



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.

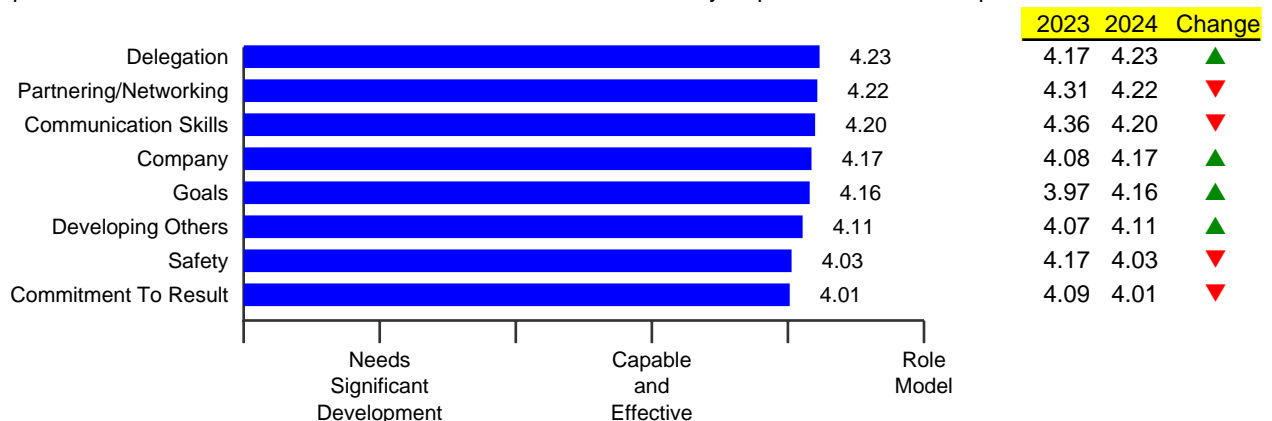
What to Do with Your Feedback

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

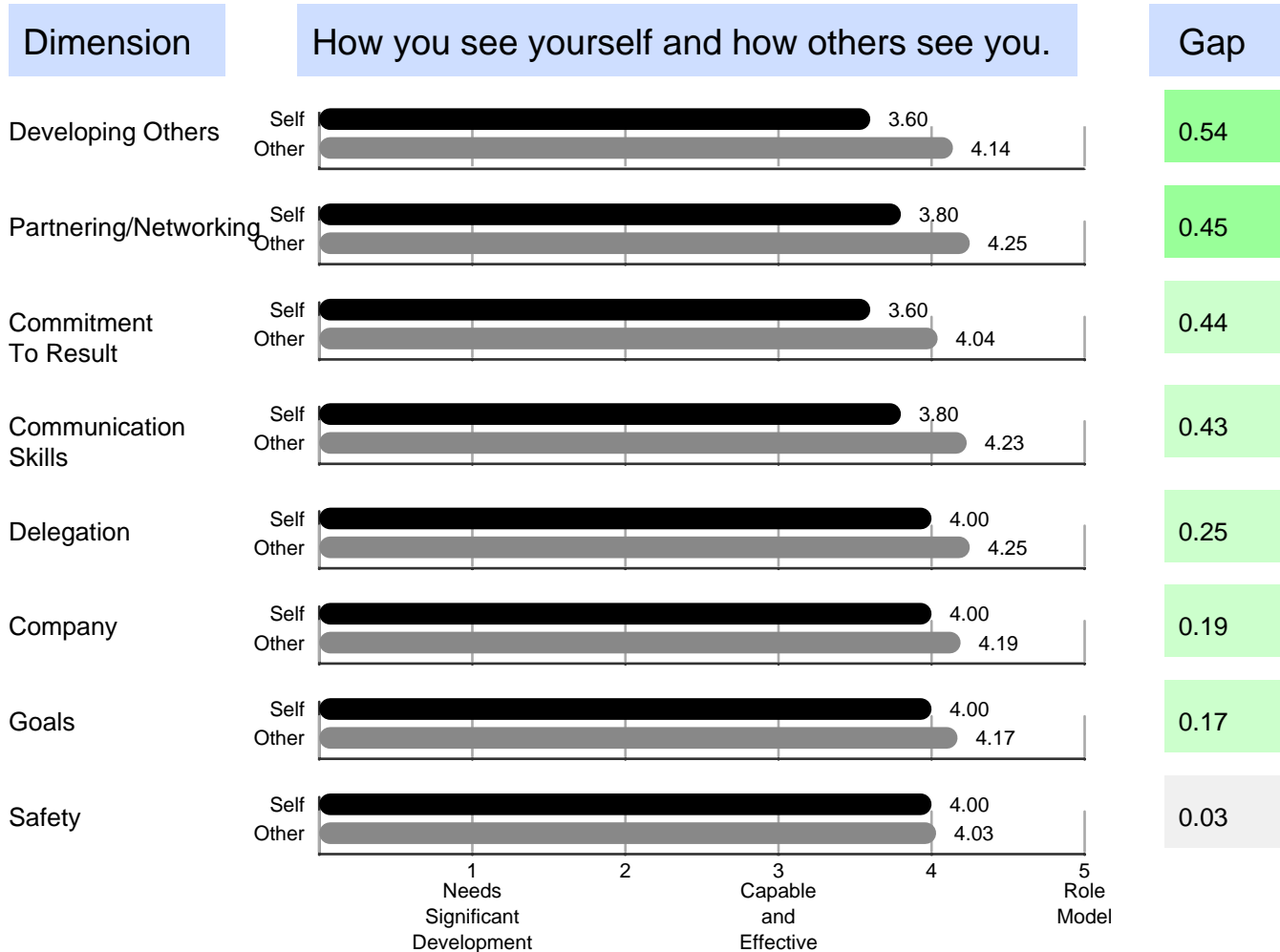
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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.



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
1. Supports and encourages relationships that are created by diverse team members.	15	4.13	80.0	20%	47%	33%		
2. Creates value within the Company by building networks.	15	4.33	100.0		67%	33%		
3. Supports a partnering/networking culture.	15	4.33	93.3	7%	53%	40%		
4. Promotes the understanding of how the department affects the organization overall.	15	4.07	86.7	13%	67%	20%		
5. Creates the conditions for partnerships to grow and develop.	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. Supports and encourages relationships that are created by diverse team members.	4.00	4.13	+0.13 ▲
2. Creates value within the Company by building networks.	4.40	4.33	-0.07 ▼
3. Supports a partnering/networking culture.	4.47	4.33	-0.13 ▼
4. Promotes the understanding of how the department affects the organization overall.	4.47	4.07	-0.40 ▼
5. Creates the conditions for partnerships to grow and develop.	4.20	4.21	+0.01 ▲

Communication 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Conveys ideas confidently and succinctly.	15	4.33	93.3	7%	53%		40%	
7. Summarizes the question to verify comprehension.	15	4.33	86.7	13%	40%		47%	
8. Engages in clear communication with both senior and junior management.	15	4.07	80.0	20%	53%		27%	
9. Updates others on changes or progress in plans and goals.	15	4.13	80.0	20%	47%		33%	
10. Coaches others and provides feedback on the use of different oral communication styles for different audiences	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. Conveys ideas confidently and succinctly.	4.13	4.33	+0.20 ▲
7. Summarizes the question to verify comprehension.	4.33	4.33	
8. Engages in clear communication with both senior and junior management.	4.20	4.07	-0.13 ▼
9. Updates others on changes or progress in plans and goals.	4.67	4.13	-0.53 ▼
10. Coaches others and provides feedback on the use of different oral communication styles for different audiences	4.47	4.13	-0.33 ▼

Delegation

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
11. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.67	100.0					
12. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.20	86.7					
13. Defines goals and objectives for subordinates.	14	3.64	57.1					
14. Allows subordinates to use their own methods and procedures.	14	4.14	85.7					
15. Entrusts subordinates with important tasks.	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. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	4.20	4.67	+0.47 ▲
12. Sets clear and reasonable expectations for others and follows through on their progress.	3.93	4.20	+0.27 ▲
13. Defines goals and objectives for subordinates.	4.47	3.64	-0.82 ▼
14. Allows subordinates to use their own methods and procedures.	4.00	4.14	+0.14 ▲
15. Entrusts subordinates with important tasks.	4.27	4.47	+0.20 ▲

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
16. Achieves goals.	15	4.00	66.7	7%	27%	27%	40%	
17. Makes sure that I have a clear idea of our group's goals.	15	3.87	66.7		33%	47%	20%	
18. Conducts timely follow-up; keeps others informed on a need to know basis.	15	4.20	86.7	7%	7%	47%	40%	
19. Establishes and documents goals and objectives.	15	4.33	86.7		13%	40%	47%	
20. Makes sure that team members have a clear idea of our group's goals.	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. Achieves goals.	3.64	4.00	+0.36 ▲
17. Makes sure that I have a clear idea of our group's goals.	4.33	3.87	-0.47 ▼
18. Conducts timely follow-up; keeps others informed on a need to know basis.	3.93	4.20	+0.27 ▲
19. Establishes and documents goals and objectives.	4.33	4.33	
20. Makes sure that team members have a clear idea of our group's goals.	3.60	4.40	+0.80 ▲

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
21. Committed to the team.	15	3.93	73.3	27%		53%		20%
22. Takes immediate action toward goals.	15	4.00	66.7	13%	20%	20%		47%
23. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.07	80.0	20%		53%		27%
24. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.00	73.3	13%	13%	33%		40%
25. Encourages commitment in others to obtain results.	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. Committed to the team.	4.20	3.93	-0.27 ▼
22. Takes immediate action toward goals.	4.20	4.00	-0.20 ▼
23. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	4.13	4.07	-0.07 ▼
24. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.80	4.00	+0.20 ▲
25. Encourages commitment in others to obtain results.	4.13	4.07	-0.07 ▼

Safety

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. Works to implement corrective safety measures.	15	4.00	80.0	7%	13%	53%	27%	
27. Creates accurate and effective measures of safety.	15	3.67	66.7	20%	13%	47%	20%	
28. Identifies predictable hazards in the workplace.	15	4.40	86.7	13%	33%	53%		
29. Points out behaviors in others that may be unsafe.	15	4.07	80.0	20%	53%	27%		
30. Commits adequate resources toward safety measures.	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. Works to implement corrective safety measures.	4.47	4.00	-0.47 ▼
27. Creates accurate and effective measures of safety.	4.00	3.67	-0.33 ▼
28. Identifies predictable hazards in the workplace.	4.33	4.40	+0.07 ▲
29. Points out behaviors in others that may be unsafe.	4.07	4.07	
30. Commits adequate resources toward safety measures.	4.00	4.00	

Developing 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
31. Sets performance objectives for subordinates that encourages development opportunities.	15	4.27	93.3	7%		60%		33%
32. Provides constructive feedback to others.	14	4.14	92.9	7%		71%		21%
33. Is open to receiving feedback.	15	4.27	100.0			73%		27%
34. Supports the successes of other employees.	15	4.40	93.3	7%		47%		47%
35. Encourages employees through recognition of positive changes in behavior.	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. Sets performance objectives for subordinates that encourages development opportunities.	4.27	4.27	
32. Provides constructive feedback to others.	4.20	4.14	-0.06 ▼
33. Is open to receiving feedback.	3.67	4.27	+0.60 ▲
34. Supports the successes of other employees.	4.00	4.40	+0.40 ▲
35. Encourages employees through recognition of positive changes in behavior.	4.20	3.47	-0.73 ▼

Company

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. Follows existing procedures and processes.	15	4.20	93.3	7%	67%			27%
37. Understands the use of [Company] products and services.	15	4.27	93.3	7%	60%			33%
38. Understands how decisions impact other business units beyond their immediate department of work group.	15	4.00	80.0	20%	60%			20%
39. Impresses upon others the important aspects of [Company].	15	4.07	86.7	7%	7%	60%		27%
40. Understands the "basics" as to how [Company] functions/operates.	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. Follows existing procedures and processes.	4.00	4.20	+0.20 ▲
37. Understands the use of [Company] products and services.	4.21	4.27	+0.05 ▲
38. Understands how decisions impact other business units beyond their immediate department of work group.	4.07	4.00	-0.07 ▼
39. Impresses upon others the important aspects of [Company].	3.87	4.07	+0.20 ▲
40. Understands the "basics" as to how [Company] functions/operates.	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?