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.
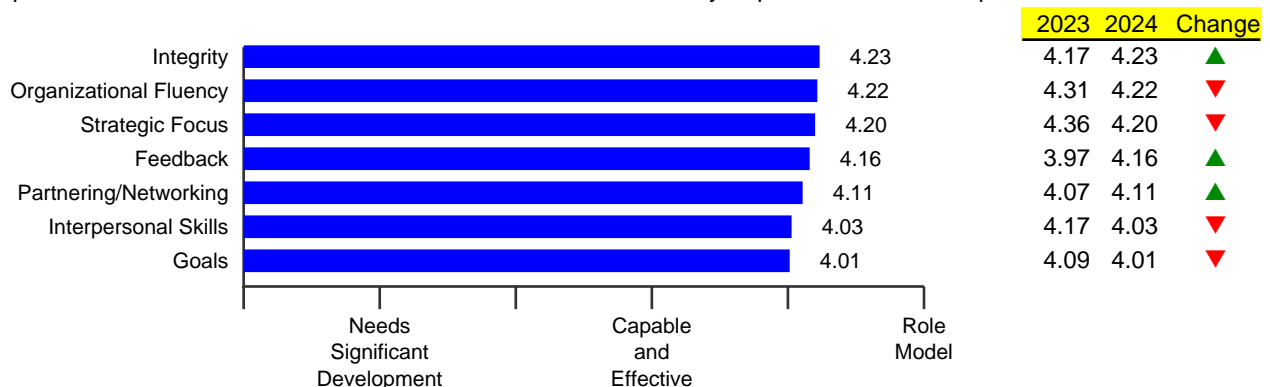
What to Do with Your Feedback

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.
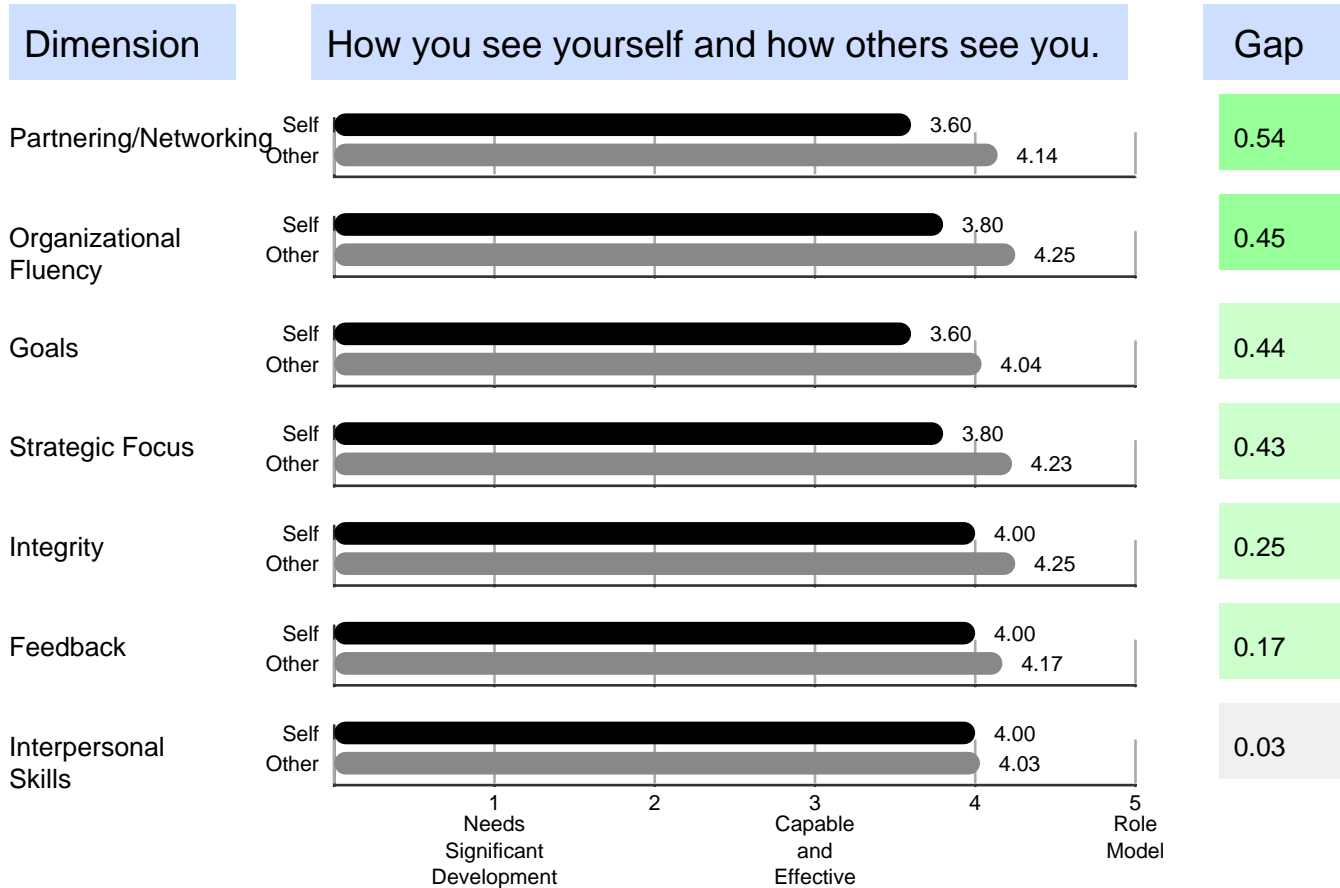
Summary

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
Integrity	4.23	4.17	4.23	▲
Organizational Fluency	4.22	4.31	4.22	▼
Strategic Focus	4.20	4.36	4.20	▼
Feedback	4.16	3.97	4.16	▲
Partnering/Networking	4.11	4.07	4.11	▲
Interpersonal Skills	4.03	4.17	4.03	▼
Goals	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
Partnering/Networking	Self 3.60 / Other 4.14	0.54
Organizational Fluency	Self 3.80 / Other 4.25	0.45
Goals	Self 3.60 / Other 4.04	0.44
Strategic Focus	Self 3.80 / Other 4.23	0.43
Integrity	Self 4.00 / Other 4.25	0.25
Feedback	Self 4.00 / Other 4.17	0.17
Interpersonal Skills	Self 4.00 / Other 4.03	0.03

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

Organizational Fluency

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 use corporate politics to advance department objectives.	15	4.13	80.0	20%	47%			33%
2. Able to explain departmental policies and procedures to others.	15	4.33	100.0		67%			33%
3. Able to deal with sensitive issues with tact and professionalism.	15	4.33	93.3	7%	53%			40%
4. Gets things done through the department.	15	4.07	86.7	13%	67%			20%
5. Anticipates problems that may affect the department.	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 use corporate politics to advance department objectives.	4.00	4.13	+0.13	▲
2. Able to explain departmental policies and procedures to others.	4.40	4.33	-0.07	▼
3. Able to deal with sensitive issues with tact and professionalism.	4.47	4.33	-0.13	▼
4. Gets things done through the department.	4.47	4.07	-0.40	▼
5. Anticipates problems that may affect the department.	4.20	4.21	+0.01	▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Modifies strategic decisions depending on changes in the business environment.	15	4.33	93.3	7%	53%		40%	
7. Uses strategic thinking to make better strategic decisions.	15	4.33	86.7	13%	40%		47%	
8. Makes sure that all departments/teams are contributing toward the success of the strategy.	15	4.07	80.0	20%	53%		27%	
9. Creates values statement to ensure all employees are working under the same guiding principles.	15	4.13	80.0	20%	47%		33%	
10. Identifies ways in which the company is better able to meet the customers' needs than rivals.	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. Modifies strategic decisions depending on changes in the business environment.	4.13	4.33	+0.20 ▲
7. Uses strategic thinking to make better strategic decisions.	4.33	4.33	
8. Makes sure that all departments/teams are contributing toward the success of the strategy.	4.20	4.07	-0.13 ▼
9. Creates values statement to ensure all employees are working under the same guiding principles.	4.67	4.13	-0.53 ▼
10. Identifies ways in which the company is better able to meet the customers' needs than rivals.	4.47	4.13	-0.33 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Develops trust and confidence from others.	15	4.67	100.0			33%		67%
12. Fosters a high standard of ethics and integrity.	15	4.20	86.7	7%	7%	47%		40%
13. Does what was promised.	14	3.64	57.1		14%	29%	36%	21%
14. Demonstrates sincerity in actions with others.	14	4.14	85.7	7%	7%	50%		36%
15. Demonstrates honesty and truthfulness at all 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. Develops trust and confidence from others.	4.20	4.67	+0.47 ▲
12. Fosters a high standard of ethics and integrity.	3.93	4.20	+0.27 ▲
13. Does what was promised.	4.47	3.64	-0.82 ▼
14. Demonstrates sincerity in actions with others.	4.00	4.14	+0.14 ▲
15. Demonstrates honesty and truthfulness at all times.	4.27	4.47	+0.20 ▲

Feedback

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. Is visible and approachable.	15	4.00	66.7	7%	27%	27%		40%
17. Seeks feedback to enhance performance.	15	3.87	66.7		33%	47%		20%
18. Asks others for their ideas and opinions.	15	4.20	86.7	7%	7%	47%		40%
19. Looks to others for input.	15	4.33	86.7		13%	40%		47%
20. Is easy to approach with ideas and opinions.	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. Is visible and approachable.	3.64	4.00	+0.36 ▲
17. Seeks feedback to enhance performance.	4.33	3.87	-0.47 ▼
18. Asks others for their ideas and opinions.	3.93	4.20	+0.27 ▲
19. Looks to others for input.	4.33	4.33	
20. Is easy to approach with ideas and opinions.	3.60	4.40	+0.80 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Goal Setting	15	3.93	73.3		27%	53%		20%
22. Achieves goals.	15	4.00	66.7	13%	20%	20%	47%	
23. Sets high expectations and goals; encourages others to support the organization.	15	4.07	80.0		20%	53%		27%
24. Understands & contributes to development of strategic goals.	15	4.00	73.3	13%	13%	33%	40%	
25. Conducts timely follow-up; keeps others informed on a need to know basis.	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. Goal Setting	4.20	3.93	-0.27 ▼
22. Achieves goals.	4.20	4.00	-0.20 ▼
23. Sets high expectations and goals; encourages others to support the organization.	4.13	4.07	-0.07 ▼
24. Understands & contributes to development of strategic goals.	3.80	4.00	+0.20 ▲
25. Conducts timely follow-up; keeps others informed on a need to know basis.	4.13	4.07	-0.07 ▼

Interpersonal Skills

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. Is well respected in the department.	15	4.00	80.0	7%	13%	53%		27%
27. Strives to lead by example to demonstrate the value of interpersonal relationships.	15	3.67	66.7	20%	13%	47%		20%
28. Strives for win/win solutions	15	4.40	86.7	13%		33%		53%
29. Assists those in the department who need help in meeting performance metrics.	15	4.07	80.0	20%		53%		27%
30. Is transparent and honest in communications, intentions, and actions.	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. Is well respected in the department.	4.47	4.00	-0.47	▼
27. Strives to lead by example to demonstrate the value of interpersonal relationships.	4.00	3.67	-0.33	▼
28. Strives for win/win solutions	4.33	4.40	+0.07	▲
29. Assists those in the department who need help in meeting performance metrics.	4.07	4.07		
30. Is transparent and honest in communications, intentions, and actions.	4.00	4.00		

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
31. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	4.27	93.3	7%		60%		33%
32. Forges mutually beneficial relationships between individuals with diverse backgrounds.	14	4.14	92.9	7%		71%		21%
33. Maintains infrastructure to support partnerships and networks.	15	4.27	100.0			73%		27%
34. Creates value within the Company by building networks.	15	4.40	93.3	7%		47%		47%
35. Collaborates with others to accomplish goals and objectives.	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. Develops a sense of trust in subordinates so they can freely interact and share information with others.	4.27	4.27	
32. Forges mutually beneficial relationships between individuals with diverse backgrounds.	4.20	4.14	-0.06 ▼
33. Maintains infrastructure to support partnerships and networks.	3.67	4.27	+0.60 ▲
34. Creates value within the Company by building networks.	4.00	4.40	+0.40 ▲
35. Collaborates with others to accomplish goals and objectives.	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?