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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.

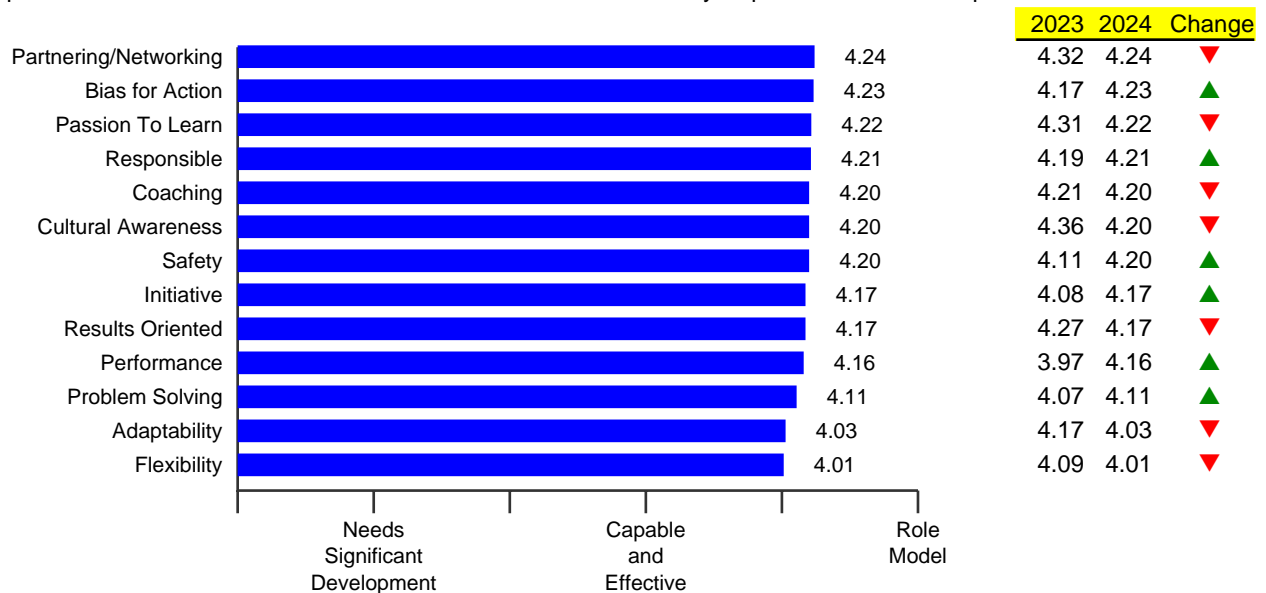
## What to Do with Your Feedback

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

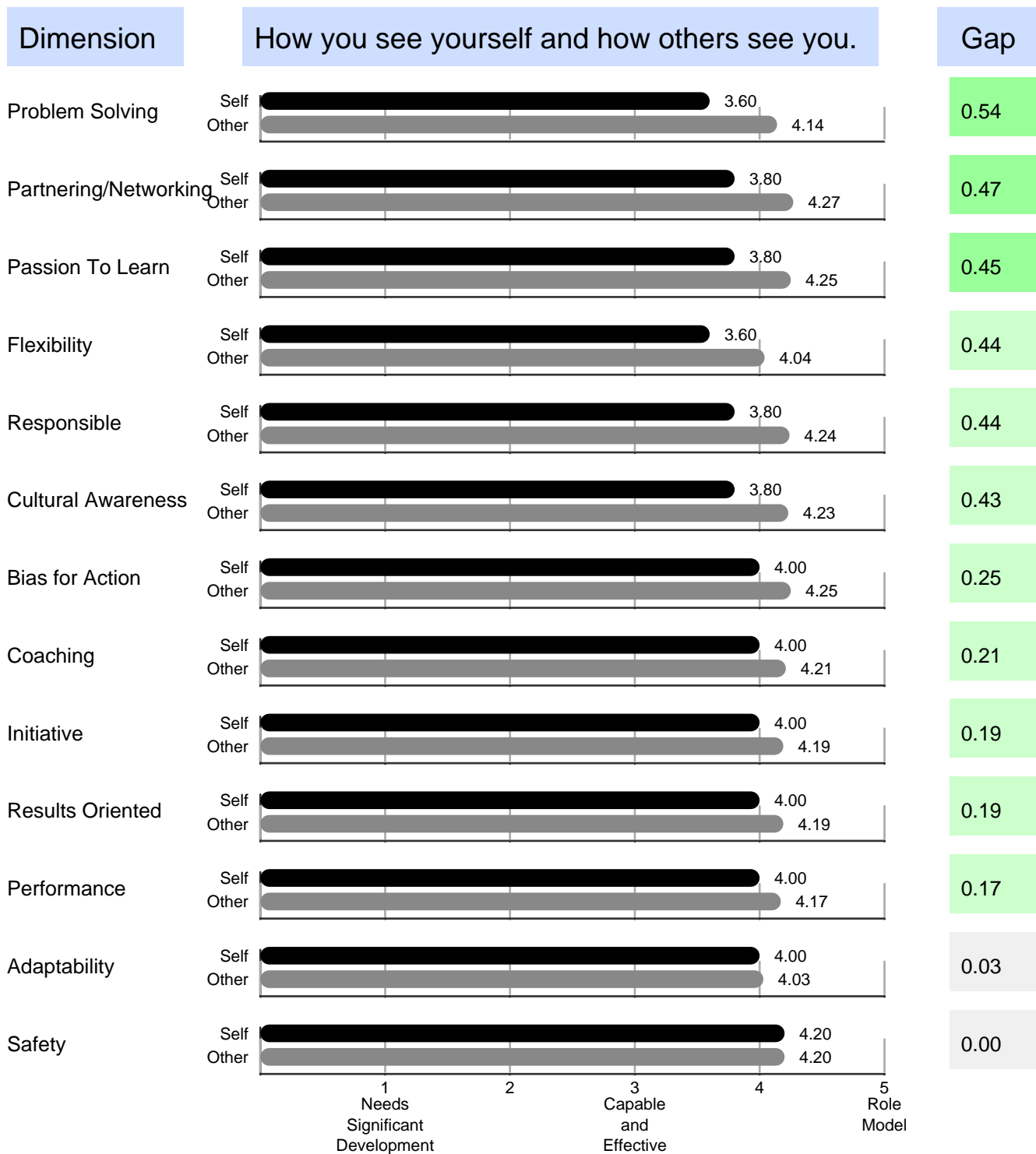
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 13 principal dimensions of leadership.

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.



## Passion To Learn

### 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. You will participate in training classes even if offered outside of normal working hours.	15	4.13	80.0	20%	47%	33%		
2. You inspire others to learn new things.	15	4.33	100.0		67%	33%		
3. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need.	15	4.33	93.3	7%	53%	40%		
4. You are committed to enhancing your own knowledge and skills.	15	4.07	86.7	13%	67%	20%		
5. You enjoy learning new skills and techniques.	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. You will participate in training classes even if offered outside of normal working hours.	4.00	4.13	+0.13 ▲
2. You inspire others to learn new things.	4.40	4.33	-0.07 ▼
3. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need.	4.47	4.33	-0.13 ▼
4. You are committed to enhancing your own knowledge and skills.	4.47	4.07	-0.40 ▼
5. You enjoy learning new skills and techniques.	4.20	4.21	+0.01 ▲

## Cultural Awareness

### 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. I am aware of differences in how individuals from other cultures greet one another.	15	4.33	93.3	7%	53%		40%	
7. You communicate with others without the influence of racism.	15	4.33	86.7	13%	40%		47%	
8. I recognize individual and cultural differences.	15	4.07	80.0	20%	53%		27%	
9. You understand how implicit biases can affect decisions, communication and productivity.	15	4.13	80.0	20%	47%		33%	
10. I am willing to include individuals with different cultural backgrounds on the team.	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. I am aware of differences in how individuals from other cultures greet one another.	4.13	4.33	+0.20 ▲
7. You communicate with others without the influence of racism.	4.33	4.33	
8. I recognize individual and cultural differences.	4.20	4.07	-0.13 ▼
9. You understand how implicit biases can affect decisions, communication and productivity.	4.67	4.13	-0.53 ▼
10. I am willing to include individuals with different cultural backgrounds on the team.	4.47	4.13	-0.33 ▼

## 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	Response Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. You identify ways to simplify work processes and reduce cycle times	15	4.67	100.0					
12. You convey a sense of urgency about addressing problems and opportunities	15	4.20	86.7					
13. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	14	3.64	57.1					
14. You project a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	14	4.14	85.7					
15. You complete work on time	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. You identify ways to simplify work processes and reduce cycle times	4.20	4.67	+0.47 ▲
12. You convey a sense of urgency about addressing problems and opportunities	3.93	4.20	+0.27 ▲
13. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	4.47	3.64	-0.82 ▼
14. You project a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	4.00	4.14	+0.14 ▲
15. You complete work on time	4.27	4.47	+0.20 ▲

## 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. You produce quality	15	4.00	66.7	7%	27%	27%	40%	
17. You have great overall performance	15	3.87	66.7		33%	47%	20%	
18. You are effective in performing your job.	15	4.20	86.7	7%	7%	47%	40%	
19. You set a high standard for job performance.	15	4.33	86.7		13%	40%	47%	
20. You effectively organize resources and plans	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. You produce quality	3.64	4.00	+0.36 ▲
17. You have great overall performance	4.33	3.87	-0.47 ▼
18. You are effective in performing your job.	3.93	4.20	+0.27 ▲
19. You set a high standard for job performance.	4.33	4.33	0.00 ▲
20. You effectively organize resources and plans	3.60	4.40	+0.80 ▲

## Flexibility

### 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
21. You are effective in incorporating new ideas.	15	3.93	73.3	27%		53%		20%
22. You can handle changes without complaining.	15	4.00	66.7	13%	20%	20%		47%
23. You encourage others to adopt new procedures.	15	4.07	80.0	20%		53%		27%
24. You implement changes as a result of having listened to employees	15	4.00	73.3	13%	13%	33%		40%
25. You are open to the perspectives/viewpoints of others.	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. You are effective in incorporating new ideas.	4.20	3.93	-0.27 ▼
22. You can handle changes without complaining.	4.20	4.00	-0.20 ▼
23. You encourage others to adopt new procedures.	4.13	4.07	-0.07 ▼
24. You implement changes as a result of having listened to employees	3.80	4.00	+0.20 ▲
25. You are open to the perspectives/viewpoints of others.	4.13	4.07	-0.07 ▼



## Adaptability

### 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. You are able to adjust to changes as needed.	15	4.00	80.0	7%	13%	53%	27%	
27. You easily accept new responsibilities.	15	3.67	66.7	20%	13%	47%	20%	
28. You can adjust plans and procedures.	15	4.40	86.7	13%	33%	53%		
29. You are open to new ideas and innovations.	15	4.07	80.0	20%	53%	27%		
30. You are flexible and open minded in dealing with others.	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. You are able to adjust to changes as needed.	4.47	4.00	-0.47 ▼
27. You easily accept new responsibilities.	4.00	3.67	-0.33 ▼
28. You can adjust plans and procedures.	4.33	4.40	+0.07 ▲
29. You are open to new ideas and innovations.	4.07	4.07	
30. You are flexible and open minded in dealing with others.	4.00	4.00	

## Problem Solving

### 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
31. You find creative ways to get things done with limited resources.	15	4.27	93.3	7%	60%			33%
32. You make judgments based upon relevant information.	14	4.14	92.9	7%	71%			21%
33. You work cooperatively with others to solve problems.	15	4.27	100.0		73%			27%
34. You solve problems using logic and insight.	15	4.40	93.3	7%	47%			47%
35. You identify and assess all potential responses to a problem.	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. You find creative ways to get things done with limited resources.	4.27	4.27	
32. You make judgments based upon relevant information.	4.20	4.14	-0.06 ▼
33. You work cooperatively with others to solve problems.	3.67	4.27	+0.60 ▲
34. You solve problems using logic and insight.	4.00	4.40	+0.40 ▲
35. You identify and assess all potential responses to a problem.	4.20	3.47	-0.73 ▼

## 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. I take corrective action to rectify issues.	15	4.20	93.3	7%	67%			27%
37. I act quickly when a small problem arises to keep it from becoming a major issue.	15	4.27	93.3	7%	60%			33%
38. I capitalize on opportunities as they become available.	15	4.00	80.0	20%	60%			20%
39. You confront problems immediately without supervisor instructions.	15	4.07	86.7	7%	7%	60%		27%
40. I address small problems before they become big ones.	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. I take corrective action to rectify issues.	4.00	4.20	+0.20 ▲
37. I act quickly when a small problem arises to keep it from becoming a major issue.	4.21	4.27	+0.05 ▲
38. I capitalize on opportunities as they become available.	4.07	4.00	-0.07 ▼
39. You confront problems immediately without supervisor instructions.	3.87	4.07	+0.20 ▲
40. I address small problems before they become big ones.	4.27	4.33	+0.07 ▲

## Results Oriented

### 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
41. You explain the "whys" behind organizational objectives	15	3.93	80.0	13%	7%	53%		27%
42. You set important goals for the department.	15	4.33	93.3	7%		47%		47%
43. You hold yourself and others accountable for achieving results.	15	4.13	86.7	13%		60%		27%
44. Completed work exceeds standards.	15	4.20	100.0			80%		20%
45. You exceed performance requirements.	15	4.27	86.7	7%	7%	40%		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	2023	2024	Change
41. You explain the "whys" behind organizational objectives	3.87	3.93	+0.07 ▲
42. You set important goals for the department.	4.13	4.33	+0.20 ▲
43. You hold yourself and others accountable for achieving results.	4.20	4.13	-0.07 ▼
44. Completed work exceeds standards.	4.87	4.20	-0.67 ▼
45. You exceed performance requirements.	4.27	4.27	

## 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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. You encourage others to work safely.	15	4.40	93.3	7%	47%	47%		
47. You participate in safety training when available.	15	4.20	93.3	7%	67%		27%	
48. You mitigate hazards and safety issues that arise.	15	4.07	86.7	13%	53%		33%	
49. You keep accurate safety records.	15	4.27	93.3	7%	53%		40%	
50. You participate in safety training as applicable.	15	4.07	80.0	20%	53%		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
46. You encourage others to work safely.	4.13	4.40	+0.27 ▲
47. You participate in safety training when available.	4.07	4.20	+0.13 ▲
48. You mitigate hazards and safety issues that arise.	4.00	4.07	+0.07 ▲
49. You keep accurate safety records.	4.13	4.27	+0.13 ▲
50. You participate in safety training as applicable.	4.20	4.07	-0.13 ▼

## Responsible

### 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
51. You set high personal standards of performance.	15	4.33	93.3	7%	47%	47%		
52. You are a person others can trust.	15	4.13	86.7	13%	60%		27%	
53. You hold yourself accountable to goals / objectives	15	4.33	100.0		67%		33%	
54. You act as a resource without removing individual responsibility.	15	4.27	93.3	7%	60%		33%	
55. You are responsible for setting the vision of the department.	15	4.00	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	2023	2024	Change
51. You set high personal standards of performance.	4.13	4.33	+0.20 ▲
52. You are a person others can trust.	4.40	4.13	-0.27 ▼
53. You hold yourself accountable to goals / objectives	4.07	4.33	+0.27 ▲
54. You act as a resource without removing individual responsibility.	4.07	4.27	+0.20 ▲
55. You are responsible for setting the vision of the department.	4.27	4.00	-0.27 ▼

## Coaching

### 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
56. You conduct regular performance appraisals and feedback.	15	4.47	93.3	7%	40%	53%		
57. You coach employees in how to strengthen knowledge and skills to improve work performance.	15	3.60	66.7	13%	20%	60%	7%	
58. You meet regularly with employees to coach them on areas that will enhance your performance	15	4.47	93.3	7%	40%	53%		
59. You develop the skills and capabilities of others.	15	4.33	93.3	7%	53%	40%		
60. You address employee behavior problems effectively.	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
56. You conduct regular performance appraisals and feedback.	4.07	4.47	+0.40 ▲
57. You coach employees in how to strengthen knowledge and skills to improve work performance.	4.07	3.60	-0.47 ▼
58. You meet regularly with employees to coach them on areas that will enhance your performance	4.27	4.47	+0.20 ▲
59. You develop the skills and capabilities of others.	4.40	4.33	-0.07 ▼
60. You address employee behavior problems effectively.	4.27	4.13	-0.13 ▼

## 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
61. You promote the understanding of how the department affects the organization overall.	15	4.27	86.7	13%	47%	40%		
62. You develop a sense of trust in subordinates so they can freely interact and share information with others.	15	4.27	93.3	7%	60%	33%		
63. You maintain infrastructure to support partnerships and networks.	15	4.47	100.0		53%	47%		
64. You collaborate with others to accomplish goals and objectives.	15	3.87	80.0	7%	13%	67%		13%
65. You partner with peers to obtain influence within the Company.	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
61. You promote the understanding of how the department affects the organization overall.	4.20	4.27	+0.07 ▲
62. You develop a sense of trust in subordinates so they can freely interact and share information with others.	4.33	4.27	-0.07 ▼
63. You maintain infrastructure to support partnerships and networks.	4.20	4.47	+0.27 ▲
64. You collaborate with others to accomplish goals and objectives.	4.27	3.87	-0.40 ▼
65. You partner with peers to obtain influence within the Company.	4.60	4.33	-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?