



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.

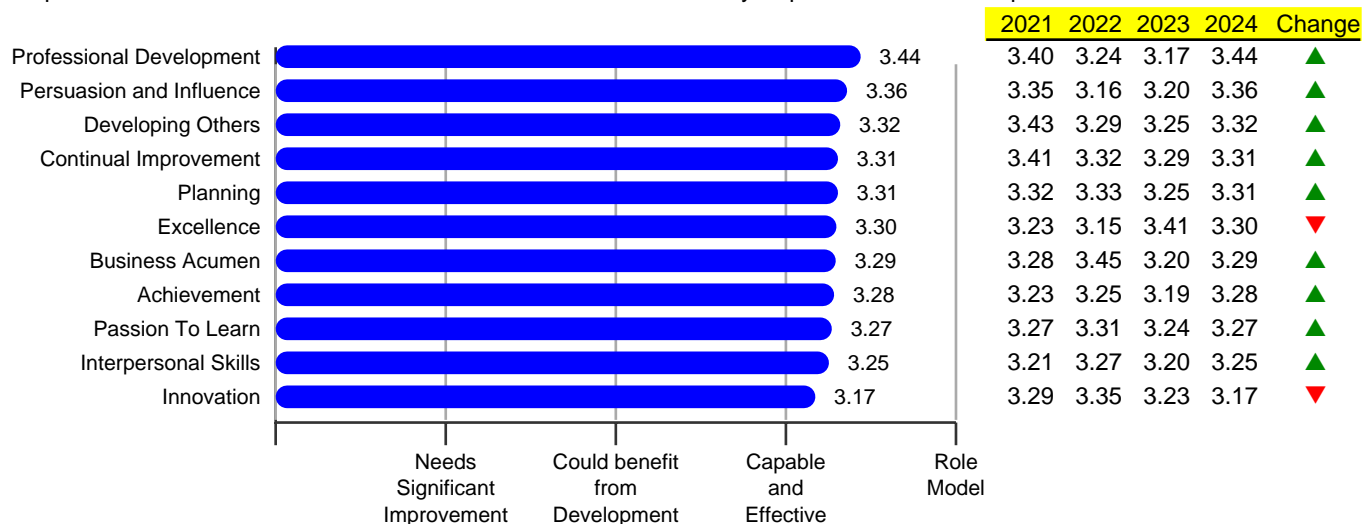
What to Do with Your Feedback

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 11 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Holds self and associates accountable for goal achievement.	15	3.20	86.7	13%	53%		33%
2. Stays up-to-date on emerging technologies.	15	3.33	100.0		67%		33%
3. Creates an environment that supports personal development and exploration.	15	3.33	93.3	7%	53%		40%
4. Enjoys learning new skills and techniques.	15	3.27	93.3	7%	60%		33%
5. Demonstrates a willingness to participate in continuing education courses.	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. Holds self and associates accountable for goal achievement.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Stays up-to-date on emerging technologies.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Creates an environment that supports personal development and exploration.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Enjoys learning new skills and techniques.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Demonstrates a willingness to participate in continuing education courses.	3.00	3.20	3.13	3.21	+0.08 ▲

Continual Improvement

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. Looks for ways to improve work processes and procedures.	15	3.47	100.0		53%	47%	
7. Looks for ways to expand current job responsibilities.	15	3.40	93.3	7%	47%	47%	
8. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.20	86.7	13%	53%	33%	
9. Analyzes processes to determine areas for improvement.	15	3.27	86.7	13%	47%	40%	
10. Looks for ways to expand and learn new job skills.	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. Looks for ways to improve work processes and procedures.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Looks for ways to expand current job responsibilities.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.40	3.40	3.20	3.20	
9. Analyzes processes to determine areas for improvement.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Looks for ways to expand and learn new job skills.	3.33	3.47	3.27	3.20	-0.07 ▼

Professional 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
11. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.67	100.0	33%	67%		
12. Quickly acquire and apply new knowledge and skills when needed	15	3.40	93.3	7%	47%	47%	
13. Encourages employees to take courses relevant to their job.	15	3.13	86.7	13%	60%	27%	
14. Allows employees to fully participate in employee training and professional development.	15	3.47	100.0	53%	47%		
15. Seeks opportunities for continuous learning.	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. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.40	3.40	3.27	3.67	+0.40 ▲
12. Quickly acquire and apply new knowledge and skills when needed	3.53	3.20	3.00	3.40	+0.40 ▲
13. Encourages employees to take courses relevant to their job.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Allows employees to fully participate in employee training and professional development.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Seeks opportunities for continuous learning.	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. Communicates effectively with others.	15	3.47	93.3	7%	40%	53%	
17. Understanding what others need.	15	2.93	73.3	27%	53%		20%
18. Develops a good rapport with others.	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. Seeks to obtain consensus or compromise.	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. Communicates effectively 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. Develops a good rapport with others.	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. Seeks to obtain consensus or compromise.	3.40	3.20	2.87	3.47	+0.60 ▲

Innovation

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. Develops new products and services.	15	3.00	80.0	20%	60%		20%
22. Finds creative ways to get things done with limited resources.	15	3.53	100.0		47%	53%	
23. Searches for opportunities and innovative ways to improve the organization.	15	3.13	86.7	13%	60%		27%
24. Solves problems with insight and understanding.	15	3.13	80.0	7%	13%	40%	40%
25. Fosters a creative and innovative work environment.	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. Develops new products and services.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Finds creative ways to get things done with limited resources.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Searches for opportunities and innovative ways to improve the organization.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Solves problems with insight and understanding.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Fosters a creative and innovative work environment.	3.27	3.33	3.27	3.07	-0.20 ▼

Achievement

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. Reduces staff turnover.	15	3.20	93.3	7%	60%	33%	
27. Sets performance metrics to measure achievement or attainment of goals.	15	3.40	93.3	7%	47%	47%	
28. Demonstrates a well-organized and timely approach to achieve desired results	15	3.60	93.3	7%	27%	67%	
29. Works at a quick pace to complete a high volume of work.	15	3.20	86.7	13%	53%	33%	
30. Driven to complete assignments on time.	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. Reduces staff turnover.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Sets performance metrics to measure achievement or attainment of goals.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Demonstrates a well-organized and timely approach to achieve desired results	3.33	3.13	3.40	3.60	+0.20 ▲
29. Works at a quick pace to complete a high volume of work.	3.21	3.20	3.20	3.20	
30. Driven to complete assignments on time.	2.87	3.27	3.07	3.00	-0.07 ▼

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
31. Takes a lot of pride in their work.	15	3.33	93.3	7%	53%	40%	
32. Produces high quality work.	14	3.29	100.0		71%	29%	
33. Can be counted on to add value wherever they are involved.	15	3.27	100.0		73%	27%	
34. Keeps themselves and others focused on constant improvement.	15	3.47	93.3	7%	40%	53%	
35. Demonstrates the analytical skills to do their job.	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. Takes a lot of pride in their work.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Produces high quality work.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Can be counted on to add value wherever they are involved.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Keeps themselves and others focused on constant improvement.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Demonstrates the analytical skills to do their job.	3.20	3.27	3.13	3.13	

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Understands the core issues of conversations.	15	3.20	93.3	7%	67%		27%
37. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	15	3.33	93.3	7%	53%		40%
38. Successfully resolves conflicts and grievances to a win-win solution.	15	3.07	86.7	13%	67%		20%
39. Respects other members of the team/department.	15	3.33	100.0		67%		33%
40. Works diligently to assist customers in finding the right products.	15	3.33	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	2021	2022	2023	2024	Change
36. Understands the core issues of conversations.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Successfully resolves conflicts and grievances to a win-win solution.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Respects other members of the team/department.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Works diligently to assist customers in finding the right products.	3.00	3.20	3.27	3.33	+0.07 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Creates a work environment that fosters positive feedback to employees.	15	3.33	93.3	7%	53%	40%	
42. Supports the successes of other employees.	15	3.40	93.3	7%	47%	47%	
43. Provides constructive feedback to others.	15	3.13	86.7	13%	60%	27%	
44. Creates opportunities for professional development.	15	3.27	100.0		73%	27%	
45. Encourages employees through recognition of positive changes in behavior.	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
41. Creates a work environment that fosters positive feedback to employees.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Supports the successes of other employees.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Provides constructive feedback to others.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Creates opportunities for professional development.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Encourages employees through recognition of positive changes in behavior.	3.20	3.33	3.13	3.47	+0.33 ▲

Business Acumen

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
46. Understands and applies business and financial principles.	15	3.40	93.3	7%	47%	47%	
47. Creates strategic plans that conform with regulations and industry guidelines.	15	3.20	93.3	7%	67%	27%	
48. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	15	3.20	93.3	7%	60%	33%	
49. Is up-to-date with regulatory guidelines and policies.	15	3.47	100.0		53%	47%	
50. Periodically assesses the current market environment.	15	3.20	86.7	13%	53%	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	2021	2022	2023	2024	Change
46. Understands and applies business and financial principles.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Creates strategic plans that conform with regulations and industry guidelines.	3.33	3.40	3.20	3.20	
48. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	3.60	3.33	3.20	3.20	
49. Is up-to-date with regulatory guidelines and policies.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Periodically assesses the current market environment.	3.20	3.67	3.27	3.20	-0.07 ▼

Planning

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
51. Accomplishes major tasks by breaking them into manageable pieces.	15	3.53	100.0	47%	53%		
52. Able to balance the needs of multiple stakeholders in developing the plan for the division.	15	3.27	93.3	7%	60%	33%	
53. Encourages others to follow the plan.	15	3.33	100.0	67%	33%		
54. Establishes a course of action for self and others to accomplish specific goals.	15	3.40	93.3	7%	47%	47%	
55. Understands the process for developing strategic plans for the organization.	15	3.00	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	2021	2022	2023	2024	Change
51. Accomplishes major tasks by breaking them into manageable pieces.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Able to balance the needs of multiple stakeholders in developing the plan for the division.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Encourages others to follow the plan.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Establishes a course of action for self and others to accomplish specific goals.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Understands the process for developing strategic plans for the organization.	3.27	3.40	3.27	3.00	-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?