



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.

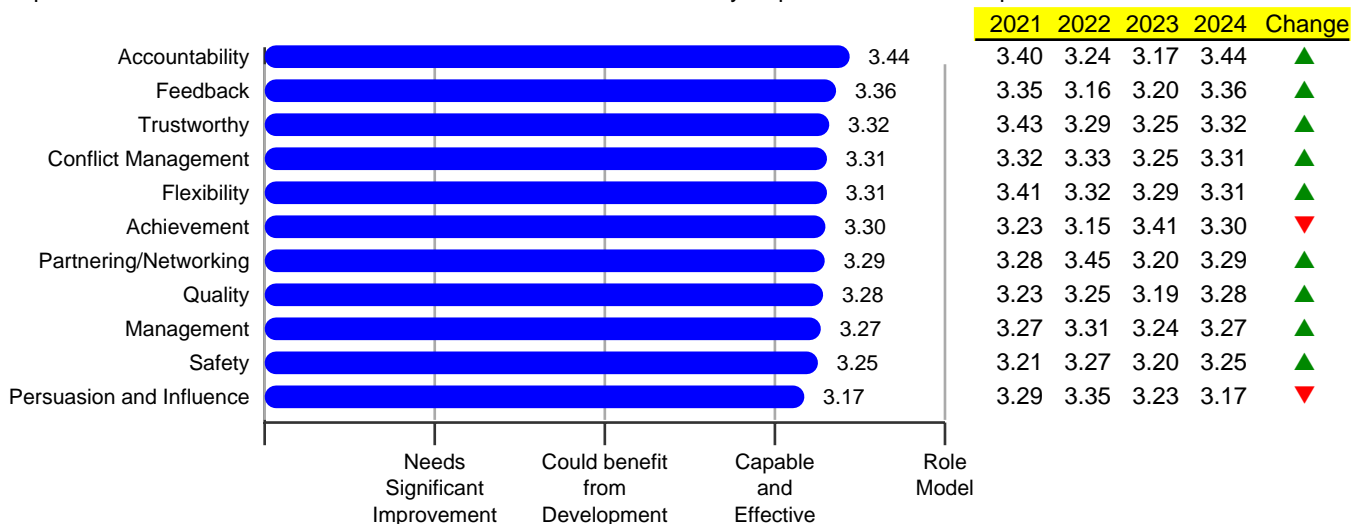
What to Do with Your Feedback

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

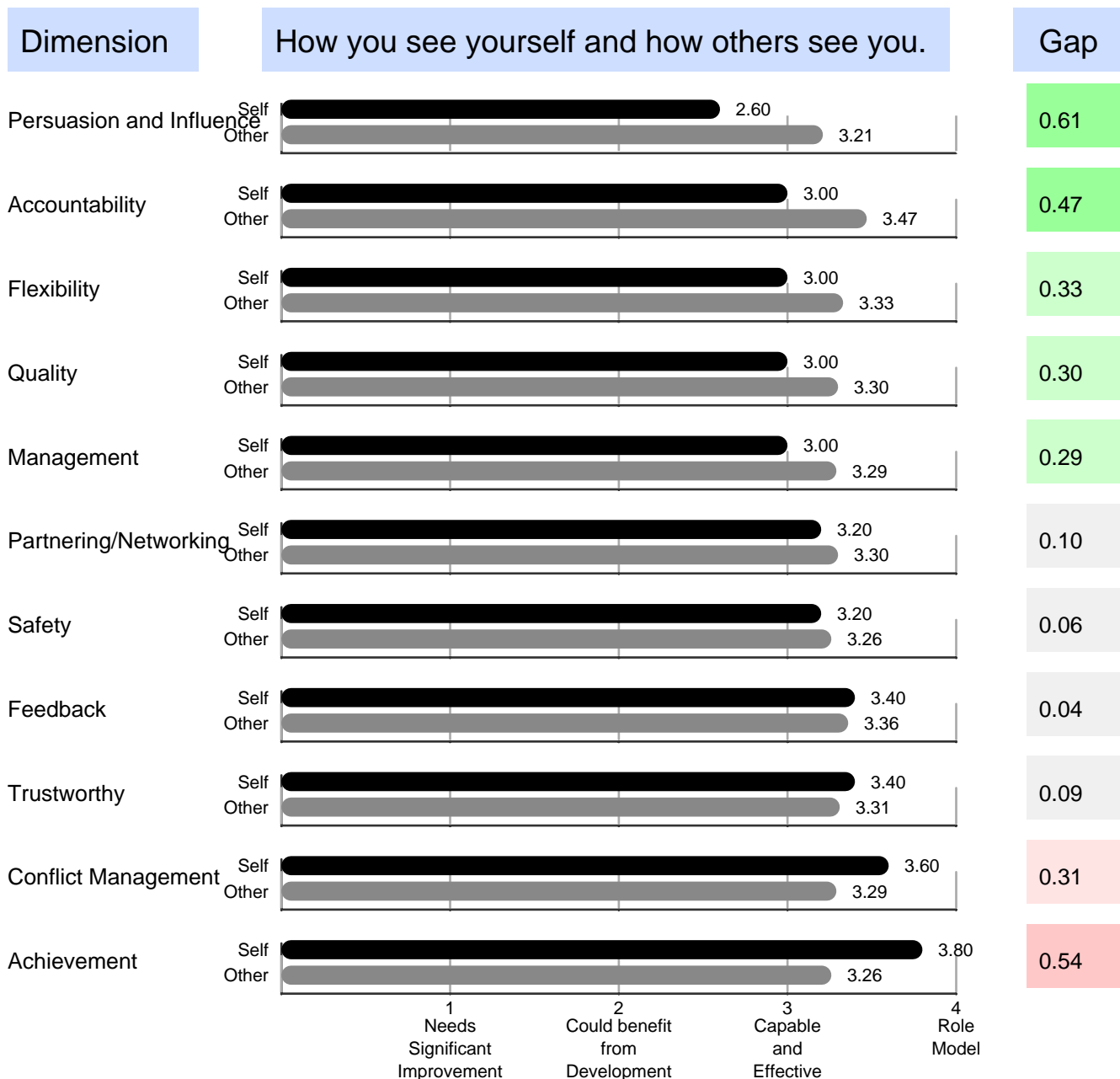
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Makes you feel enthusiastic about your work	15	3.20	86.7	13%	53%	33%	
2. Delegate tasks effectively	15	3.33	100.0		67%	33%	
3. Takes responsibility for things that go wrong	15	3.33	93.3	7%	53%	40%	
4. Keep staff informed about what is happening in the company	15	3.27	93.3	7%	60%	33%	
5. Sets an example for others to follow	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. Makes you feel enthusiastic about your work	3.20	3.20	3.00	3.20	+0.20 ▲
2. Delegate tasks effectively	3.27	3.40	3.40	3.33	-0.07 ▼
3. Takes responsibility for things that go wrong	3.40	3.40	3.27	3.33	+0.07 ▲
4. Keep staff informed about what is happening in the company	3.47	3.33	3.40	3.27	-0.13 ▼
5. Sets an example for others to follow	3.00	3.20	3.13	3.21	+0.08 ▲

Flexibility

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. Encourages others to adopt new procedures.	15	3.47	100.0		53%	47%	
7. Acts decisively in frequently changing and uncertain environment.	15	3.40	93.3	7%	47%	47%	
8. Willing to try new ideas.	15	3.20	86.7	13%	53%	33%	
9. Adapts to new organizational structures, policies, or procedures.	15	3.27	86.7	13%	47%	40%	
10. Identifies new opportunities to achieve goals	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. Encourages others to adopt new procedures.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Acts decisively in frequently changing and uncertain environment.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Willing to try new ideas.	3.40	3.40	3.20	3.20	
9. Adapts to new organizational structures, policies, or procedures.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Identifies new opportunities to achieve goals	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Expects employees to account for their actions and performance.	15	3.67	100.0	33%	67%		
12. Always starts work on time.	15	3.40	93.3	7%	47%	47%	
13. Keeps supervisor informed of recent events.	15	3.13	86.7	13%	60%	27%	
14. Requires advanced warning on problems and issues that will affect completion of tasks.	15	3.47	100.0	53%	47%		
15. Willingly accepts the consequences for their actions.	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. Expects employees to account for their actions and performance.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Always starts work on time.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Keeps supervisor informed of recent events.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Requires advanced warning on problems and issues that will affect completion of tasks.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Willingly accepts the consequences for their actions.	3.67	3.27	3.20	3.53	+0.33 ▲

Feedback

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. Is easy to approach with ideas and opinions.	15	3.47	93.3	7%	40%	53%	
17. Shares past experiences with others as learning opportunities.	15	2.93	73.3	27%	53%		20%
18. Accepts the views of others.	15	3.40	93.3	7%	47%	47%	
19. Asks others for their ideas and opinions.	15	3.53	100.0		47%	53%	
20. Is visible and approachable.	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. Is easy to approach with ideas and opinions.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Shares past experiences with others as learning opportunities.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Accepts the views of others.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Asks others for their ideas and opinions.	3.13	2.87	3.53	3.53	
20. Is visible and approachable.	3.40	3.20	2.87	3.47	+0.60 ▲

Persuasion and Influence

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. Understanding what others need.	15	3.00	80.0	20%	60%		20%
22. Has excellent influencing/negotiating skills.	15	3.53	100.0		47%	53%	
23. Develops a good rapport with others.	15	3.13	86.7	13%	60%		27%
24. Able to express own goals and needs.	15	3.13	80.0	7% 13%	40%		40%
25. Persuades others to consider alternative points of view.	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. Understanding what others need.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Has excellent influencing/negotiating skills.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Develops a good rapport with others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Able to express own goals and needs.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Persuades others to consider alternative points of view.	3.27	3.33	3.27	3.07	-0.20 ▼

Quality

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. Corrects issues in a timely manner.	15	3.20	93.3	7%	60%	33%	
27. Encourages others to produce the highest quality work products.	15	3.40	93.3	7%	47%	47%	
28. Holds employees accountable for their quality of work.	15	3.60	93.3	7%	27%	67%	
29. Encourages employees to produce the best quality products.	15	3.20	86.7	13%	53%	33%	
30. Encourages others to achieve high quality standards.	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. Corrects issues in a timely manner.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Encourages others to produce the highest quality work products.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Holds employees accountable for their quality of work.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Encourages employees to produce the best quality products.	3.21	3.20	3.20	3.20	
30. Encourages others to achieve high quality standards.	2.87	3.27	3.07	3.00	-0.07 ▼

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
31. Takes calculated risks to achieve higher levels of performance.	15	3.33	93.3	7%	53%	40%	
32. Completes work to a high technical standard	14	3.29	100.0		71%	29%	
33. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	3.27	100.0		73%	27%	
34. Sets challenging goals.	15	3.47	93.3	7%	40%	53%	
35. Sets performance metrics to measure achievement or attainment of goals.	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. Takes calculated risks to achieve higher levels of performance.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Completes work to a high technical standard	3.40	3.07	3.60	3.29	-0.31 ▼
33. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Sets challenging goals.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Sets performance metrics to measure achievement or attainment of goals.	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. Identifies predictable hazards in the workplace.	15	3.20	93.3	7%	67%		27%
37. Participates in safety training as applicable.	15	3.33	93.3	7%	53%		40%
38. Points out behaviors in others that may be unsafe.	15	3.07	86.7	13%	67%		20%
39. Commits adequate resources toward safety measures.	15	3.33	100.0		67%		33%
40. Works to implement corrective safety 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. Identifies predictable hazards in the workplace.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Participates in safety training as applicable.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Points out behaviors in others that may be unsafe.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Commits adequate resources toward safety measures.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Works to implement corrective safety measures.	3.00	3.20	3.27	3.33	+0.07 ▲

Trustworthy

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. Delivers on promises made.	15	3.33	93.3	7%	53%	40%	
42. Communicates an understanding of the other person's interests, needs and concerns.	15	3.40	93.3	7%	47%	47%	
43. Takes care to maintain confidential information.	15	3.13	86.7	13%	60%	27%	
44. Is trustworthy; is someone I can trust.	15	3.27	100.0		73%	27%	
45. Builds and maintains the trust of others.	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. Delivers on promises made.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Communicates an understanding of the other person's interests, needs and concerns.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Takes care to maintain confidential information.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Is trustworthy; is someone I can trust.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Builds and maintains the trust of others.	3.20	3.33	3.13	3.47	+0.33 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Partners with peers to obtain influence within the Company.	15	3.40	93.3	7%	47%	47%	
47. Collaborates with others to accomplish goals and objectives.	15	3.20	93.3	7%	67%	27%	
48. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	3.20	93.3	7%	60%	33%	
49. Builds alliances between departments and teams.	15	3.47	100.0		53%	47%	
50. Supports a partnering/networking culture.	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. Partners with peers to obtain influence within the Company.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Collaborates with others to accomplish goals and objectives.	3.33	3.40	3.20	3.20	
48. Capitalizes on partnerships and networks to enhance the Company's bottom line.	3.60	3.33	3.20	3.20	
49. Builds alliances between departments and teams.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Supports a partnering/networking culture.	3.20	3.67	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. Identifies and takes steps to prevent potential confrontations.	15	3.53	100.0	47%	53%		
52. Discusses conflict situations with supervisor.	15	3.27	93.3	7%	60%	33%	
53. Assists team members by helping them see the other point of view.	15	3.33	100.0	67%	33%		
54. Clearly expresses expectations to others.	15	3.40	93.3	7%	47%	47%	
55. Deals effectively with employee grievances.	15	3.00	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	2021	2022	2023	2024	Change
51. Identifies and takes steps to prevent potential confrontations.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Discusses conflict situations with supervisor.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Assists team members by helping them see the other point of view.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Clearly expresses expectations to others.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Deals effectively with employee grievances.	3.27	3.40	3.27	3.00	-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?