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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.

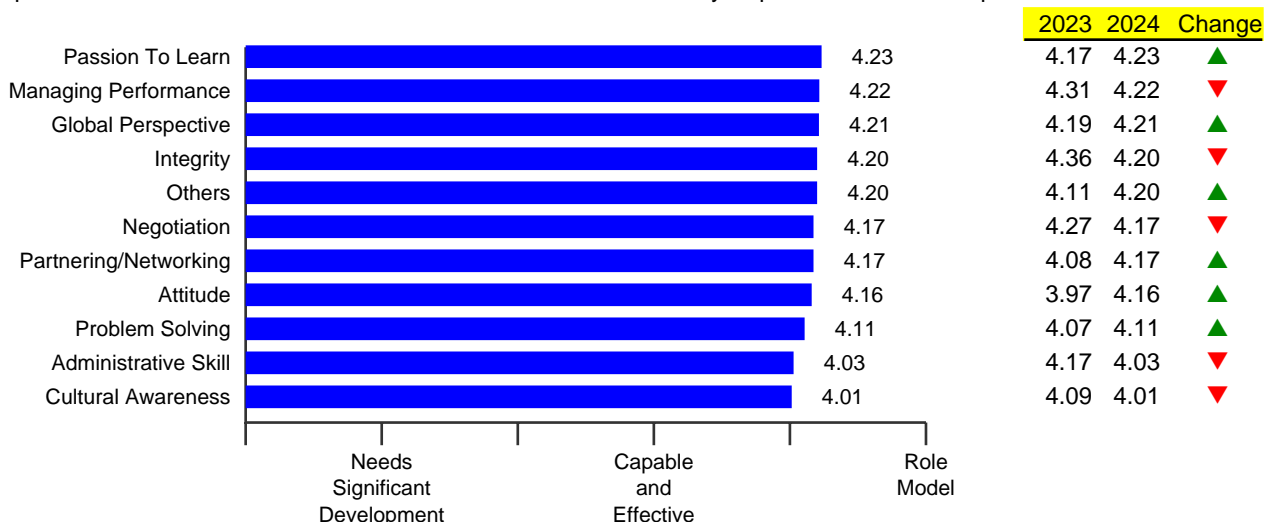
## What to Do with Your Feedback

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

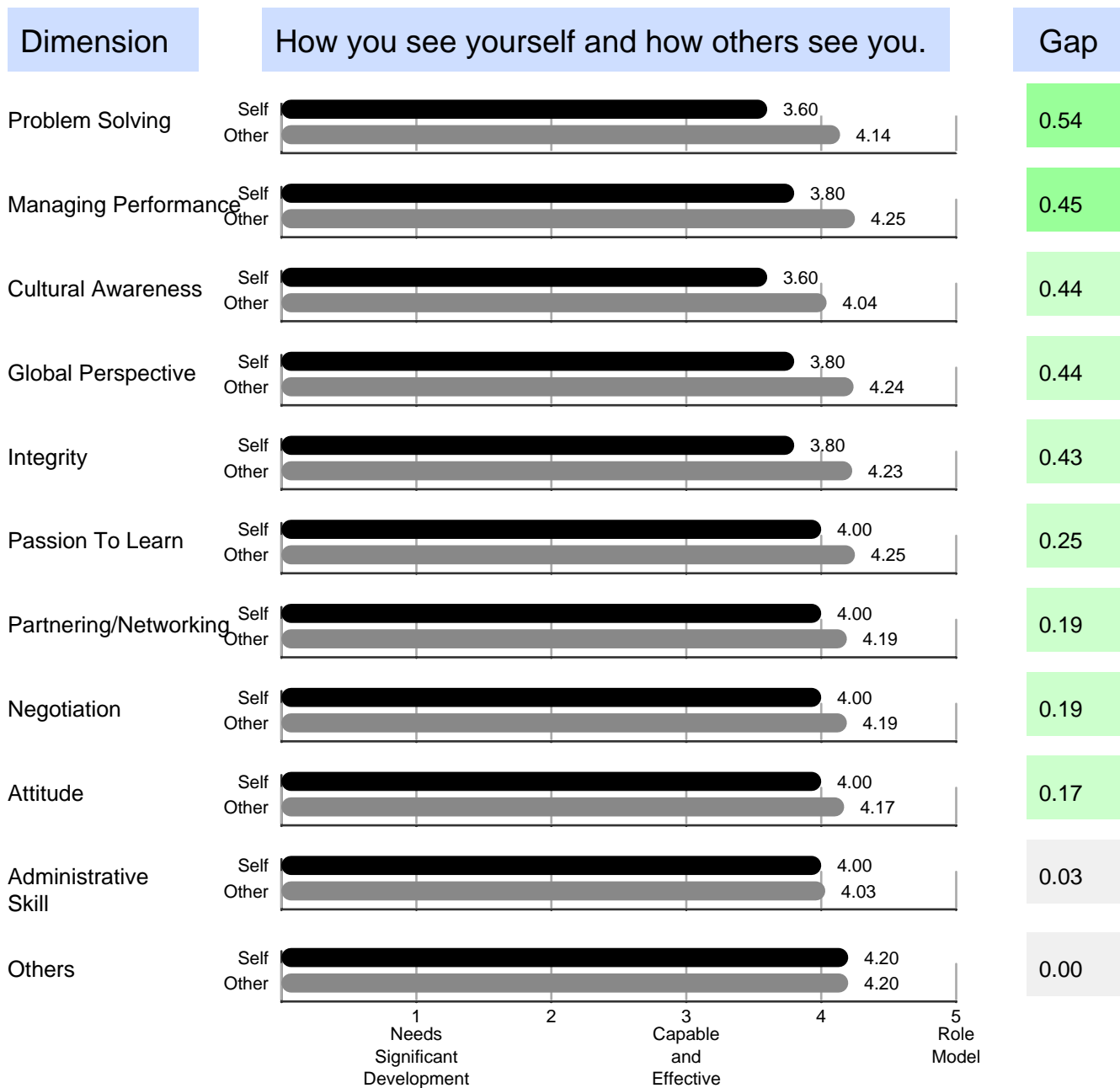
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



## Managing Performance

### 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
1. You ensure employees are trained in areas where performance may be lacking.	15	4.13	80.0	20%		47%		33%
2. You identify specific actions to be addressed through the remediation plan.	15	4.33	100.0			67%		33%
3. You set specific and measurable goals for others and follows through to completion.	15	4.33	93.3	7%		53%		40%
4. I implement remediation plans that include specific performance goals in areas most in need of improvement.	15	4.07	86.7	13%		67%		20%
5. You assign additional responsibilities to facilitate internal employee promotions.	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. You ensure employees are trained in areas where performance may be lacking.	4.00	4.13	+0.13 ▲
2. You identify specific actions to be addressed through the remediation plan.	4.40	4.33	-0.07 ▼
3. You set specific and measurable goals for others and follows through to completion.	4.47	4.33	-0.13 ▼
4. I implement remediation plans that include specific performance goals in areas most in need of improvement.	4.47	4.07	-0.40 ▼
5. You assign additional responsibilities to facilitate internal employee promotions.	4.20	4.21	+0.01 ▲

## 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 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
6. You protect the integrity and confidentiality of information	15	4.33	93.3	7%	53%		40%	
7. You accept responsibility for mistakes.	15	4.33	86.7	13%	40%		47%	
8. You establish relationships of trust, honesty, fairness, and integrity.	15	4.07	80.0	20%	53%		27%	
9. You develop trust and confidence from others.	15	4.13	80.0	20%	47%		33%	
10. You demonstrate honesty and truthfulness at all times.	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. You protect the integrity and confidentiality of information	4.13	4.33	+0.20 ▲
7. You accept responsibility for mistakes.	4.33	4.33	
8. You establish relationships of trust, honesty, fairness, and integrity.	4.20	4.07	-0.13 ▼
9. You develop trust and confidence from others.	4.67	4.13	-0.53 ▼
10. You demonstrate honesty and truthfulness at all times.	4.47	4.13	-0.33 ▼

## Passion To Learn

### 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. You create an environment that supports personal development and exploration.	15	4.67	100.0				33%	67%
12. You are open minded and curious about learning new skills.	15	4.20	86.7	7%	7%		47%	40%
13. You take advantage of training opportunities when they arise.	14	3.64	57.1	14%		29%	36%	21%
14. You inspire others to learn new things.	14	4.14	85.7	7%	7%		50%	36%
15. You are committed to enhancing your own knowledge and skills.	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. You create an environment that supports personal development and exploration.	4.20	4.67	+0.47 ▲
12. You are open minded and curious about learning new skills.	3.93	4.20	+0.27 ▲
13. You take advantage of training opportunities when they arise.	4.47	3.64	-0.82 ▼
14. You inspire others to learn new things.	4.00	4.14	+0.14 ▲
15. You are committed to enhancing your own knowledge and skills.	4.27	4.47	+0.20 ▲

## Attitude

### 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. You are gracious and professional in your interactions with others.	15	4.00	66.7	7%	27%	27%	40%	
17. You show by your actions that you trust in the positive intentions of others.	15	3.87	66.7		33%	47%	20%	
18. You build open and trusting relationships.	15	4.20	86.7	7%	7%	47%	40%	
19. You contribute to a positive and fun work environment.	15	4.33	86.7		13%	40%	47%	
20. You treat all people fairly and with respect.	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. You are gracious and professional in your interactions with others.	3.64	4.00	+0.36 ▲
17. You show by your actions that you trust in the positive intentions of others.	4.33	3.87	-0.47 ▼
18. You build open and trusting relationships.	3.93	4.20	+0.27 ▲
19. You contribute to a positive and fun work environment.	4.33	4.33	
20. You treat all people fairly and with respect.	3.60	4.40	+0.80 ▲

## Cultural Awareness

### 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	Skill Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. You hire individuals with different cultural backgrounds for the department.	15	3.93	73.3	27%		53%		20%
22. I interact effectively with people from different cultural backgrounds.	15	4.00	66.7	13%	20%	20%		47%
23. I view diversity as a strength, not as an issue.	15	4.07	80.0	20%		53%		27%
24. You understand how your own cultural background can impact the way you communicate and interact with others.	15	4.00	73.3	13%	13%	33%		40%
25. You communicate with others without the influence of racism.	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. You hire individuals with different cultural backgrounds for the department.	4.20	3.93	-0.27 ▼
22. I interact effectively with people from different cultural backgrounds.	4.20	4.00	-0.20 ▼
23. I view diversity as a strength, not as an issue.	4.13	4.07	-0.07 ▼
24. You understand how your own cultural background can impact the way you communicate and interact with others.	3.80	4.00	+0.20 ▲
25. You communicate with others without the influence of racism.	4.13	4.07	-0.07 ▼



## 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
26. You have a high attention to detail.	15	4.00	80.0	7%	13%	53%		27%
27. You are able to develop, justify and present a budget.	15	3.67	66.7	20%	13%	47%		20%
28. You complete reports on-time.	15	4.40	86.7	13%	33%	53%		
29. You accurately implement contract provisions.	15	4.07	80.0	20%		53%		27%
30. You have strong organizational skills to keep the workspace and department in order	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. You have a high attention to detail.	4.47	4.00	-0.47 ▼
27. You are able to develop, justify and present a budget.	4.00	3.67	-0.33 ▼
28. You complete reports on-time.	4.33	4.40	+0.07 ▲
29. You accurately implement contract provisions.	4.07	4.07	
30. You have strong organizational skills to keep the workspace and department in order	4.00	4.00	

## Problem Solving

### 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. You find creative ways to get things done with limited resources.	15	4.27	93.3	7%	60%	33%		
32. You make judgments based upon relevant information.	14	4.14	92.9	7%	71%	21%		
33. You are a good problem solver and decision maker	15	4.27	100.0		73%	27%		
34. You actively seek the root cause of a problem.	15	4.40	93.3	7%	47%	47%		
35. You are able to solve problems at root cause rather than at symptom level.	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. You find creative ways to get things done with limited resources.	4.27	4.27	
32. You make judgments based upon relevant information.	4.20	4.14	-0.06 ▼
33. You are a good problem solver and decision maker	3.67	4.27	+0.60 ▲
34. You actively seek the root cause of a problem.	4.00	4.40	+0.40 ▲
35. You are able to solve problems at root cause rather than at symptom level.	4.20	3.47	-0.73 ▼

## 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. You maintain infrastructure to support partnerships and networks.	15	4.20	93.3	7%		67%		27%
37. You support and encourage relationships that are created by diverse team members.	15	4.27	93.3	7%		60%		33%
38. You create value within the Company by building networks.	15	4.00	80.0	20%		60%		20%
39. You partner with peers to obtain influence within the Company.	15	4.07	86.7	7%	7%	60%		27%
40. You capitalize on partnerships and networks to enhance the Company's bottom line.	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. You maintain infrastructure to support partnerships and networks.	4.00	4.20	+0.20 ▲
37. You support and encourage relationships that are created by diverse team members.	4.21	4.27	+0.05 ▲
38. You create value within the Company by building networks.	4.07	4.00	-0.07 ▼
39. You partner with peers to obtain influence within the Company.	3.87	4.07	+0.20 ▲
40. You capitalize on partnerships and networks to enhance the Company's bottom line.	4.27	4.33	+0.07 ▲

## 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
41. You leverage relationships with others to achieve goals.	15	3.93	80.0	13%	7%	53%		27%
42. You understand the expectations of other parties in the negotiation.	15	4.33	93.3	7%		47%		47%
43. You maintain good interpersonal relationships with representatives from the other party.	15	4.13	86.7	13%		60%		27%
44. You are able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	4.20	100.0			80%		20%
45. You identify verbal and nonverbal cues to help interpret actions and messages.	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. You leverage relationships with others to achieve goals.	3.87	3.93	+0.07 ▲
42. You understand the expectations of other parties in the negotiation.	4.13	4.33	+0.20 ▲
43. You maintain good interpersonal relationships with representatives from the other party.	4.20	4.13	-0.07 ▼
44. You are able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	4.87	4.20	-0.67 ▼
45. You identify verbal and nonverbal cues to help interpret actions and messages.	4.27	4.27	

## 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
46. You support the efforts of other employees in implementing solutions to problems.	15	4.40	93.3	7%	47%	47%		
47. You treat others with respect and dignity.	15	4.20	93.3	7%	67%		27%	
48. You consistently demonstrate ability and willingness to trust others.	15	4.07	86.7	13%	53%		33%	
49. You are able to see issues from others' perspectives.	15	4.27	93.3	7%	53%		40%	
50. You treat others with respect and dignity.	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. You support the efforts of other employees in implementing solutions to problems.	4.13	4.40	+0.27 ▲
47. You treat others with respect and dignity.	4.07	4.20	+0.13 ▲
48. You consistently demonstrate ability and willingness to trust others.	4.00	4.07	+0.07 ▲
49. You are able to see issues from others' perspectives.	4.13	4.27	+0.13 ▲
50. You treat others with respect and dignity.	4.20	4.07	-0.13 ▼

## Global Perspective

### 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
51. You analyze global issues/problems that are having a large impact on the Company.	15	4.33	93.3	7%	47%	47%		
52. You collaborate with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	4.13	86.7	13%	60%		27%	
53. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	15	4.33	100.0		67%		33%	
54. You understand global systems such as the global economy.	15	4.27	93.3	7%	60%		33%	
55. You apply knowledge of overseas markets.	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. You analyze global issues/problems that are having a large impact on the Company.	4.13	4.33	+0.20 ▲
52. You collaborate with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	4.40	4.13	-0.27 ▼
53. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	4.07	4.33	+0.27 ▲
54. You understand global systems such as the global economy.	4.07	4.27	+0.20 ▲
55. You apply knowledge of overseas markets.	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?