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.
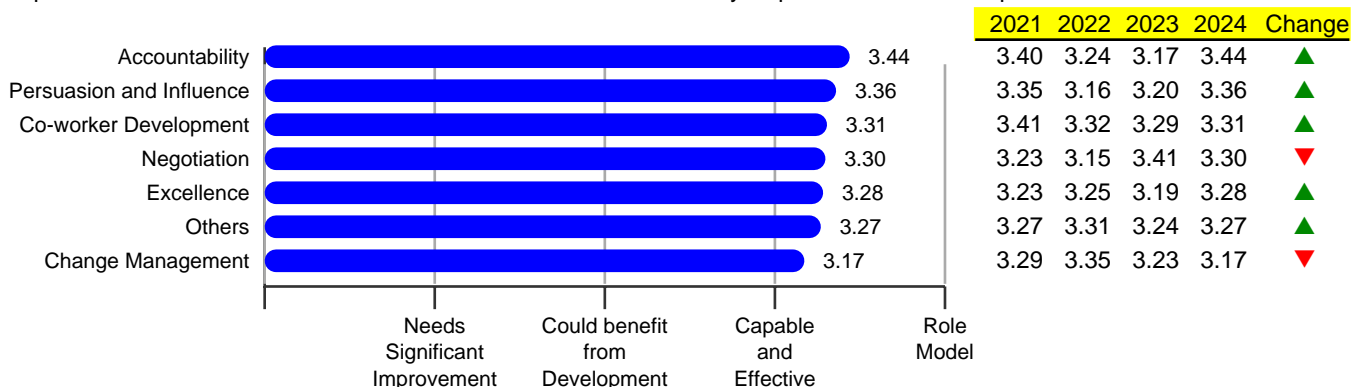
What to Do with Your Feedback

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.
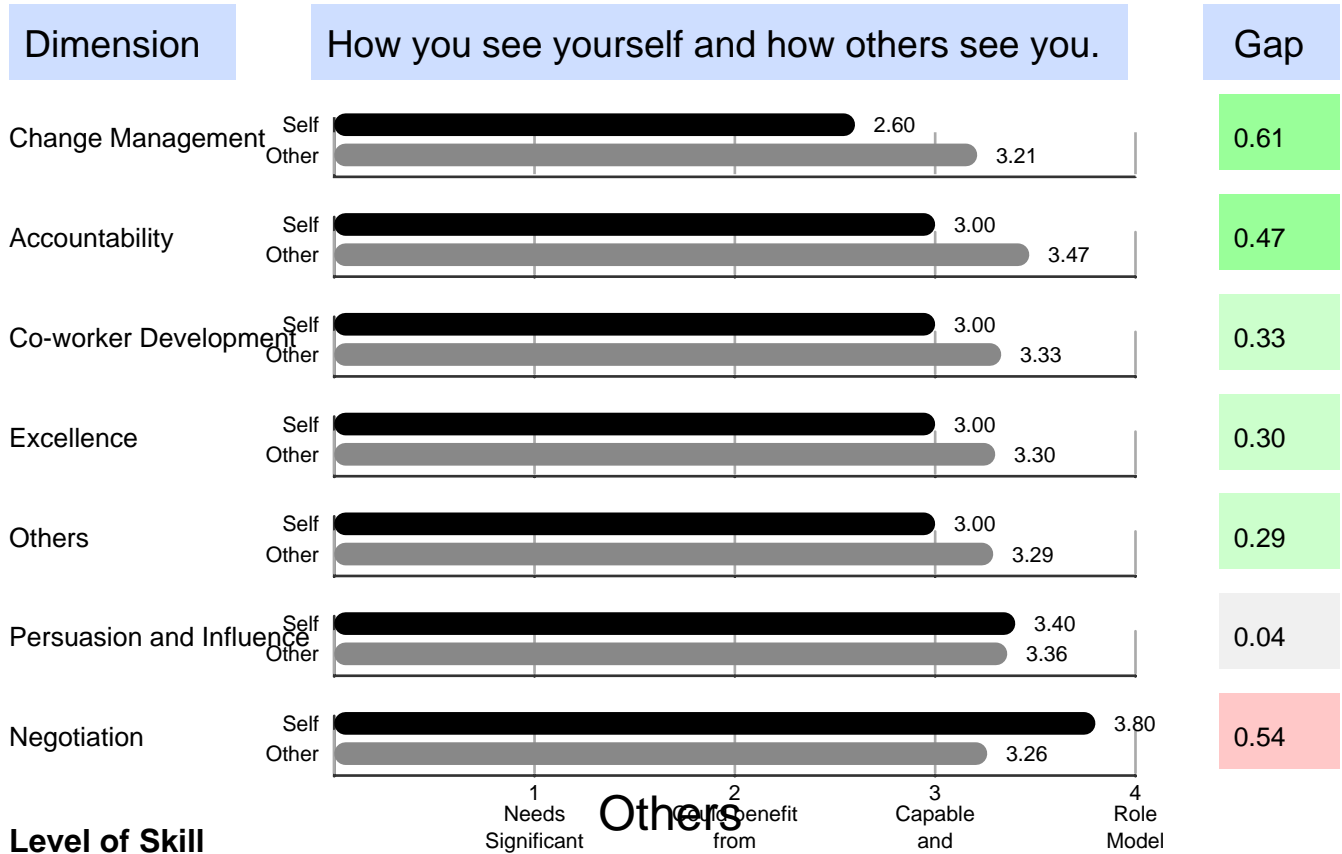
Summary

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.

	Score	2021	2022	2023	2024	Change
Accountability	3.44	3.40	3.24	3.17	3.44	▲
Persuasion and Influence	3.36	3.35	3.16	3.20	3.36	▲
Co-worker Development	3.31	3.41	3.32	3.29	3.31	▲
Negotiation	3.30	3.23	3.15	3.41	3.30	▼
Excellence	3.28	3.23	3.25	3.19	3.28	▲
Others	3.27	3.27	3.31	3.24	3.27	▲
Change Management	3.17	3.29	3.35	3.23	3.17	▼

Needs Significant Improvement — Could benefit from 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
Change Management	Self 2.60 / Other 3.21	0.61
Accountability	Self 3.00 / Other 3.47	0.47
Co-worker Development	Self 3.00 / Other 3.33	0.33
Excellence	Self 3.00 / Other 3.30	0.30
Others	Self 3.00 / Other 3.29	0.29
Persuasion and Influence	Self 3.40 / Other 3.36	0.04
Negotiation	Self 3.80 / Other 3.26	0.54

Level of Skill:
1 — Needs Significant Improvement
2 — Could benefit from Development
3 — Capable and Effective
4 — 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Helpful	15	3.20	86.7	13%	53%		33%
2. Forms working relationships with employees from other departments.	15	3.33	100.0		67%		33%
3. Consistently demonstrates ability and willingness to trust others.	15	3.33	93.3	7%	53%		40%
4. Able to see issues from others' perspectives.	15	3.27	93.3	7%	60%		33%
5. Works effectively with people from other departments.	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. Helpful	3.20	3.20	3.00	3.20	+0.20 ▲
2. Forms working relationships with employees from other departments.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Consistently demonstrates ability and willingness to trust others.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Able to see issues from others' perspectives.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Works effectively with people from other departments.	3.00	3.20	3.13	3.21	+0.08 ▲

Co-worker Development

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. Provides ongoing feedback to co-workers on their development progress	15	3.47	100.0		53%		47%
7. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.40	93.3	7%	47%		47%
8. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.20	86.7	13%	53%		33%
9. Works to identify root causes of performance problems	15	3.27	86.7	13%	47%		40%
10. Takes immediate action on poor performance	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. Provides ongoing feedback to co-workers on their development progress	3.40	3.13	3.07	3.47	+0.40 ▲
7. Sets and clearly communicates expectations, performance goals, and measurements to others	3.40	3.20	3.33	3.40	+0.07 ▲
8. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.40	3.40	3.20	3.20	
9. Works to identify root causes of performance problems	3.53	3.40	3.60	3.27	-0.33 ▼
10. Takes immediate action on poor performance	3.33	3.47	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Takes responsibility for results.	15	3.67	100.0		33%	67%	
12. Documents performance goals through an individual development plan.	15	3.40	93.3	7%	47%	47%	
13. Recognizes when a mistake is made and works to correct the issue.	15	3.13	86.7	13%	60%	27%	
14. Takes responsibility for errors in the production line.	15	3.47	100.0		53%	47%	
15. Consults with the supervisor before engaging in new procedures that have some risk.	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. Takes responsibility for results.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Documents performance goals through an individual development plan.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Recognizes when a mistake is made and works to correct the issue.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Takes responsibility for errors in the production line.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Consults with the supervisor before engaging in new procedures that have some risk.	3.67	3.27	3.20	3.53	+0.33 ▲

Persuasion and Influence

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. Develops a good rapport with others.	15	3.47	93.3	7%	40%	53%	
17. Understanding what others need.	15	2.93	73.3	27%	53%		20%
18. Has excellent influencing/negotiating skills.	15	3.40	93.3	7%	47%	47%	
19. Ensures stakeholders are involved in the decision making process.	15	3.53	100.0		47%	53%	
20. Persuades others to consider alternative points of view.	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. Develops a good rapport with others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Understanding what others need.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Has excellent influencing/negotiating skills.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Ensures stakeholders are involved in the decision making process.	3.13	2.87	3.53	3.53	
20. Persuades others to consider alternative points of view.	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. Supports the Company's efforts to implement changes.	15	3.00	80.0	20%	60%		20%
22. Assists others in understanding changes to the organization.	15	3.53	100.0		47%	53%	
23. Inspires others to accept changes.	15	3.13	86.7	13%	60%		27%
24. Develops plans for following through on the changes.	15	3.13	80.0	7% 13%	40%	40%	
25. Able to get department employees to accept new changes.	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. Supports the Company's efforts to implement changes.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Assists others in understanding changes to the organization.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Inspires others to accept changes.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Develops plans for following through on the changes.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Able to get department employees to accept new changes.	3.27	3.33	3.27	3.07	-0.20 ▼

Excellence

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. Demonstrates the functional or technical skills necessary to do their job.	15	3.20	93.3	7%	60%		33%
27. Produces high quality work.	15	3.40	93.3	7%	47%		47%
28. Demonstrates the analytical skills to do their job.	15	3.60	93.3	7%	27%	67%	
29. Can be counted on to add value wherever they are involved.	15	3.20	86.7	13%	53%		33%
30. Keeps themselves and others focused on constant improvement.	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. Demonstrates the functional or technical skills necessary to do their job.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Produces high quality work.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Demonstrates the analytical skills to do their job.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Can be counted on to add value wherever they are involved.	3.21	3.20	3.20	3.20	
30. Keeps themselves and others focused on constant improvement.	2.87	3.27	3.07	3.00	-0.07 ▼

Negotiation

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. Establishes clear communications to avoid misunderstandings.	15	3.33	93.3	7%	53%	40%	
32. Able to clearly express thoughts and concerns.	14	3.29	100.0		71%	29%	
33. Able to control their emotional responses and correctly gauge the emotions of others.	15	3.27	100.0		73%	27%	
34. Conducts necessary preparations before engaging in negotiations.	15	3.47	93.3	7%	40%	53%	
35. Actively listens to conversations to be able to recall important details later.	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. Establishes clear communications to avoid misunderstandings.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Able to clearly express thoughts and concerns.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Able to control their emotional responses and correctly gauge the emotions of others.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Conducts necessary preparations before engaging in negotiations.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Actively listens to conversations to be able to recall important details later.	3.20	3.27	3.13	3.13	

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?