



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.

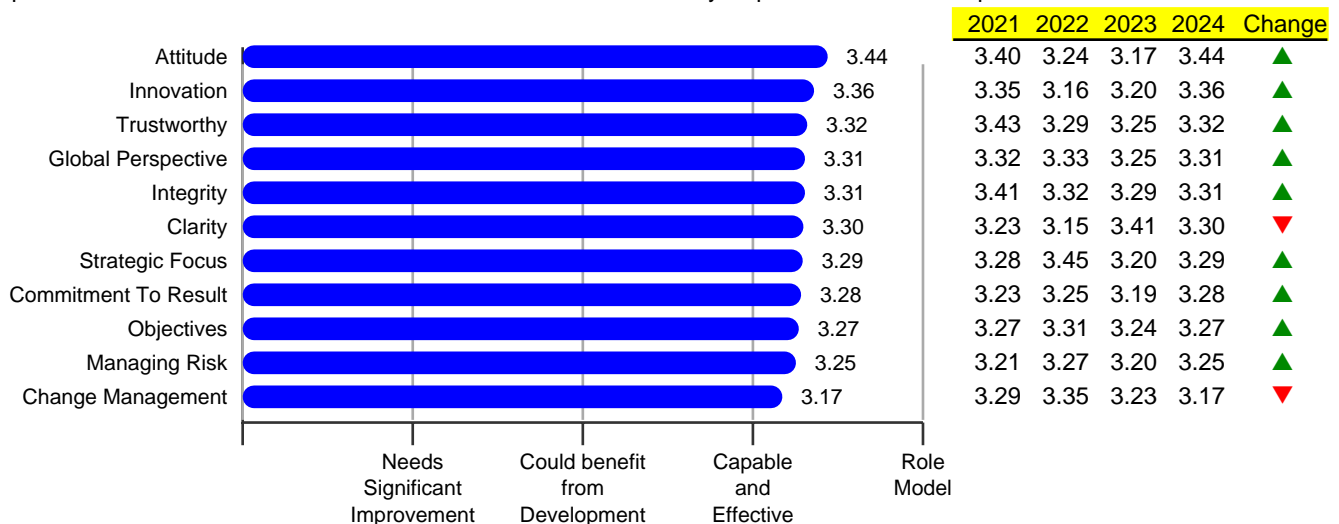
What to Do with Your Feedback

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

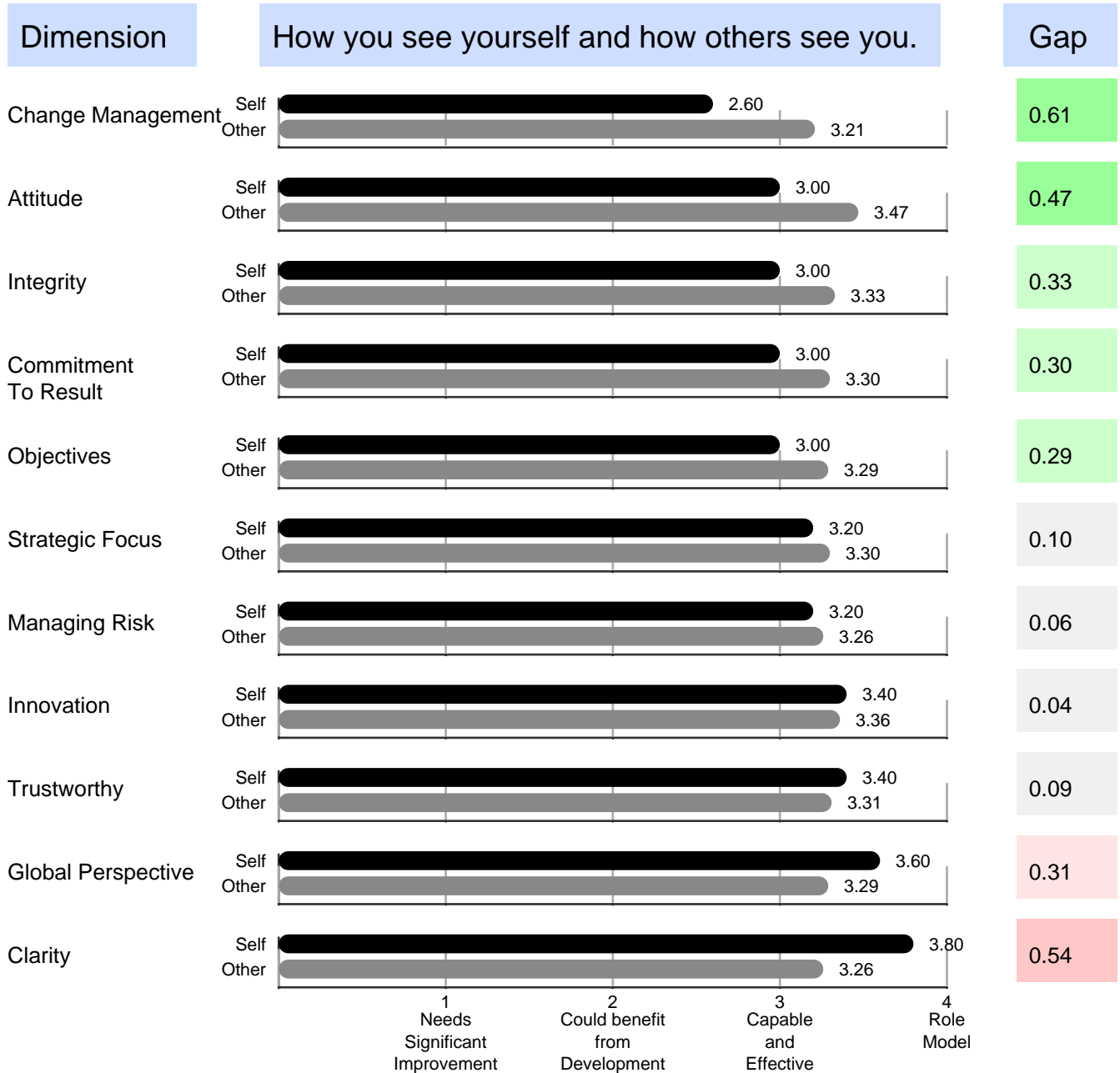
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



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
1. Encourages me to take on greater responsibility.	15	3.20	86.7	13%	53%	33%	
2. Consistently provides me with timely feedback for improving my performance.	15	3.33	100.0		67%	33%	
3. Effectively organizes resources and plans	15	3.33	93.3	7%	53%	40%	
4. Works toward achieving established goals and objectives.	15	3.27	93.3	7%	60%	33%	
5. Ability to establish realistic goals.	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. Encourages me to take on greater responsibility.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Consistently provides me with timely feedback for improving my performance.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Effectively organizes resources and plans	3.40	3.40	3.27	3.33	+0.07 ▲
4. Works toward achieving established goals and objectives.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Ability to establish realistic goals.	3.00	3.20	3.13	3.21	+0.08 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Establishes relationships of trust, honesty, fairness, and integrity.	15	3.47	100.0		53%	47%	
7. Follows tasks to completion.	15	3.40	93.3	7%	47%	47%	
8. Accepts responsibility for mistakes.	15	3.20	86.7	13%	53%	33%	
9. Fosters an environment built upon trust.	15	3.27	86.7	13%	47%	40%	
10. Demonstrates honesty and truthfulness at all times.	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. Establishes relationships of trust, honesty, fairness, and integrity.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Follows tasks to completion.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Accepts responsibility for mistakes.	3.40	3.40	3.20	3.20	
9. Fosters an environment built upon trust.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Demonstrates honesty and truthfulness at all times.	3.33	3.47	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.67	100.0	33%	67%		
12. Contributes to a positive work environment.	15	3.40	93.3	7%	47%	47%	
13. Visibly supports and encourages diversity in style and background.	15	3.13	86.7	13%	60%	27%	
14. Is gracious and professional in their interactions with others.	15	3.47	100.0	53%	47%		
15. Treats all people fairly and with respect.	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. Works to eliminate unnecessary work or barriers that get in others' way.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Contributes to a positive work environment.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Visibly supports and encourages diversity in style and background.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Is gracious and professional in their interactions with others.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Treats all people fairly and with respect.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Solves problems with insight and understanding.	15	3.47	93.3	7%	40%	53%	
17. Encourages open communication to ensure that all proposals are considered.	15	2.93	73.3	27%	53%		20%
18. Implements best practices within the department.	15	3.40	93.3	7%	47%	47%	
19. Develops new products and services.	15	3.53	100.0		47%	53%	
20. Finds creative ways to get things done with limited resources.	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. Solves problems with insight and understanding.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Encourages open communication to ensure that all proposals are considered.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Implements best practices within the department.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Develops new products and services.	3.13	2.87	3.53	3.53	
20. Finds creative ways to get things done with limited resources.	3.40	3.20	2.87	3.47	+0.60 ▲

Change 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
21. Adopts changes to set and example for others to follow.	15	3.00	80.0	20%	60%		20%
22. Is a leading force driving changes.	15	3.53	100.0		47%	53%	
23. Supports the Company's efforts to implement changes.	15	3.13	86.7	13%	60%		27%
24. Assists others in understanding changes to the organization.	15	3.13	80.0	7%	13%	40%	40%
25. Effective in dealing with ambiguous and challenging situations.	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. Adopts changes to set and example for others to follow.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Is a leading force driving changes.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Supports the Company's efforts to implement changes.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Assists others in understanding changes to the organization.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Effective in dealing with ambiguous and challenging situations.	3.27	3.33	3.27	3.07	-0.20 ▼

Commitment To Result

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. Takes immediate action toward goals.	15	3.20	93.3	7%	60%	33%	
27. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.40	93.3	7%	47%	47%	
28. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.60	93.3	7%	27%	67%	
29. Able to focus on a task even when working alone.	15	3.20	86.7	13%	53%	33%	
30. Encourages commitment in others to obtain results.	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. Takes immediate action toward goals.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Able to focus on a task even when working alone.	3.21	3.20	3.20	3.20	
30. Encourages commitment in others to obtain results.	2.87	3.27	3.07	3.00	-0.07 ▼

Clarity

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. Is clear about the roles and duties of team members.	15	3.33	93.3	7%	53%	40%	
32. Avoids creating ambiguity or mixed messages.	14	3.29	100.0		71%	29%	
33. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	3.27	100.0		73%	27%	
34. Clearly explains responsibilities to individuals.	15	3.47	93.3	7%	40%	53%	
35. Clearly defines work objectives for employees.	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. Is clear about the roles and duties of team members.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Avoids creating ambiguity or mixed messages.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Clearly explains responsibilities to individuals.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Clearly defines work objectives for employees.	3.20	3.27	3.13	3.13	

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
36. Tracks and monitors incidents that may increase the risk of adverse consequences.	15	3.20	93.3	7%	67%		27%
37. Seeks to maintain the long-term viability of the Company.	15	3.33	93.3	7%	53%		40%
38. Is aware of process safety management.	15	3.07	86.7	13%	67%		20%
39. Implements changes to reduce the chances of critical incidents in the future.	15	3.33	100.0		67%		33%
40. Perceives the risks of different work tasks and activities.	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. Tracks and monitors incidents that may increase the risk of adverse consequences.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Seeks to maintain the long-term viability of the Company.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Is aware of process safety management.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Implements changes to reduce the chances of critical incidents in the future.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Perceives the risks of different work tasks and activities.	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. Takes care to maintain confidential information.	15	3.33	93.3	7%	53%	40%	
42. Delivers on promises made.	15	3.40	93.3	7%	47%	47%	
43. Communicates an understanding of the other person's interests, needs and concerns.	15	3.13	86.7	13%	60%	27%	
44. Takes ownership, delivers on commitments	15	3.27	100.0		73%	27%	
45. Demonstrates congruence between statements and actions.	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. Takes care to maintain confidential information.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Delivers on promises made.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Communicates an understanding of the other person's interests, needs and concerns.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Takes ownership, delivers on commitments	3.33	3.27	3.87	3.27	-0.60 ▼
45. Demonstrates congruence between statements and actions.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. Detects changes in the environment and updates the strategic plan to address new opportunities or threats.	15	3.40	93.3	7%	47%	47%	
47. Modifies strategic decisions depending on changes in the business environment.	15	3.20	93.3	7%	67%	27%	
48. Identifies ways in which the company is better able to meet the customers' needs than rivals.	15	3.20	93.3	7%	60%	33%	
49. Is effective in using strategic tools such as value chain analysis, business environment analysis, and competitor analysis.	15	3.47	100.0		53%	47%	
50. Identifies sources for developing a global competitive advantage for the company.	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. Detects changes in the environment and updates the strategic plan to address new opportunities or threats.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Modifies strategic decisions depending on changes in the business environment.	3.33	3.40	3.20	3.20	
48. Identifies ways in which the company is better able to meet the customers' needs than rivals.	3.60	3.33	3.20	3.20	
49. Is effective in using strategic tools such as value chain analysis, business environment analysis, and competitor analysis.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Identifies sources for developing a global competitive advantage for the company.	3.20	3.67	3.27	3.20	-0.07 ▼

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
51. Has positive interactions with individuals from different cultures and backgrounds.	15	3.53	100.0	47%	53%		
52. Communicates effectively on a multi-lingual basis.	15	3.27	93.3	7%	60%	33%	
53. Understands how cultures differ and how these differences impact work behavior.	15	3.33	100.0	67%	33%		
54. Builds working relationships with others across cultures.	15	3.40	93.3	7%	47%	47%	
55. Understands global systems such as the global economy.	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. Has positive interactions with individuals from different cultures and backgrounds.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Communicates effectively on a multi-lingual basis.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Understands how cultures differ and how these differences impact work behavior.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Builds working relationships with others across cultures.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Understands global systems such as the global economy.	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?