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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.

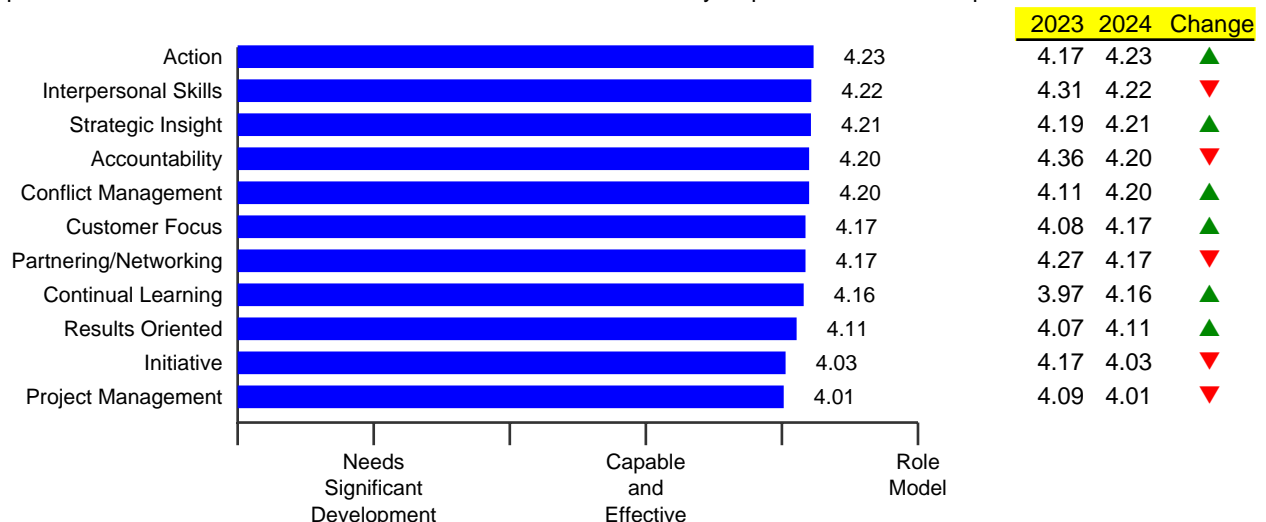
## What to Do with Your Feedback

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

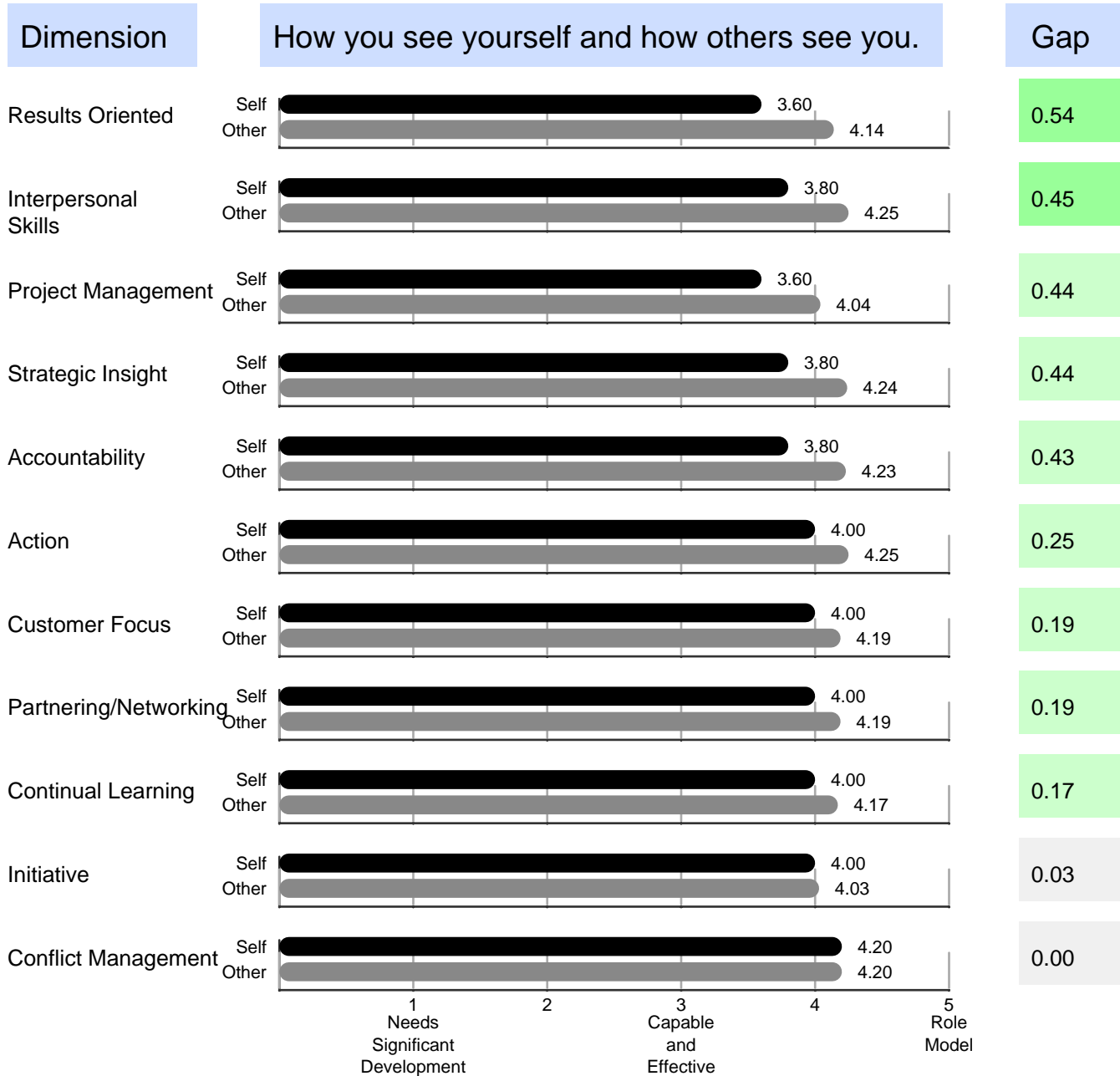
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



## 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.



## Interpersonal 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Attends to both the content and the context of what was being said.	15	4.13	80.0	20%	47%	33%		
2. Applies appropriate communication techniques to the situation.	15	4.33	100.0		67%	33%		
3. Understands the core issues of conversations.	15	4.33	93.3	7%	53%	40%		
4. Responds quickly to inquiries from potential customers.	15	4.07	86.7	13%	67%	20%		
5. Anticipates the concerns of other employees.	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. Attends to both the content and the context of what was being said.	4.00	4.13	+0.13 ▲
2. Applies appropriate communication techniques to the situation.	4.40	4.33	-0.07 ▼
3. Understands the core issues of conversations.	4.47	4.33	-0.13 ▼
4. Responds quickly to inquiries from potential customers.	4.47	4.07	-0.40 ▼
5. Anticipates the concerns of other employees.	4.20	4.21	+0.01 ▲

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Informs the supervisor if progress on the task has been delayed.	15	4.33	93.3	7%	53%		40%	
7. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.	15	4.33	86.7	13%	40%		47%	
8. Willingly accepts the consequences for their actions.	15	4.07	80.0	20%	53%		27%	
9. Handles sensitive information with discretion and confidentiality.	15	4.13	80.0	20%	47%		33%	
10. Takes charge of addressing and solving problems.	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. Informs the supervisor if progress on the task has been delayed.	4.13	4.33	+0.20 ▲
7. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.	4.33	4.33	
8. Willingly accepts the consequences for their actions.	4.20	4.07	-0.13 ▼
9. Handles sensitive information with discretion and confidentiality.	4.67	4.13	-0.53 ▼
10. Takes charge of addressing and solving problems.	4.47	4.13	-0.33 ▼

## 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Changes course to meet the needs of a new situation.	15	4.67	100.0					
12. Gets the job done.	15	4.20	86.7					
13. Will take action to address a problem rather than to wait to confer with others about the situation.	14	3.64	57.1					
14. Starts immediately working on assignments.	14	4.14	85.7					
15. Is driven to complete a high amount of work.	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. Changes course to meet the needs of a new situation.	4.20	4.67	+0.47 ▲
12. Gets the job done.	3.93	4.20	+0.27 ▲
13. Will take action to address a problem rather than to wait to confer with others about the situation.	4.47	3.64	-0.82 ▼
14. Starts immediately working on assignments.	4.00	4.14	+0.14 ▲
15. Is driven to complete a high amount of work.	4.27	4.47	+0.20 ▲

## Continual Learning

### 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. Views setbacks as opportunities to learn from.	15	4.00	66.7	7%	27%	27%	40%	
17. Grasps new ideas, concepts, technical, or business knowledge.	15	3.87	66.7		33%	47%	20%	
18. Sets relevant learning objectives and goals.	15	4.20	86.7	7%	7%	47%	40%	
19. Takes the initiative to learn new skills.	15	4.33	86.7		13%	40%	47%	
20. Pursues learning that will enhance job performance.	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. Views setbacks as opportunities to learn from.	3.64	4.00	+0.36 ▲
17. Grasps new ideas, concepts, technical, or business knowledge.	4.33	3.87	-0.47 ▼
18. Sets relevant learning objectives and goals.	3.93	4.20	+0.27 ▲
19. Takes the initiative to learn new skills.	4.33	4.33	0.00 ▲
20. Pursues learning that will enhance job performance.	3.60	4.40	+0.80 ▲

## Project 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 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. Plans who, when, and what work needs to get done.	15	3.93	73.3	27%		53%		20%
22. Coordinates communication between the project team and stakeholders.	15	4.00	66.7	13%	20%	20%		47%
23. Ensures work is completed to the appropriate standards.	15	4.07	80.0	20%		53%		27%
24. Develops action items, workplans, timelines, and criteria for projects.	15	4.00	73.3	13%	13%	33%		40%
25. Accurately determines the number of staff needed for the project.	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. Plans who, when, and what work needs to get done.	4.20	3.93	-0.27 ▼
22. Coordinates communication between the project team and stakeholders.	4.20	4.00	-0.20 ▼
23. Ensures work is completed to the appropriate standards.	4.13	4.07	-0.07 ▼
24. Develops action items, workplans, timelines, and criteria for projects.	3.80	4.00	+0.20 ▲
25. Accurately determines the number of staff needed for the project.	4.13	4.07	-0.07 ▼



## 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Initiates actions that impact the department/company.	15	4.00	80.0	7%	13%	53%	27%	
27. Takes corrective action to address performance deficiencies/issues.	15	3.67	66.7	20%	13%	47%	20%	
28. Acts quickly when an opportunity becomes available.	15	4.40	86.7	13%	33%	53%		
29. Confronts problems immediately without supervisor instructions.	15	4.07	80.0	20%		53%	27%	
30. Seizes upon opportunities available.	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. Initiates actions that impact the department/company.	4.47	4.00	-0.47 ▼
27. Takes corrective action to address performance deficiencies/issues.	4.00	3.67	-0.33 ▼
28. Acts quickly when an opportunity becomes available.	4.33	4.40	+0.07 ▲
29. Confronts problems immediately without supervisor instructions.	4.07	4.07	
30. Seizes upon opportunities available.	4.00	4.00	

## 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 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
31. Sets important goals for the department.	15	4.27	93.3	7%		60%		33%
32. Promptly and efficiently completes assigned tasks.	14	4.14	92.9	7%		71%		21%
33. Encourages employees to give 100% to achieving high results.	15	4.27	100.0			73%		27%
34. Sets a common goals for the team.	15	4.40	93.3	7%		47%		47%
35. Is a high achiever.	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. Sets important goals for the department.	4.27	4.27	
32. Promptly and efficiently completes assigned tasks.	4.20	4.14	-0.06 ▼
33. Encourages employees to give 100% to achieving high results.	3.67	4.27	+0.60 ▲
34. Sets a common goals for the team.	4.00	4.40	+0.40 ▲
35. Is a high achiever.	4.20	3.47	-0.73 ▼

## Customer Focus

### 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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Does not hesitate to address customer concerns or complaints.	15	4.20	93.3	7%	67%			27%
37. Actively listens to concerns from customers.	15	4.27	93.3	7%	60%			33%
38. Is aware of the customer's needs.	15	4.00	80.0	20%	60%			20%
39. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	4.07	86.7	7%	7%	60%		27%
40. Gives feedback to the customer regularly.	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. Does not hesitate to address customer concerns or complaints.	4.00	4.20	+0.20 ▲
37. Actively listens to concerns from customers.	4.21	4.27	+0.05 ▲
38. Is aware of the customer's needs.	4.07	4.00	-0.07 ▼
39. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.87	4.07	+0.20 ▲
40. Gives feedback to the customer regularly.	4.27	4.33	+0.07 ▲

## Partnering/Networking

### 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
41. Builds alliances between departments and teams.	15	3.93	80.0	13%	7%	53%	27%	
42. Collaborates with others to accomplish goals and objectives.	15	4.33	93.3	7%		47%	47%	
43. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	4.13	86.7	13%		60%	27%	
44. Seeks an understanding of diverse functions within the Company.	15	4.20	100.0			80%	20%	
45. Seeks to reduce institutional roadblocks to information sharing.	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. Builds alliances between departments and teams.	3.87	3.93	+0.07 ▲
42. Collaborates with others to accomplish goals and objectives.	4.13	4.33	+0.20 ▲
43. Develops a sense of trust in subordinates so they can freely interact and share information with others.	4.20	4.13	-0.07 ▼
44. Seeks an understanding of diverse functions within the Company.	4.87	4.20	-0.67 ▼
45. Seeks to reduce institutional roadblocks to information sharing.	4.27	4.27	

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Discusses conflict situations with supervisor.	15	4.40	93.3	7%	47%	47%		
47. Helps employees to think through alternative ways to resolve conflict situations.	15	4.20	93.3	7%	67%		27%	
48. Deals effectively with employee grievances.	15	4.07	86.7	13%	53%		33%	
49. Tries to understand others' point of view before making judgments	15	4.27	93.3	7%	53%		40%	
50. Assists team members by helping them see the other point of view.	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. Discusses conflict situations with supervisor.	4.13	4.40	+0.27 ▲
47. Helps employees to think through alternative ways to resolve conflict situations.	4.07	4.20	+0.13 ▲
48. Deals effectively with employee grievances.	4.00	4.07	+0.07 ▲
49. Tries to understand others' point of view before making judgments	4.13	4.27	+0.13 ▲
50. Assists team members by helping them see the other point of view.	4.20	4.07	-0.13 ▼

## Strategic Insight

### 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
51. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	15	4.33	93.3	7%	47%	47%		
52. Meets with customers to gain insight into their core needs and how best to serve them.	15	4.13	86.7	13%	60%	27%		
53. Develops a plan and strategy for each functional area within the mission statement.	15	4.33	100.0		67%	33%		
54. Maintains knowledge of current trends in the industry.	15	4.27	93.3	7%	60%	33%		
55. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	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 strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	4.13	4.33	+0.20 ▲
52. Meets with customers to gain insight into their core needs and how best to serve them.	4.40	4.13	-0.27 ▼
53. Develops a plan and strategy for each functional area within the mission statement.	4.07	4.33	+0.27 ▲
54. Maintains knowledge of current trends in the industry.	4.07	4.27	+0.20 ▲
55. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	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?