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.
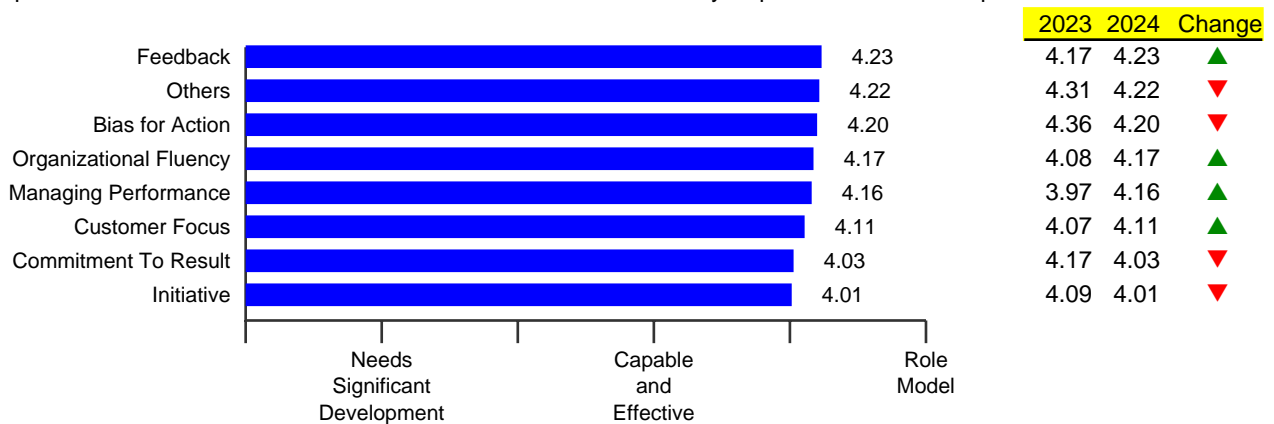
What to Do with Your Feedback

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.
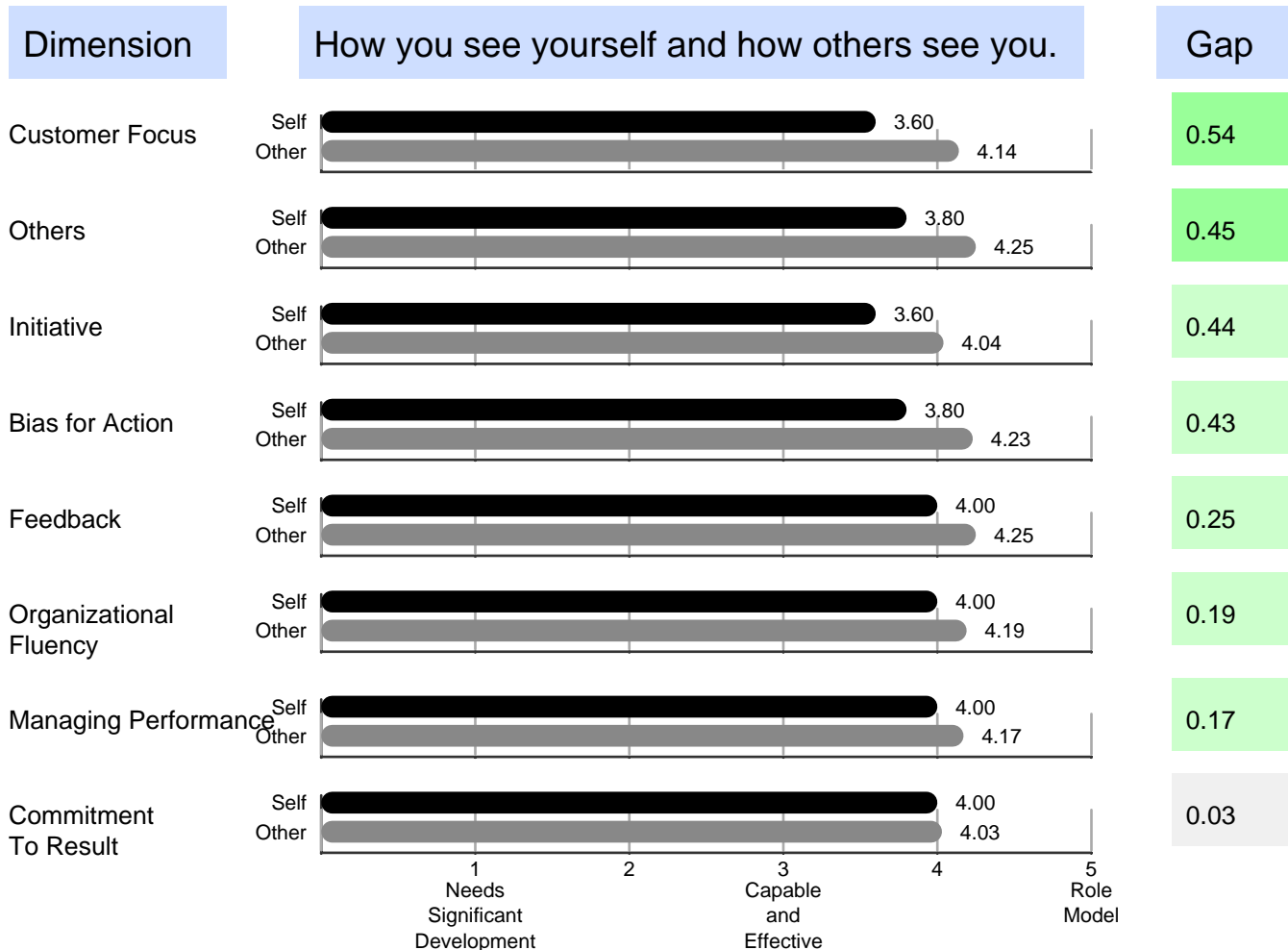
Summary

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.

		2023	2024	Change
Feedback	4.23	4.17	4.23	▲
Others	4.22	4.31	4.22	▼
Bias for Action	4.20	4.36	4.20	▼
Organizational Fluency	4.17	4.08	4.17	▲
Managing Performance	4.16	3.97	4.16	▲
Customer Focus	4.11	4.07	4.11	▲
Commitment To Result	4.03	4.17	4.03	▼
Initiative	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
Customer Focus	Self 3.60 / Other 4.14	0.54
Others	Self 3.80 / Other 4.25	0.45
Initiative	Self 3.60 / Other 4.04	0.44
Bias for Action	Self 3.80 / Other 4.23	0.43
Feedback	Self 4.00 / Other 4.25	0.25
Organizational Fluency	Self 4.00 / Other 4.19	0.19
Managing Performance	Self 4.00 / Other 4.17	0.17
Commitment To Result	Self 4.00 / Other 4.03	0.03

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

Others

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. Forms working relationships with employees from other departments.	15	4.13	80.0		20%	47%		33%
2. Constructively receives criticism and suggestions from others.	15	4.33	100.0			67%		33%
3. Respects the opinions of other employees.	15	4.33	93.3		7%	53%		40%
4. Works effectively with people from other departments.	15	4.07	86.7		13%	67%		20%
5. Consistently demonstrates ability and willingness to trust others.	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. Forms working relationships with employees from other departments.	4.00	4.13	+0.13 ▲
2. Constructively receives criticism and suggestions from others.	4.40	4.33	-0.07 ▼
3. Respects the opinions of other employees.	4.47	4.33	-0.13 ▼
4. Works effectively with people from other departments.	4.47	4.07	-0.40 ▼
5. Consistently demonstrates ability and willingness to trust others.	4.20	4.21	+0.01 ▲

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
6. Identifies ways to simplify work processes and reduce cycle times	15	4.33	93.3	7%	53%			40%
7. Completes work on time	15	4.33	86.7	13%	40%			47%
8. Displays high energy and enthusiasm on consistent basis.	15	4.07	80.0	20%	53%			27%
9. Motivates others to achieve or exceed goals	15	4.13	80.0	20%	47%			33%
10. Conveys a sense of urgency about addressing problems and opportunities	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. Identifies ways to simplify work processes and reduce cycle times	4.13	4.33	+0.20 ▲
7. Completes work on time	4.33	4.33	
8. Displays high energy and enthusiasm on consistent basis.	4.20	4.07	-0.13 ▼
9. Motivates others to achieve or exceed goals	4.67	4.13	-0.53 ▼
10. Conveys a sense of urgency about addressing problems and opportunities	4.47	4.13	-0.33 ▼

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
11. Asks others for their ideas and opinions.	15	4.67	100.0				33%	67%
12. Looks to others for input.	15	4.20	86.7	7%	7%	47%		40%
13. Is easy to approach with ideas and opinions.	14	3.64	57.1		14%	29%	36%	21%
14. Seeks feedback to enhance performance.	14	4.14	85.7	7%	7%	50%		36%
15. Shares past experiences with others as learning opportunities.	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. Asks others for their ideas and opinions.	4.20	4.67	+0.47 ▲
12. Looks to others for input.	3.93	4.20	+0.27 ▲
13. Is easy to approach with ideas and opinions.	4.47	3.64	-0.82 ▼
14. Seeks feedback to enhance performance.	4.00	4.14	+0.14 ▲
15. Shares past experiences with others as learning opportunities.	4.27	4.47	+0.20 ▲

Managing Performance

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. Uses pre-established key benchmarks to measure performance.	15	4.00	66.7	7%	27%	27%		40%
17. Rewards individuals who show imagination in developing creative solutions to problems.	15	3.87	66.7		33%	47%		20%
18. Sets clear and ambitious goals to be met.	15	4.20	86.7	7%	7%	47%		40%
19. Acknowledges employee contributions that support the bottom line.	15	4.33	86.7		13%	40%		47%
20. Ensures employees understand their performance expectations.	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. Uses pre-established key benchmarks to measure performance.	3.64	4.00	+0.36 ▲
17. Rewards individuals who show imagination in developing creative solutions to problems.	4.33	3.87	-0.47 ▼
18. Sets clear and ambitious goals to be met.	3.93	4.20	+0.27 ▲
19. Acknowledges employee contributions that support the bottom line.	4.33	4.33	
20. Ensures employees understand their performance expectations.	3.60	4.40	+0.80 ▲

Initiative

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. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	15	3.93	73.3			27%	53%	20%
22. Initiates new projects for the department.	15	4.00	66.7	13%	20%	20%	47%	
23. Encourages others on the team to suggest process improvements.	15	4.07	80.0			20%	53%	27%
24. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.00	73.3	13%	13%	33%	40%	
25. Initiates draft reports for consideration.	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. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	4.20	3.93	-0.27 ▼
22. Initiates new projects for the department.	4.20	4.00	-0.20 ▼
23. Encourages others on the team to suggest process improvements.	4.13	4.07	-0.07 ▼
24. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	3.80	4.00	+0.20 ▲
25. Initiates draft reports for consideration.	4.13	4.07	-0.07 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Takes immediate action toward goals.	15	4.00	80.0	7%	13%	53%		27%
27. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.67	66.7	20%	13%	47%		20%
28. Encourages commitment in others to obtain results.	15	4.40	86.7		13%	33%	53%	
29. Coordinates all department activities into a cohesive team effort.	15	4.07	80.0		20%	53%		27%
30. Creates a sense of urgency among the store team members to complete activities, which drive sales.	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. Takes immediate action toward goals.	4.47	4.00	-0.47 ▼
27. Willing to do whatever it takes-not afraid to have to put in extra effort.	4.00	3.67	-0.33 ▼
28. Encourages commitment in others to obtain results.	4.33	4.40	+0.07 ▲
29. Coordinates all department activities into a cohesive team effort.	4.07	4.07	
30. Creates a sense of urgency among the store team members to complete activities, which drive sales.	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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Anticipates customer needs.	15	4.27	93.3	7%	60%		33%	
32. Able to handle difficult customers.	14	4.14	92.9	7%	71%		21%	
33. Provides a high level of service to customers.	15	4.27	100.0	73%		27%		
34. Helps customers to feel satisfied with our work/services.	15	4.40	93.3	7%	47%		47%	
35. Helps customers feel they are receiving services tailored specifically to their needs.	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. Anticipates customer needs.	4.27	4.27	
32. Able to handle difficult customers.	4.20	4.14	-0.06 ▼
33. Provides a high level of service to customers.	3.67	4.27	+0.60 ▲
34. Helps customers to feel satisfied with our work/services.	4.00	4.40	+0.40 ▲
35. Helps customers feel they are receiving services tailored specifically to their needs.	4.20	3.47	-0.73 ▼

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
36. Able to explain departmental policies and procedures to others.	15	4.20	93.3			7%	67%	27%
37. Gets things done through the department.	15	4.27	93.3			7%	60%	33%
38. Understands departmental policies and procedures.	15	4.00	80.0			20%	60%	20%
39. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.07	86.7	7%	7%		60%	27%
40. Able to use corporate politics to advance department objectives.	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. Able to explain departmental policies and procedures to others.	4.00	4.20	+0.20 ▲
37. Gets things done through the department.	4.21	4.27	+0.05 ▲
38. Understands departmental policies and procedures.	4.07	4.00	-0.07 ▼
39. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.87	4.07	+0.20 ▲
40. Able to use corporate politics to advance department objectives.	4.27	4.33	+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?