



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.

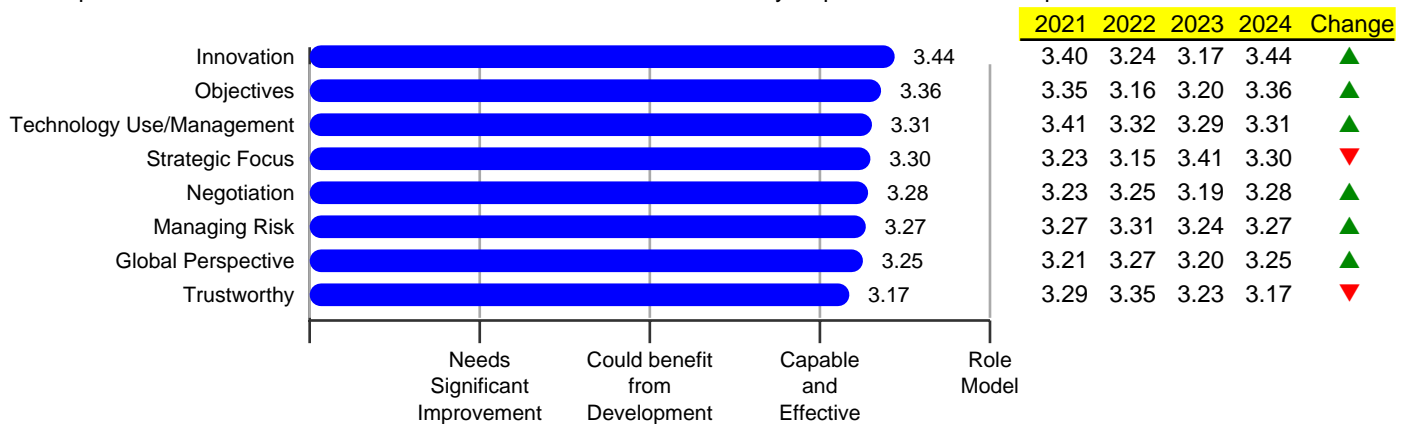
What to Do with Your Feedback

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

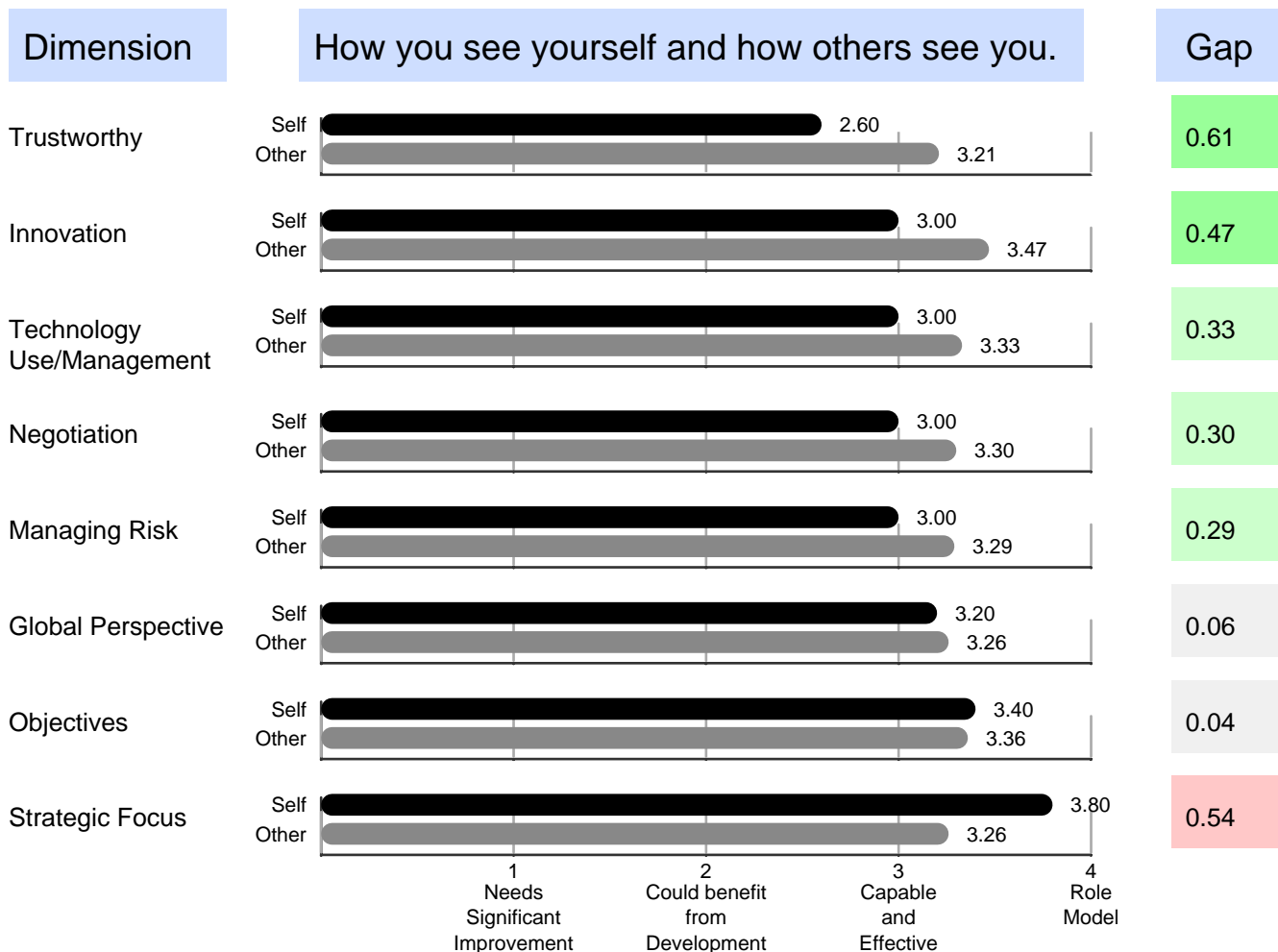
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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 Risk

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. Develops policies for risk management.	15	3.20	86.7	13%	53%	33%	
2. Committed to implementing rules and procedures to minimize risk.	15	3.33	100.0		67%	33%	
3. Develops policies to address risk situations in the workplace.	15	3.33	93.3	7%	53%	40%	
4. Evaluates risks against acceptable risk levels.	15	3.27	93.3	7%	60%	33%	
5. Effectively responds to critical situations to reduce potential for losses.	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. Develops policies for risk management.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Committed to implementing rules and procedures to minimize risk.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Develops policies to address risk situations in the workplace.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Evaluates risks against acceptable risk levels.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Effectively responds to critical situations to reduce potential for losses.	3.00	3.20	3.13	3.21	+0.08 ▲

Technology Use/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
6. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.47	100.0		53%	47%	
7. Uses technology in decision making and problem solving.	15	3.40	93.3	7%	47%	47%	
8. Applies complex rules and regulations to maintain optimal system performance.	15	3.20	86.7	13%	53%	33%	
9. Supports technical training and development of employees.	15	3.27	86.7	13%	47%	40%	
10. Maximizes the use of new technology to deliver products and services.	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. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Uses technology in decision making and problem solving.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Applies complex rules and regulations to maintain optimal system performance.	3.40	3.40	3.20	3.20	
9. Supports technical training and development of employees.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Maximizes the use of new technology to deliver products and services.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Encourages open communication to ensure that all proposals are considered.	15	3.67	100.0	33%	67%		
12. Creates a safe environment for idea-sharing.	15	3.40	93.3	7%	47%	47%	
13. Solves problems with insight and understanding.	15	3.13	86.7	13%	60%	27%	
14. Searches for opportunities and innovative ways to improve the organization.	15	3.47	100.0	53%	47%		
15. Suggests new ideas at meetings.	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 open communication to ensure that all proposals are considered.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Creates a safe environment for idea-sharing.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Solves problems with insight and understanding.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Searches for opportunities and innovative ways to improve the organization.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Suggests new ideas at meetings.	3.67	3.27	3.20	3.53	+0.33 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Ability to establish realistic goals.	15	3.47	93.3	7%	40%	53%	
17. Assures [Company] principles are understood, employed & pursued.	15	2.93	73.3	27%	53%		20%
18. Consistently provides me with timely feedback for improving my performance.	15	3.40	93.3	7%	47%	47%	
19. Sets long-term and short-term goals.	15	3.53	100.0		47%	53%	
20. Establishes goals and objectives.	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. Ability to establish realistic goals.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Assures [Company] principles are understood, employed & pursued.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Consistently provides me with timely feedback for improving my performance.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Sets long-term and short-term goals.	3.13	2.87	3.53	3.53	
20. Establishes goals and objectives.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.00	80.0	20%	60%		20%
22. Is trustworthy; is someone I can trust.	15	3.53	100.0		47%	53%	
23. Builds and maintains the trust of others.	15	3.13	86.7	13%	60%		27%
24. Takes ownership, delivers on commitments	15	3.13	80.0	7%	13%	40%	40%
25. Delivers on promises made.	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. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Is trustworthy; is someone I can trust.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Builds and maintains the trust of others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Takes ownership, delivers on commitments	3.33	3.47	3.33	3.13	-0.20 ▼
25. Delivers on promises made.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Stays calm and focuses on the core issues to be discussed.	15	3.20	93.3	7%	60%	33%	
27. Able to clearly express thoughts and concerns.	15	3.40	93.3	7%	47%	47%	
28. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	3.60	93.3	7%	27%	67%	
29. Maintains communication channels between parties in the negotiation.	15	3.20	86.7	13%	53%	33%	
30. Conducts necessary preparations before engaging in negotiations.	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. Stays calm and focuses on the core issues to be discussed.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Able to clearly express thoughts and concerns.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Maintains communication channels between parties in the negotiation.	3.21	3.20	3.20	3.20	
30. Conducts necessary preparations before engaging in negotiations.	2.87	3.27	3.07	3.00	-0.07 ▼

Strategic 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Able to identify internal strengths and weaknesses and the opportunities and threats that impact the company.	15	3.33	93.3	7%	53%	40%	
32. Determines the best approach to achieving desired goals.	14	3.29	100.0		71%	29%	
33. Makes decisions that yield more competitive advantages.	15	3.27	100.0		73%	27%	
34. Detects changes in the environment and updates the strategic plan to address new opportunities or threats.	15	3.47	93.3	7%	40%	53%	
35. Develops high-level strategic planning models to identify opportunities to improve the company.	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. Able to identify internal strengths and weaknesses and the opportunities and threats that impact the company.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Determines the best approach to achieving desired goals.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Makes decisions that yield more competitive advantages.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Detects changes in the environment and updates the strategic plan to address new opportunities or threats.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Develops high-level strategic planning models to identify opportunities to improve the company.	3.20	3.27	3.13	3.13	

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Forms strong client relationships with international partners.	15	3.20	93.3	7%	67%		27%
37. Communicates effectively on a multi-lingual basis.	15	3.33	93.3	7%	53%		40%
38. Demonstrates a curiosity about diverse individuals and cultures.	15	3.07	86.7	13%	67%		20%
39. Can effectively deliver presentations to international clients.	15	3.33	100.0		67%		33%
40. Sets the example for team on importance of cultural awareness.	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. Forms strong client relationships with international partners.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Communicates effectively on a multi-lingual basis.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Demonstrates a curiosity about diverse individuals and cultures.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Can effectively deliver presentations to international clients.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Sets the example for team on importance of cultural awareness.	3.00	3.20	3.27	3.33	+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?