



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.

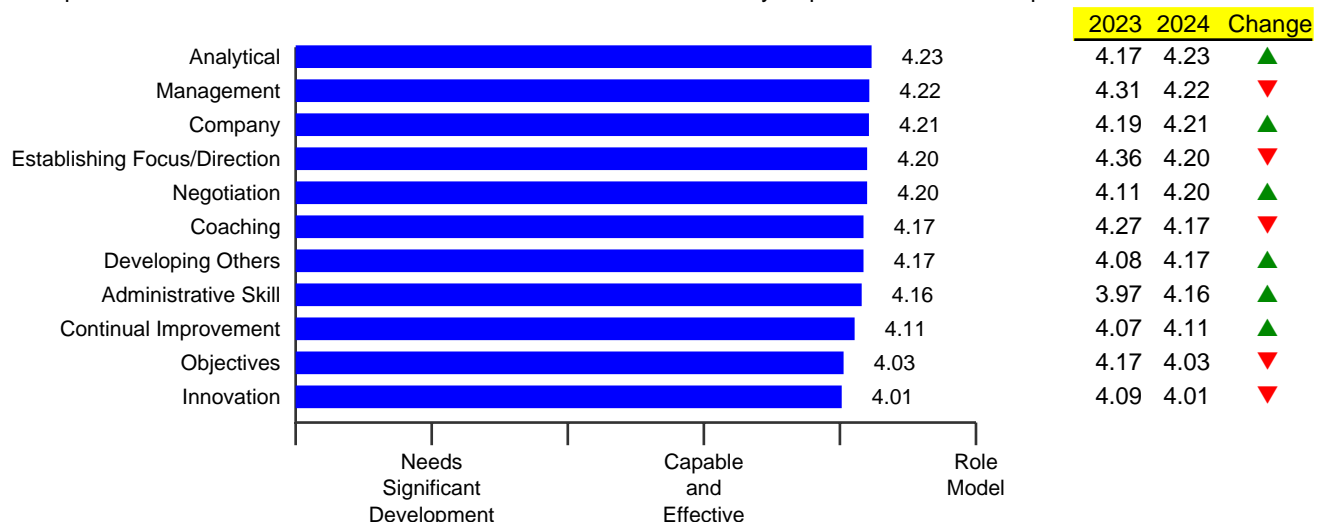
## What to Do with Your Feedback

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

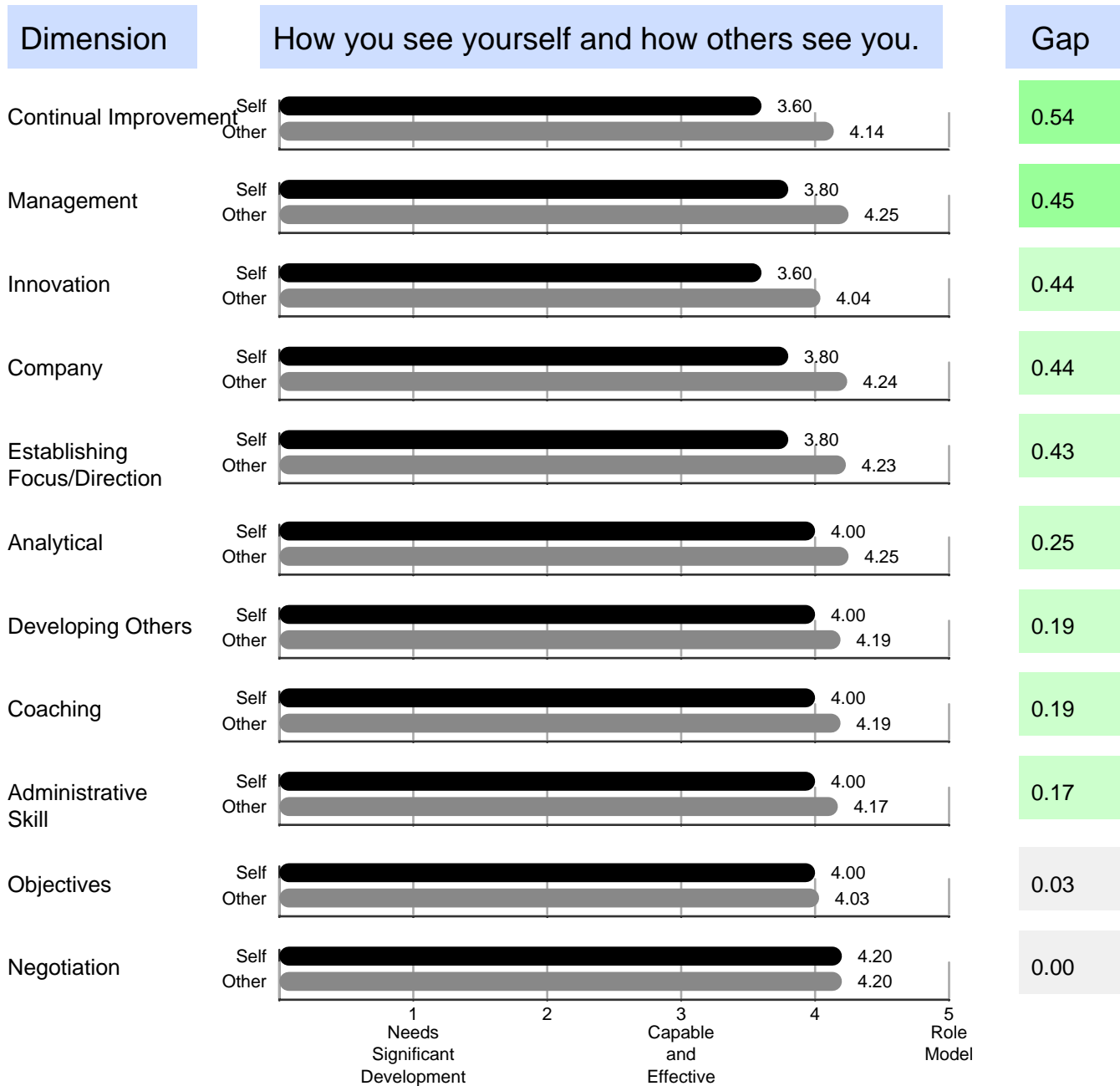
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



## 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 Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Sets an example for others to follow	15	4.13	80.0	20%	47%	33%		
2. Keep staff informed about what is happening in the company	15	4.33	100.0		67%	33%		
3. Takes responsibility for things that go wrong	15	4.33	93.3	7%	53%	40%		
4. Makes you feel enthusiastic about your work	15	4.07	86.7	13%	67%	20%		
5. Delegate tasks effectively	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. Sets an example for others to follow	4.00	4.13	+0.13 ▲
2. Keep staff informed about what is happening in the company	4.40	4.33	-0.07 ▼
3. Takes responsibility for things that go wrong	4.47	4.33	-0.13 ▼
4. Makes you feel enthusiastic about your work	4.47	4.07	-0.40 ▼
5. Delegate tasks effectively	4.20	4.21	+0.01 ▲

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Maintains focus when handling several problems or tasks simultaneously.	15	4.33	93.3	7%		53%		40%
7. Functions well under stress, deadlines, and/or significant workloads.	15	4.33	86.7	13%		40%		47%
8. Makes sure that employees understand and identify with the team's mission.	15	4.07	80.0	20%		53%		27%
9. Stays focused even when under pressure and stress.	15	4.13	80.0	20%		47%		33%
10. Makes sure that employees understand how their work relates to organizational goals.	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. Maintains focus when handling several problems or tasks simultaneously.	4.13	4.33	+0.20 ▲
7. Functions well under stress, deadlines, and/or significant workloads.	4.33	4.33	
8. Makes sure that employees understand and identify with the team's mission.	4.20	4.07	-0.13 ▼
9. Stays focused even when under pressure and stress.	4.67	4.13	-0.53 ▼
10. Makes sure that employees understand how their work relates to organizational goals.	4.47	4.13	-0.33 ▼

## 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Analyzes data and information from several sources and arrives at logical conclusions.	15	4.67	100.0				33%	67%
12. Identifies the root cause of a problem.	15	4.20	86.7	7%	7%		47%	40%
13. Uses appropriate techniques to solve problems.	14	3.64	57.1	14%		29%	36%	21%
14. Selects the appropriate techniques for analysis.	14	4.14	85.7	7%	7%		50%	36%
15. Implements data validation techniques and methods.	15	4.47	93.3	7%		40%		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	2023	2024	Change
11. Analyzes data and information from several sources and arrives at logical conclusions.	4.20	4.67	+0.47 ▲
12. Identifies the root cause of a problem.	3.93	4.20	+0.27 ▲
13. Uses appropriate techniques to solve problems.	4.47	3.64	-0.82 ▼
14. Selects the appropriate techniques for analysis.	4.00	4.14	+0.14 ▲
15. Implements data validation techniques and methods.	4.27	4.47	+0.20 ▲

## Administrative Skill

### 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
16. Completes reports on-time.	15	4.00	66.7	7%	27%	27%	40%	
17. Has strong technical/computer skills.	15	3.87	66.7		33%	47%	20%	
18. Strong organizational skills to keep the workspace and department in order	15	4.20	86.7	7%	7%	47%	40%	
19. Enthusiastic about taking on challenging projects.	15	4.33	86.7		13%	40%	47%	
20. Able to develop, justify and present a budget.	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. Completes reports on-time.	3.64	4.00	+0.36 ▲
17. Has strong technical/computer skills.	4.33	3.87	-0.47 ▼
18. Strong organizational skills to keep the workspace and department in order	3.93	4.20	+0.27 ▲
19. Enthusiastic about taking on challenging projects.	4.33	4.33	0.00 ▲
20. Able to develop, justify and present a budget.	3.60	4.40	+0.80 ▲

## 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
21. Finds creative ways to get things done with limited resources.	15	3.93	73.3	27%		53%		20%
22. Implements best practices within the department.	15	4.00	66.7	13%	20%	20%		47%
23. Analyzes current procedures and identifies opportunities for improvement.	15	4.07	80.0	20%		53%		27%
24. Searches for opportunities and innovative ways to improve the organization.	15	4.00	73.3	13%	13%	33%		40%
25. Solves problems with insight and understanding.	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. Finds creative ways to get things done with limited resources.	4.20	3.93	-0.27 ▼
22. Implements best practices within the department.	4.20	4.00	-0.20 ▼
23. Analyzes current procedures and identifies opportunities for improvement.	4.13	4.07	-0.07 ▼
24. Searches for opportunities and innovative ways to improve the organization.	3.80	4.00	+0.20 ▲
25. Solves problems with insight and understanding.	4.13	4.07	-0.07 ▼



## Objectives

### 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. Ability to establish realistic goals.	15	4.00	80.0	7%	13%	53%	27%	
27. Works toward achieving established goals and objectives.	15	3.67	66.7	20%	13%	47%	20%	
28. Organizes and schedules events, activities, and resources.	15	4.40	86.7	13%	33%	53%		
29. Establishes goals and objectives.	15	4.07	80.0	20%	53%	27%		
30. Able to organize work.	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. Ability to establish realistic goals.	4.47	4.00	-0.47 ▼
27. Works toward achieving established goals and objectives.	4.00	3.67	-0.33 ▼
28. Organizes and schedules events, activities, and resources.	4.33	4.40	+0.07 ▲
29. Establishes goals and objectives.	4.07	4.07	
30. Able to organize work.	4.00	4.00	

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Looks for ways to expand current job responsibilities.	15	4.27	93.3	7%	60%	33%		
32. Looks for ways to improve work processes and procedures.	14	4.14	92.9	7%	71%	21%		
33. Open to the suggestions from others.	15	4.27	100.0		73%	27%		
34. Promotes training and development opportunities to enhance job performance.	15	4.40	93.3	7%	47%	47%		
35. Analyzes processes to determine areas for improvement.	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. Looks for ways to expand current job responsibilities.	4.27	4.27	
32. Looks for ways to improve work processes and procedures.	4.20	4.14	-0.06 ▼
33. Open to the suggestions from others.	3.67	4.27	+0.60 ▲
34. Promotes training and development opportunities to enhance job performance.	4.00	4.40	+0.40 ▲
35. Analyzes processes to determine areas for improvement.	4.20	3.47	-0.73 ▼

## Developing Others

### 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. Creates a work environment that fosters positive feedback to employees.	15	4.20	93.3	7%	67%			27%
37. Encourages employees through recognition of positive changes in behavior.	15	4.27	93.3	7%	60%			33%
38. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	4.00	80.0	20%	60%			20%
39. Recognizes and celebrates accomplishments of others.	15	4.07	86.7	7%	7%	60%		27%
40. Assesses employees' developmental needs.	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. Creates a work environment that fosters positive feedback to employees.	4.00	4.20	+0.20 ▲
37. Encourages employees through recognition of positive changes in behavior.	4.21	4.27	+0.05 ▲
38. Develops employees by offering and encouraging them to take on new or additional responsibilities.	4.07	4.00	-0.07 ▼
39. Recognizes and celebrates accomplishments of others.	3.87	4.07	+0.20 ▲
40. Assesses employees' developmental needs.	4.27	4.33	+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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Helps employees to understand responsibilities, authority, and expectations.	15	3.93	80.0	13%	7%	53%		27%
42. Conducts regular performance appraisals and feedback.	15	4.33	93.3	7%		47%		47%
43. Develops the skills and capabilities of others.	15	4.13	86.7		13%	60%		27%
44. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.20	100.0			80%		20%
45. Addresses employee behavior problems effectively.	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. Helps employees to understand responsibilities, authority, and expectations.	3.87	3.93	+0.07 ▲
42. Conducts regular performance appraisals and feedback.	4.13	4.33	+0.20 ▲
43. Develops the skills and capabilities of others.	4.20	4.13	-0.07 ▼
44. Coaches employees in how to strengthen knowledge and skills to improve work performance.	4.87	4.20	-0.67 ▼
45. Addresses employee behavior problems effectively.	4.27	4.27	

## 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 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
46. Influences others through rational argument and persuasion.	15	4.40	93.3	7%	47%	47%		
47. Is flexible in responses.	15	4.20	93.3	7%	67%		27%	
48. Actively listens to conversations to be able to recall important details later.	15	4.07	86.7	13%	53%		33%	
49. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	4.27	93.3	7%	53%		40%	
50. Identifies verbal and nonverbal cues to help interpret actions and messages.	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. Influences others through rational argument and persuasion.	4.13	4.40	+0.27 ▲
47. Is flexible in responses.	4.07	4.20	+0.13 ▲
48. Actively listens to conversations to be able to recall important details later.	4.00	4.07	+0.07 ▲
49. Researches the needs of the other party to identify strengths and weaknesses of positions.	4.13	4.27	+0.13 ▲
50. Identifies verbal and nonverbal cues to help interpret actions and messages.	4.20	4.07	-0.13 ▼

## Company

### 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. Understands the use of [Company] products and services.	15	4.33	93.3	7%	47%	47%		
52. Follows existing procedures and processes.	15	4.13	86.7	13%	60%		27%	
53. Impresses upon others the important aspects of [Company].	15	4.33	100.0		67%		33%	
54. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.27	93.3	7%	60%		33%	
55. Attends [Company] gatherings and social events.	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. Understands the use of [Company] products and services.	4.13	4.33	+0.20 ▲
52. Follows existing procedures and processes.	4.40	4.13	-0.27 ▼
53. Impresses upon others the important aspects of [Company].	4.07	4.33	+0.27 ▲
54. Expresses loyalty and dedication to [Company] in interactions with others.	4.07	4.27	+0.20 ▲
55. Attends [Company] gatherings and social events.	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?