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.
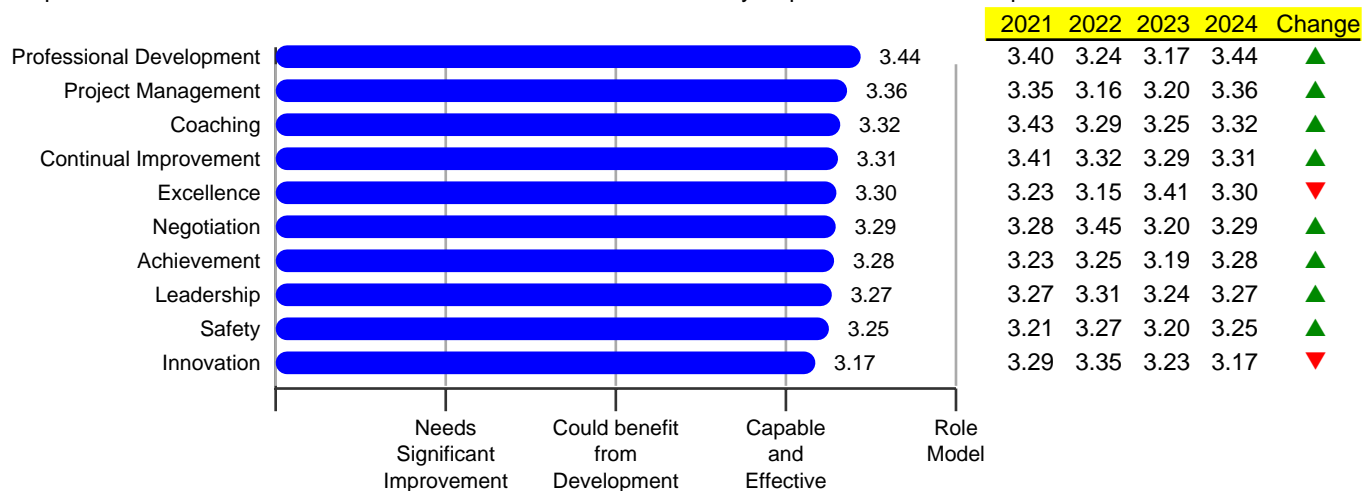
What to Do with Your Feedback

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.
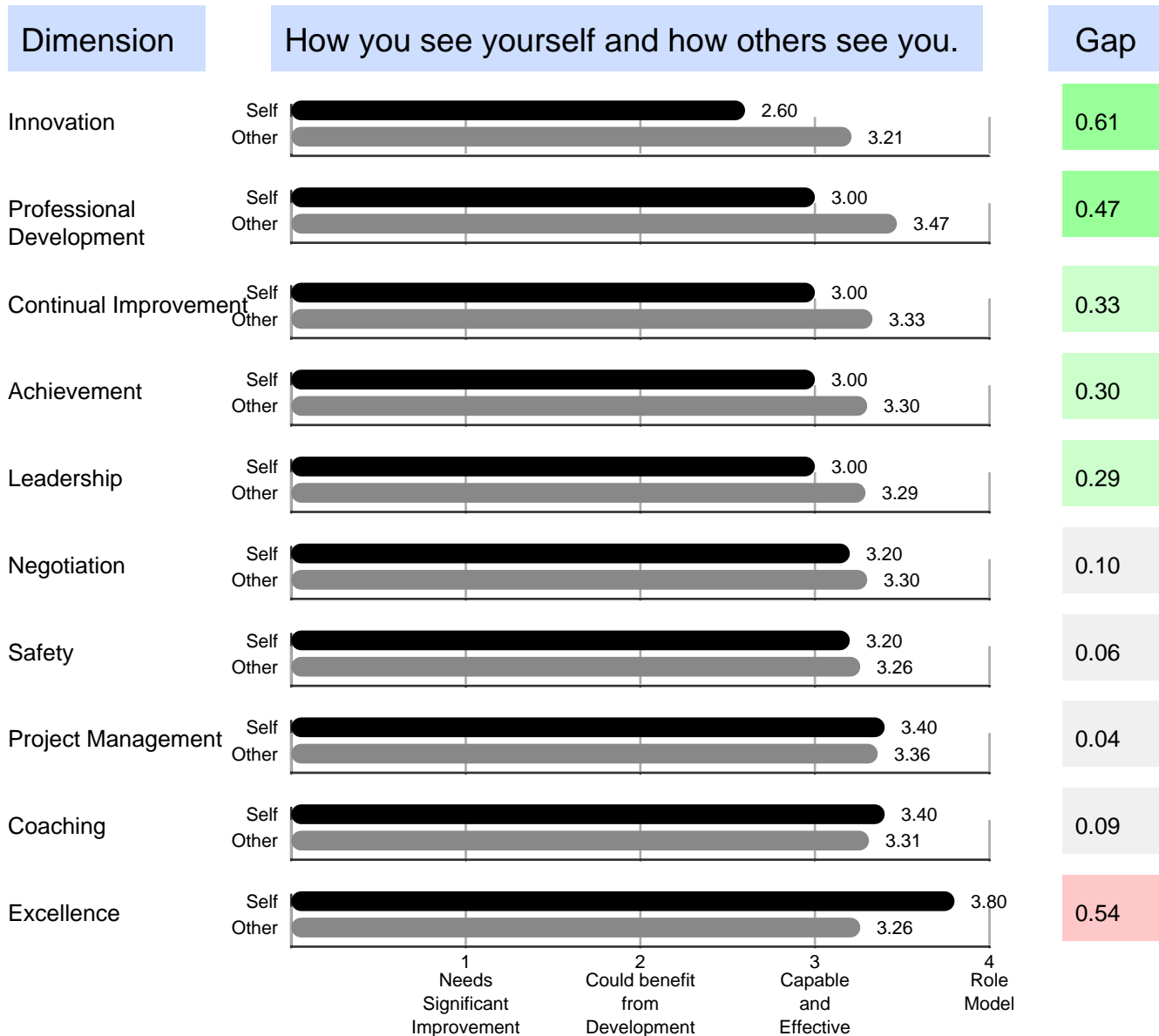
Summary

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
Professional Development	3.44	3.40	3.24	3.17	3.44	▲
Project Management	3.36	3.35	3.16	3.20	3.36	▲
Coaching	3.32	3.43	3.29	3.25	3.32	▲
Continual Improvement	3.31	3.41	3.32	3.29	3.31	▲
Excellence	3.30	3.23	3.15	3.41	3.30	▼
Negotiation	3.29	3.28	3.45	3.20	3.29	▲
Achievement	3.28	3.23	3.25	3.19	3.28	▲
Leadership	3.27	3.27	3.31	3.24	3.27	▲
Safety	3.25	3.21	3.27	3.20	3.25	▲
Innovation	3.17	3.29	3.35	3.23	3.17	▼

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
Innovation	Self 2.60 / Other 3.21	0.61
Professional Development	Self 3.00 / Other 3.47	0.47
Continual Improvement	Self 3.00 / Other 3.33	0.33
Achievement	Self 3.00 / Other 3.30	0.30
Leadership	Self 3.00 / Other 3.29	0.29
Negotiation	Self 3.20 / Other 3.30	0.10
Safety	Self 3.20 / Other 3.26	0.06
Project Management	Self 3.40 / Other 3.36	0.04
Coaching	Self 3.40 / Other 3.31	0.09
Excellence	Self 3.80 / Other 3.26	0.54

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

Leadership

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. Provides resources to enable individuals to develop professionally.	15	3.20	86.7	13%	53%		33%
2. Able to organize the work of others.	15	3.33	100.0		67%		33%
3. Leads team to set goals, solve problems, and accomplish tasks.	15	3.33	93.3	7%	53%		40%
4. Effectively leads others.	15	3.27	93.3	7%	60%		33%
5. Demonstrates leadership and courage in critical situations.	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. Provides resources to enable individuals to develop professionally.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Able to organize the work of others.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Leads team to set goals, solve problems, and accomplish tasks.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Effectively leads others.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Demonstrates leadership and courage in critical situations.	3.00	3.20	3.13	3.21	+0.08 ▲

Continual Improvement

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. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.47	100.0		53%		47%
7. Open to the suggestions from others.	15	3.40	93.3	7%	47%		47%
8. Looks for ways to improve work processes and procedures.	15	3.20	86.7	13%	53%		33%
9. Looks for ways to expand and learn new job skills.	15	3.27	86.7	13%	47%		40%
10. Analyzes processes to determine areas for improvement.	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. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Open to the suggestions from others.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Looks for ways to improve work processes and procedures.	3.40	3.40	3.20	3.20	
9. Looks for ways to expand and learn new job skills.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Analyzes processes to determine areas for improvement.	3.33	3.47	3.27	3.20	-0.07 ▼

Professional Development

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. Encourages employees to take courses relevant to their job.	15	3.67	100.0			33%	67%
12. Keep themselves up-to-date of technical/professional issues	15	3.40	93.3	7%	47%		47%
13. Allows employees to fully participate in employee training and professional development.	15	3.13	86.7	13%	60%		27%
14. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.47	100.0		53%		47%
15. Seeks opportunities for professional development.	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. Encourages employees to take courses relevant to their job.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Keep themselves up-to-date of technical/professional issues	3.53	3.20	3.00	3.40	+0.40 ▲
13. Allows employees to fully participate in employee training and professional development.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.20	3.13	3.00	3.47	+0.47 ▲
15. Seeks opportunities for professional development.	3.67	3.27	3.20	3.53	+0.33 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Presents clear and accurate status information to required constituents.	15	3.47	93.3	7%	40%	53%	
17. Creates a risk management plan and periodically updates it as the project moves forward.	15	2.93	73.3	27%	53%		20%
18. Monitors timelines and milestones to ensure set benchmarks are met.	15	3.40	93.3	7%	47%	47%	
19. Understands the budget constraints for the project.	15	3.53	100.0		47%	53%	
20. Determines the project strategy for implementation.	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. Presents clear and accurate status information to required constituents.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Creates a risk management plan and periodically updates it as the project moves forward.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Monitors timelines and milestones to ensure set benchmarks are met.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Understands the budget constraints for the project.	3.13	2.87	3.53	3.53	
20. Determines the project strategy for implementation.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Searches for opportunities and innovative ways to improve the organization.	15	3.00	80.0	20%	60%		20%
22. Implements best practices within the department.	15	3.53	100.0		47%	53%	
23. Finds creative ways to get things done with limited resources.	15	3.13	86.7	13%	60%		27%
24. Analyzes current procedures and identifies opportunities for improvement.	15	3.13	80.0	7% 13%	40%	40%	
25. Builds upon the ideas and solutions of others.	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. Searches for opportunities and innovative ways to improve the organization.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Implements best practices within the department.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Finds creative ways to get things done with limited resources.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Analyzes current procedures and identifies opportunities for improvement.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Builds upon the ideas and solutions of others.	3.27	3.33	3.27	3.07	-0.20 ▼

Achievement

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. Demonstrates improvement in performance.	15	3.20	93.3	7%	60%		33%
27. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	3.40	93.3	7%	47%		47%
28. Accepts setbacks and challenges as improvement opportunities	15	3.60	93.3	7%	27%	67%	
29. Allocates resources as needed to accomplish organizational goals.	15	3.20	86.7	13%	53%		33%
30. Completes work promptly and efficiently.	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. Demonstrates improvement in performance.	3.53	3.33	3.33	3.20	-0.13	▼
27. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	3.20	3.33	2.93	3.40	+0.47	▲
28. Accepts setbacks and challenges as improvement opportunities	3.33	3.13	3.40	3.60	+0.20	▲
29. Allocates resources as needed to accomplish organizational goals.	3.21	3.20	3.20	3.20		
30. Completes work promptly and efficiently.	2.87	3.27	3.07	3.00	-0.07	▼

Excellence

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. Demonstrates the analytical skills to do their job.	15	3.33	93.3	7%	53%		40%
32. Takes a lot of pride in their work.	14	3.29	100.0		71%		29%
33. Can be counted on to add value wherever they are involved.	15	3.27	100.0		73%		27%
34. Demonstrates the functional or technical skills necessary to do their job.	15	3.47	93.3	7%	40%	53%	
35. Keeps themselves and others focused on constant improvement.	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. Demonstrates the analytical skills to do their job.	3.13	3.07	3.47	3.33	-0.13	▼
32. Takes a lot of pride in their work.	3.40	3.07	3.60	3.29	-0.31	▼
33. Can be counted on to add value wherever they are involved.	3.07	3.33	3.33	3.27	-0.07	▼
34. Demonstrates the functional or technical skills necessary to do their job.	3.33	3.00	3.53	3.47	-0.07	▼
35. Keeps themselves and others focused on constant improvement.	3.20	3.27	3.13	3.13		

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Creates accurate and effective measures of safety.	15	3.20	93.3	7%	67%		27%
37. Supports safety programs and procedures.	15	3.33	93.3	7%	53%	40%	
38. Develops safety guidelines for the department.	15	3.07	86.7	13%	67%		20%
39. Encourages others to attend safety training.	15	3.33	100.0		67%		33%
40. Ensures that all supervisors are aware of regulatory and compliance measures.	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. Creates accurate and effective measures of safety.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Supports safety programs and procedures.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Develops safety guidelines for the department.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Encourages others to attend safety training.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Ensures that all supervisors are aware of regulatory and compliance measures.	3.00	3.20	3.27	3.33	+0.07 ▲

Coaching

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. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.33	93.3	7%	53%		40%
42. Develops the skills and capabilities of others.	15	3.40	93.3	7%	47%		47%
43. Helps employees to maintain high personal standards.	15	3.13	86.7	13%	60%		27%
44. Provides clear, motivating, and constructive feedback.	15	3.27	100.0		73%		27%
45. Meets regularly with employees to coach them on areas that will enhance their performance	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. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Develops the skills and capabilities of others.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Helps employees to maintain high personal standards.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Provides clear, motivating, and constructive feedback.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Meets regularly with employees to coach them on areas that will enhance their performance	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. Able to adapt to changing situations.	15	3.40	93.3	7%	47%		47%
47. Able to control their emotional responses and correctly gauge the emotions of others.	15	3.20	93.3	7%	67%		27%
48. Able to say "no" when it is essential to maintaining quality and high standards.	15	3.20	93.3	7%	60%		33%
49. Influences others through rational argument and persuasion.	15	3.47	100.0		53%		47%
50. Maintains good interpersonal relationships with representatives from the other party.	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 adapt to changing situations.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Able to control their emotional responses and correctly gauge the emotions of others.	3.33	3.40	3.20	3.20	
48. Able to say "no" when it is essential to maintaining quality and high standards.	3.60	3.33	3.20	3.20	
49. Influences others through rational argument and persuasion.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Maintains good interpersonal relationships with representatives from the other party.	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?