



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.

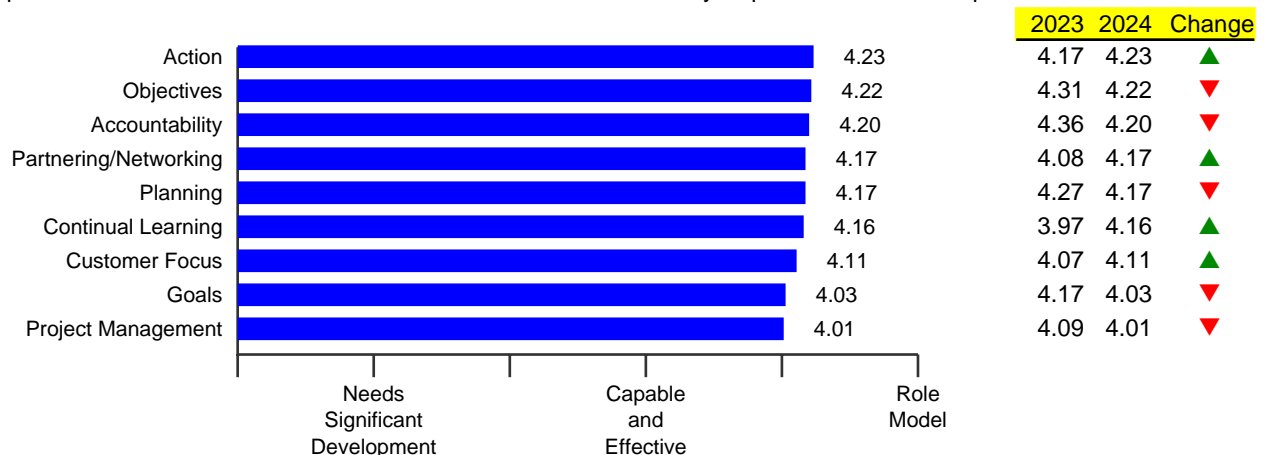
What to Do with Your Feedback

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

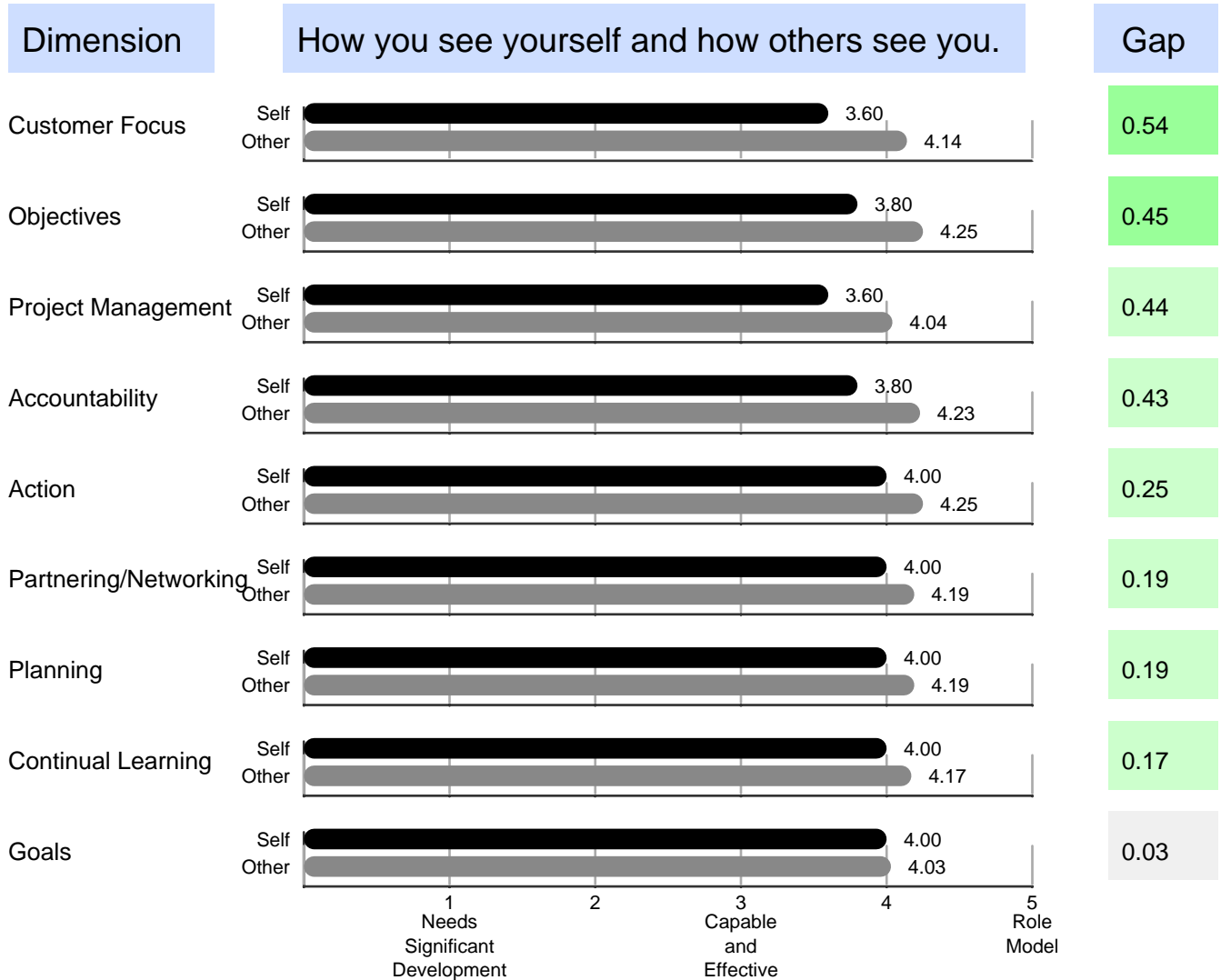
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



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	Needs Significant Development				
				1	2	3	4	5
1. Ability to establish realistic goals.	15	4.13	80.0	20%	47%	33%		
2. Able to organize work.	15	4.33	100.0		67%	33%		
3. Organizes and schedules events, activities, and resources.	15	4.33	93.3	7%	53%	40%		
4. Establishes goals and objectives.	15	4.07	86.7	13%	67%	20%		
5. Communicates goals and objectives to employees.	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. Ability to establish realistic goals.	4.00	4.13	+0.13 ▲
2. Able to organize work.	4.40	4.33	-0.07 ▼
3. Organizes and schedules events, activities, and resources.	4.47	4.33	-0.13 ▼
4. Establishes goals and objectives.	4.47	4.07	-0.40 ▼
5. Communicates goals and objectives to employees.	4.20	4.21	+0.01 ▲

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 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. Takes charge of addressing and solving problems.	15	4.33	93.3	7%	53%		40%	
7. Accepts accountability for their work.	15	4.33	86.7	13%	40%		47%	
8. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.	15	4.07	80.0	20%	53%		27%	
9. Willingly accepts the obligation to complete the task.	15	4.13	80.0	20%	47%		33%	
10. Regularly completes tasks on time.	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. Takes charge of addressing and solving problems.	4.13	4.33	+0.20 ▲
7. Accepts accountability for their work.	4.33	4.33	
8. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.	4.20	4.07	-0.13 ▼
9. Willingly accepts the obligation to complete the task.	4.67	4.13	-0.53 ▼
10. Regularly completes tasks on time.	4.47	4.13	-0.33 ▼

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Pursues goals with action to achieve success.	15	4.67	100.0					
12. Takes corrective action when necessary.	15	4.20	86.7					
13. Overcomes obstacles that may impede progress on a task.	14	3.64	57.1					
14. Is ambitious when working on the project.	14	4.14	85.7					
15. Seeks new opportunities for advancement.	15	4.47	93.3					

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. Pursues goals with action to achieve success.	4.20	4.67	+0.47 ▲
12. Takes corrective action when necessary.	3.93	4.20	+0.27 ▲
13. Overcomes obstacles that may impede progress on a task.	4.47	3.64	-0.82 ▼
14. Is ambitious when working on the project.	4.00	4.14	+0.14 ▲
15. Seeks new opportunities for advancement.	4.27	4.47	+0.20 ▲

Continual Learning

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
16. Expands their educational and future learning opportunities.	15	4.00	66.7	7%	27%	27%	40%	
17. Pursues professional development opportunities when they arise.	15	3.87	66.7		33%	47%	20%	
18. Participates in regular training offered.	15	4.20	86.7	7%	7%	47%	40%	
19. Grasps new ideas, concepts, technical, or business knowledge.	15	4.33	86.7		13%	40%	47%	
20. Pursues self-improvement through continual learning.	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. Expands their educational and future learning opportunities.	3.64	4.00	+0.36 ▲
17. Pursues professional development opportunities when they arise.	4.33	3.87	-0.47 ▼
18. Participates in regular training offered.	3.93	4.20	+0.27 ▲
19. Grasps new ideas, concepts, technical, or business knowledge.	4.33	4.33	0.00 ▲
20. Pursues self-improvement through continual learning.	3.60	4.40	+0.80 ▲

Project 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Develops a plan for resource management.	15	3.93	73.3	27%		53%		20%
22. Outlines key project dates and milestones.	15	4.00	66.7	13%	20%	20%		47%
23. Creates a schedule for the different phases of the project.	15	4.07	80.0	20%		53%		27%
24. Documents the risk assessments for different parts of the project.	15	4.00	73.3	13%	13%	33%		40%
25. Organizes work and sets priorities as needed.	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. Develops a plan for resource management.	4.20	3.93	-0.27 ▼
22. Outlines key project dates and milestones.	4.20	4.00	-0.20 ▼
23. Creates a schedule for the different phases of the project.	4.13	4.07	-0.07 ▼
24. Documents the risk assessments for different parts of the project.	3.80	4.00	+0.20 ▲
25. Organizes work and sets priorities as needed.	4.13	4.07	-0.07 ▼

Goals

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. Seeks projects in areas outside immediate responsibilities.	15	4.00	80.0	7%	13%	53%	27%	
27. Goal Setting	15	3.67	66.7	20%	13%	47%	20%	
28. Sets high expectations and goals; encourages others to support the organization.	15	4.40	86.7		13%	33%	53%	
29. Measures and evaluates performance as related to business/customer needs.	15	4.07	80.0	20%		53%	27%	
30. Makes sure that I have a clear idea of our group's goals.	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. Seeks projects in areas outside immediate responsibilities.	4.47	4.00	-0.47 ▼
27. Goal Setting	4.00	3.67	-0.33 ▼
28. Sets high expectations and goals; encourages others to support the organization.	4.33	4.40	+0.07 ▲
29. Measures and evaluates performance as related to business/customer needs.	4.07	4.07	
30. Makes sure that I have a clear idea of our group's goals.	4.00	4.00	

Customer 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 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. Follows up with any unanswered questions from the customer.	15	4.27	93.3	7%	60%			33%
32. Competent in managing customer projects.	14	4.14	92.9	7%	71%			21%
33. Is aware of what the customer wants to receive.	15	4.27	100.0		73%			27%
34. ...friendliness and courtesy	15	4.40	93.3	7%	47%			47%
35. Responds to feedback from customers.	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. Follows up with any unanswered questions from the customer.	4.27	4.27	
32. Competent in managing customer projects.	4.20	4.14	-0.06 ▼
33. Is aware of what the customer wants to receive.	3.67	4.27	+0.60 ▲
34. ...friendliness and courtesy	4.00	4.40	+0.40 ▲
35. Responds to feedback from customers.	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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Seeks an understanding of diverse functions within the Company.	15	4.20	93.3	7%	67%			27%
37. Collaborates with others to accomplish goals and objectives.	15	4.27	93.3	7%	60%			33%
38. Creates value within the Company by building networks.	15	4.00	80.0	20%	60%			20%
39. Maintains infrastructure to support partnerships and networks.	15	4.07	86.7	7%	7%	60%		27%
40. Capitalizes 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. Seeks an understanding of diverse functions within the Company.	4.00	4.20	+0.20 ▲
37. Collaborates with others to accomplish goals and objectives.	4.21	4.27	+0.05 ▲
38. Creates value within the Company by building networks.	4.07	4.00	-0.07 ▼
39. Maintains infrastructure to support partnerships and networks.	3.87	4.07	+0.20 ▲
40. Capitalizes on partnerships and networks to enhance the Company's bottom line.	4.27	4.33	+0.07 ▲

Planning

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. Determines what supplies/equipment will be needed for the job.	15	3.93	80.0	13%	7%	53%	27%	
42. Makes plans and follows through.	15	4.33	93.3	7%	47%	47%		
43. Determines what supplies/equipment will be needed for the department.	15	4.13	86.7	13%	60%	27%		
44. Purchases equipment and software that will be needed in the future.	15	4.20	100.0		80%	20%		
45. Develops plans to help manage expectations and project demands.	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. Determines what supplies/equipment will be needed for the job.	3.87	3.93	+0.07 ▲
42. Makes plans and follows through.	4.13	4.33	+0.20 ▲
43. Determines what supplies/equipment will be needed for the department.	4.20	4.13	-0.07 ▼
44. Purchases equipment and software that will be needed in the future.	4.87	4.20	-0.67 ▼
45. Develops plans to help manage expectations and project demands.	4.27	4.27	

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?