3.24	3.17	3.44	▲
Accountability	3.36	3.35	3.16	3.20	3.36	▲
Entrepreneurship	3.32	3.43	3.29	3.25	3.32	▲
Results Oriented	3.31	3.41	3.32	3.29	3.31	▲
Responsible	3.30	3.23	3.15	3.41	3.30	▼
Organizational Fluency	3.29	3.28	3.45	3.20	3.29	▲
Management	3.28	3.23	3.25	3.19	3.28	▲
Innovation	3.27	3.27	3.31	3.24	3.27	▲
Recognition	3.25	3.21	3.27	3.20	3.25	▲
Integrity	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
Integrity	Self	2.60	0.61
	Other	3.21	
Communication Skills	Self	3.00	0.47
	Other	3.47	
Results Oriented	Self	3.00	0.33
	Other	3.33	
Management	Self	3.00	0.30
	Other	3.30	
Innovation	Self	3.00	0.29
	Other	3.29	
Organizational Fluency	Self	3.20	0.10
	Other	3.30	
Recognition	Self	3.20	0.06
	Other	3.26	
Accountability	Self	3.40	0.04
	Other	3.36	
Entrepreneurship	Self	3.40	0.09
	Other	3.31	
Responsible	Self	3.80	0.54
	Other	3.26	

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

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Creates improved methods or solutions for meeting goals and objectives.	15	3.20	86.7	13%	53%		33%
2. Searches for opportunities and innovative ways to improve the organization.	15	3.33	100.0		67%		33%
3. Creates a safe environment for idea-sharing.	15	3.33	93.3	7%	53%		40%
4. Encourages open communication to ensure that all proposals are considered.	15	3.27	93.3	7%	60%		33%
5. Offers constructive improvements to existing systems.	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 improved methods or solutions for meeting goals and objectives.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Searches for opportunities and innovative ways to improve the organization.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Creates a safe environment for idea-sharing.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Encourages open communication to ensure that all proposals are considered.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Offers constructive improvements to existing systems.	3.00	3.20	3.13	3.21	+0.08 ▲

Results Oriented

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. Holds self and others accountable for achieving results.	15	3.47	100.0		53%		47%
7. Motivated by a strong desire to exceed performance standards.	15	3.40	93.3	7%	47%		47%
8. Measures progress toward the goal.	15	3.20	86.7	13%	53%		33%
9. Has a work ethic with a strong desire to obtain results.	15	3.27	86.7	13%	47%		40%
10. Has a strong drive to complete goals despite obstacles that may arise.	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. Holds self and others accountable for achieving results.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Motivated by a strong desire to exceed performance standards.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Measures progress toward the goal.	3.40	3.40	3.20	3.20	
9. Has a work ethic with a strong desire to obtain results.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Has a strong drive to complete goals despite obstacles that may arise.	3.33	3.47	3.27	3.20	-0.07 ▼

Communication Skills

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. Conveys ideas confidently and succinctly.	15	3.67	100.0		33%	67%	
12. Checks for understanding throughout conversations or group presentations/discussions	15	3.40	93.3	7%	47%	47%	
13. Willing to express their concerns to colleagues.	15	3.13	86.7	13%	60%	27%	
14. Confidently interacts with all tiers of the organization.	15	3.47	100.0		53%	47%	
15. Communicates the vision of the organization to all employees.	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. Conveys ideas confidently and succinctly.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Checks for understanding throughout conversations or group presentations/discussions	3.53	3.20	3.00	3.40	+0.40 ▲
13. Willing to express their concerns to colleagues.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Confidently interacts with all tiers of the organization.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Communicates the vision of the organization to all employees.	3.67	3.27	3.20	3.53	+0.33 ▲

Accountability

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. Holds team accountable to meeting goals.	15	3.47	93.3	7%	40%	53%	
17. Understands the importance of holding employees accountable for their work.	15	2.93	73.3	27%	53%		20%
18. Acknowledges errors and takes the steps necessary to rectify them.	15	3.40	93.3	7%	47%	47%	
19. Works diligently for the success of the team.	15	3.53	100.0		47%	53%	
20. Encourages employees to take on greater responsibilities.	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. Holds team accountable to meeting goals.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Understands the importance of holding employees accountable for their work.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Acknowledges errors and takes the steps necessary to rectify them.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Works diligently for the success of the team.	3.13	2.87	3.53	3.53	
20. Encourages employees to take on greater responsibilities.	3.40	3.20	2.87	3.47	+0.60 ▲

Integrity

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. Fosters an environment built upon trust.	15	3.00	80.0	20%	60%		20%
22. Maintains strong relationships with others.	15	3.53	100.0		47%	53%	
23. Fosters a high standard of ethics and integrity.	15	3.13	86.7	13%	60%		27%
24. Develops trust and confidence from others.	15	3.13	80.0	7% 13%	40%	40%	
25. Follows tasks to completion.	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. Fosters an environment built upon trust.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Maintains strong relationships with others.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Fosters a high standard of ethics and integrity.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Develops trust and confidence from others.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Follows tasks to completion.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Sets an example for others to follow	15	3.20	93.3	7%	60%		33%
27. Makes you feel enthusiastic about your work	15	3.40	93.3	7%	47%		47%
28. Keep staff informed about what is happening in the company	15	3.60	93.3	7%	27%	67%	
29. Delegate tasks effectively	15	3.20	86.7	13%	53%		33%
30. Is ready to offer help	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. Sets an example for others to follow	3.53	3.33	3.33	3.20	-0.13 ▼
27. Makes you feel enthusiastic about your work	3.20	3.33	2.93	3.40	+0.47 ▲
28. Keep staff informed about what is happening in the company	3.33	3.13	3.40	3.60	+0.20 ▲
29. Delegate tasks effectively	3.21	3.20	3.20	3.20	
30. Is ready to offer help	2.87	3.27	3.07	3.00	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Responsible for setting the vision of the department.	15	3.33	93.3	7%	53%		40%
32. Sets high personal standards of performance.	14	3.29	100.0		71%		29%
33. Acts as a resource without removing individual responsibility.	15	3.27	100.0		73%		27%
34. Behavior is ethical and honest.	15	3.47	93.3	7%	40%	53%	
35. Works in a way that makes others want to work with her/him.	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. Responsible for setting the vision of the department.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Sets high personal standards of performance.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Acts as a resource without removing individual responsibility.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Behavior is ethical and honest.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Works in a way that makes others want to work with her/him.	3.20	3.27	3.13	3.13	

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
36. Readily shares credit and gives others opportunity for visibility.	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. Compliments other people when they do good work	15	3.07	86.7	13%	67%		20%
39. Makes people around them feel appreciated and valued.	15	3.33	100.0		67%		33%
40. Offers recognition in a timely manner.	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. Readily shares credit and gives others opportunity for visibility.	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. Compliments other people when they do good work	3.13	3.40	3.33	3.07	-0.27 ▼
39. Makes people around them feel appreciated and valued.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Offers recognition in a timely manner.	3.00	3.20	3.27	3.33	+0.07 ▲

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
41. Takes the initiative to complete tasks.	15	3.33	93.3	7%	53%		40%
42. Can work effectively in an environment of uncertainty.	15	3.40	93.3	7%	47%		47%
43. Balances risks and rewards when making decisions.	15	3.13	86.7	13%	60%		27%
44. Seeks and utilizes mentors to help guide professional development.	15	3.27	100.0		73%		27%
45. Devotes a certain amount of time and effort to developing new business opportunities.	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. Takes the initiative to complete tasks.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Can work effectively in an environment of uncertainty.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Balances risks and rewards when making decisions.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Seeks and utilizes mentors to help guide professional development.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Devotes a certain amount of time and effort to developing new business opportunities.	3.20	3.33	3.13	3.47	+0.33 ▲

Organizational Fluency

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. Able to use corporate politics to advance department objectives.	15	3.40	93.3	7%	47%		47%
47. Understands departmental policies and procedures.	15	3.20	93.3	7%	67%		27%
48. Adept at navigating within the culture of the department.	15	3.20	93.3	7%	60%		33%
49. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.47	100.0		53%		47%
50. Able to explain departmental policies and procedures to others.	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. Able to use corporate politics to advance department objectives.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Understands departmental policies and procedures.	3.33	3.40	3.20	3.20	
48. Adept at navigating within the culture of the department.	3.60	3.33	3.20	3.20	
49. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Able to explain departmental policies and procedures to others.	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?