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.
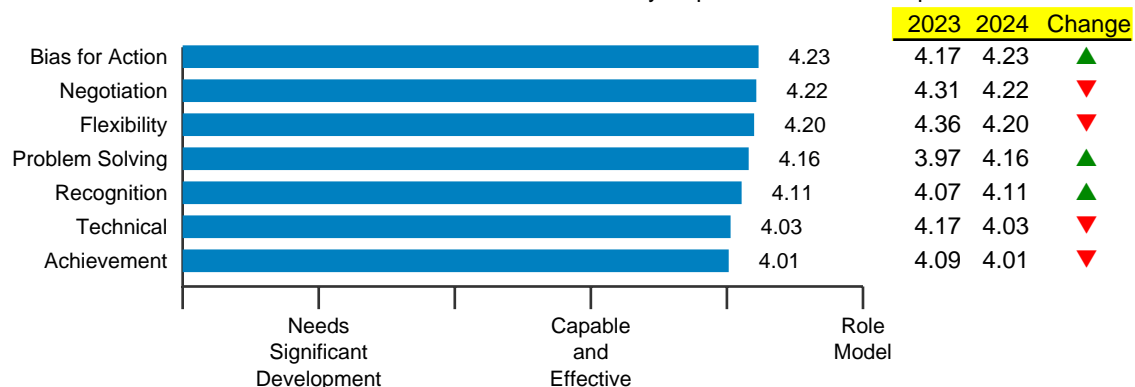
What to Do with Your Feedback

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 7 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.

		2023	2024	Change
Bias for Action	4.23	4.17	4.23	▲
Negotiation	4.22	4.31	4.22	▼
Flexibility	4.20	4.36	4.20	▼
Problem Solving	4.16	3.97	4.16	▲
Recognition	4.11	4.07	4.11	▲
Technical	4.03	4.17	4.03	▼
Achievement	4.01	4.09	4.01	▼

Needs Significant 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
Recognition	Self 3.60 / Other 4.14	0.54
Negotiation	Self 3,80 / Other 4.25	0.45
Achievement	Self 3.60 / Other 4.04	0.44
Flexibility	Self 3,80 / Other 4.23	0.43
Bias for Action	Self 4.00 / Other 4.25	0.25
Problem Solving	Self 4.00 / Other 4.17	0.17
Technical	Self 4.00 / Other 4.03	0.03

Negotiation

1 Needs Significant Development   2   3 Capable and Effective   4   5 Role Model

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. Able to say "no" when it is essential to maintaining quality and high standards.	15	4.13	80.0			20%	47%	33%
2. Is prepared to walk away if core interests are not met.	15	4.33	100.0				67%	33%
3. Maintains good interpersonal relationships with representatives from the other party.	15	4.33	93.3			7%	53%	40%
4. Changes communication styles to meet the listener's needs.	15	4.07	86.7			13%	67%	20%
5. Clearly explains the issues and interests at the start of negotiations.	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. Able to say "no" when it is essential to maintaining quality and high standards.	4.00	4.13	+0.13 ▲
2. Is prepared to walk away if core interests are not met.	4.40	4.33	-0.07 ▼
3. Maintains good interpersonal relationships with representatives from the other party.	4.47	4.33	-0.13 ▼
4. Changes communication styles to meet the listener's needs.	4.47	4.07	-0.40 ▼
5. Clearly explains the issues and interests at the start of negotiations.	4.20	4.21	+0.01 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Implements changes as a result of having listened to employees	15	4.33	93.3			7%	53%	40%
7. Identifies new opportunities to achieve goals	15	4.33	86.7			13%	40%	47%
8. Demonstrates the ability to modify training methods and materials to suit visual, auditory, and kinesthetic learners, thereby enhancing overall comprehension and engagement.	15	4.07	80.0			20%	53%	27%
9. Able to adapt processes in response to critical incidents that impact the workflow.	15	4.13	80.0			20%	47%	33%
10. Encourages open communication and collaboration, allowing everyone to contribute their ideas and perspectives.	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. Implements changes as a result of having listened to employees	4.13	4.33	+0.20 ▲
7. Identifies new opportunities to achieve goals	4.33	4.33	
8. Demonstrates the ability to modify training methods and materials to suit visual, auditory, and kinesthetic learners, thereby enhancing overall comprehension and engagement.	4.20	4.07	-0.13 ▼
9. Able to adapt processes in response to critical incidents that impact the workflow.	4.67	4.13	-0.53 ▼
10. Encourages open communication and collaboration, allowing everyone to contribute their ideas and perspectives.	4.47	4.13	-0.33 ▼

Bias for Action

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. Conveys a sense of urgency about addressing problems and opportunities	15	4.67	100.0			33%		67%
12. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	4.20	86.7	7%	7%	47%		40%
13. Seeks and utilizes opportunities for continuous learning and self-development.	14	3.64	57.1	14%	29%	36%		21%
14. Completes a large volume of work.	14	4.14	85.7	7%	7%	50%		36%
15. Identifies ways to simplify work processes and reduce cycle times	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. Conveys a sense of urgency about addressing problems and opportunities	4.20	4.67	+0.47 ▲
12. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.93	4.20	+0.27 ▲
13. Seeks and utilizes opportunities for continuous learning and self-development.	4.47	3.64	-0.82 ▼
14. Completes a large volume of work.	4.00	4.14	+0.14 ▲
15. Identifies ways to simplify work processes and reduce cycle times	4.27	4.47	+0.20 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Actively seeks the root cause of a problem.	15	4.00	66.7	7%	27%	27%		40%
17. Ability to solve problems at root cause rather than at symptom level.	15	3.87	66.7		33%	47%		20%
18. Skilled at quickly diagnosing issues, identifying root causes, and developing and implementing effective solutions in the workplace.	15	4.20	86.7	7%	7%	47%		40%
19. Implements effective solutions to critical problems.	15	4.33	86.7		13%	40%		47%
20. Identifies and assesses all potential responses to a problem.	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. Actively seeks the root cause of a problem.	3.64	4.00	+0.36 ▲
17. Ability to solve problems at root cause rather than at symptom level.	4.33	3.87	-0.47 ▼
18. Skilled at quickly diagnosing issues, identifying root causes, and developing and implementing effective solutions in the workplace.	3.93	4.20	+0.27 ▲
19. Implements effective solutions to critical problems.	4.33	4.33	
20. Identifies and assesses all potential responses to a problem.	3.60	4.40	+0.80 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Completed training on the new equipment.	15	3.93	73.3			27%	53%	20%
22. Is determined to complete tasks regardless of obstacles that may occur.	15	4.00	66.7	13%	20%	20%	47%	
23. Follows-up and takes action when goals are not met to ensure better results in the future.	15	4.07	80.0		20%	53%		27%
24. Takes immediate action of projects that fall behind schedule.	15	4.00	73.3	13%	13%	33%	40%	
25. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	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. Completed training on the new equipment.	4.20	3.93	-0.27 ▼
22. Is determined to complete tasks regardless of obstacles that may occur.	4.20	4.00	-0.20 ▼
23. Follows-up and takes action when goals are not met to ensure better results in the future.	4.13	4.07	-0.07 ▼
24. Takes immediate action of projects that fall behind schedule.	3.80	4.00	+0.20 ▲
25. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	4.13	4.07	-0.07 ▼

Technical

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. Knows how to produce high quality products/work.	15	4.00	80.0	7%	13%	53%		27%
27. Willingly shares his/her technical expertise; sought out as resource by others	15	3.67	66.7	20%	13%	47%		20%
28. Willingly shares information and expertise; sought out as resource by others	15	4.40	86.7	13%	33%		53%	
29. Seeks information from others as needed.	15	4.07	80.0	20%		53%		27%
30. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	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. Knows how to produce high quality products/work.	4.47	4.00	-0.47 ▼
27. Willingly shares his/her technical expertise; sought out as resource by others	4.00	3.67	-0.33 ▼
28. Willingly shares information and expertise; sought out as resource by others	4.33	4.40	+0.07 ▲
29. Seeks information from others as needed.	4.07	4.07	
30. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	4.00	4.00	

Recognition

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
31. Compliments other people when they do good work	15	4.27	93.3		7%	60%		33%
32. Recognizes the abilities and skills of self and others	14	4.14	92.9		7%	71%		21%
33. Readily shares credit and gives others opportunity for visibility.	15	4.27	100.0			73%		27%
34. Lets employees know when they have done well	15	4.40	93.3		7%	47%		47%
35. Reinforces and rewards employees for accomplishing necessary goals.	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. Compliments other people when they do good work	4.27	4.27	
32. Recognizes the abilities and skills of self and others	4.20	4.14	-0.06 ▼
33. Readily shares credit and gives others opportunity for visibility.	3.67	4.27	+0.60 ▲
34. Lets employees know when they have done well	4.00	4.40	+0.40 ▲
35. Reinforces and rewards employees for accomplishing necessary goals.	4.20	3.47	-0.73 ▼

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?