



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.

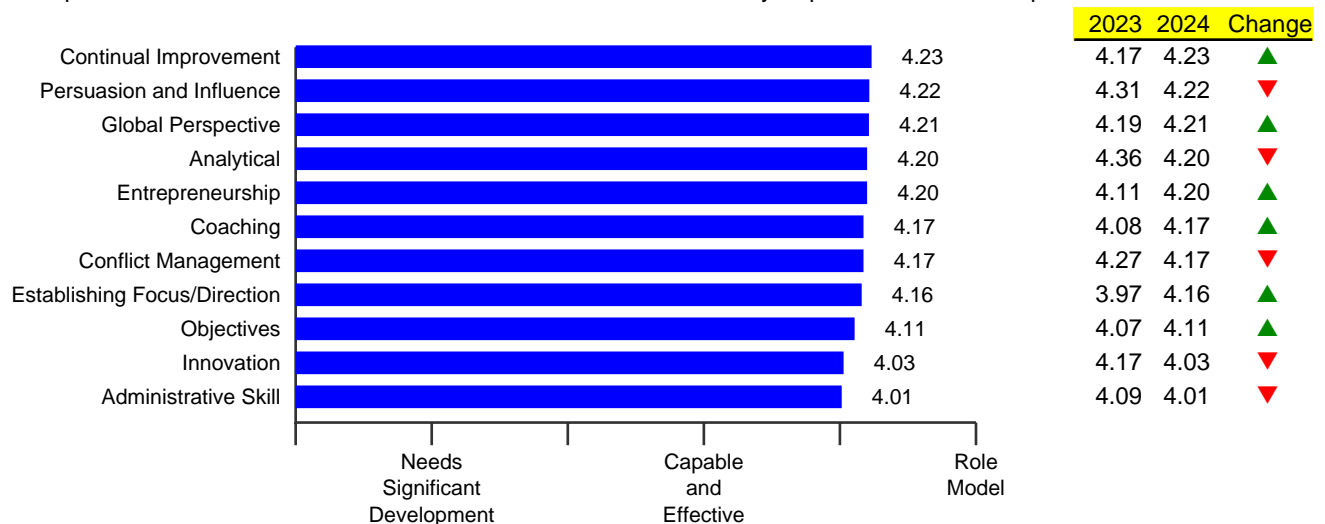
## What to Do with Your Feedback

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.



## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Ensures stakeholders are involved in the decision making process.	15	4.13	80.0	20%	47%	33%		
2. Persuades others to consider alternative points of view.	15	4.33	100.0		67%	33%		
3. Able to express own goals and needs.	15	4.33	93.3	7%	53%	40%		
4. Seeks to obtain consensus or compromise.	15	4.07	86.7	13%	67%	20%		
5. Has excellent influencing/negotiating skills.	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. Ensures stakeholders are involved in the decision making process.	4.00	4.13	+0.13 ▲
2. Persuades others to consider alternative points of view.	4.40	4.33	-0.07 ▼
3. Able to express own goals and needs.	4.47	4.33	-0.13 ▼
4. Seeks to obtain consensus or compromise.	4.47	4.07	-0.40 ▼
5. Has excellent influencing/negotiating skills.	4.20	4.21	+0.01 ▲

## Analytical

### 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. Identifies opportunities for progress and innovation.	15	4.33	93.3	7%	53%	40%		
7. Asks the "right" questions to size up or evaluate situations.	15	4.33	86.7	13%	40%	47%		
8. Identifies problems and issues needing resolution.	15	4.07	80.0	20%	53%	27%		
9. Analyzes issues and reduces them to their component parts.	15	4.13	80.0	20%	47%	33%		
10. Prioritizes various actions to be taken when solving a problem.	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 opportunities for progress and innovation.	4.13	4.33	+0.20 ▲
7. Asks the "right" questions to size up or evaluate situations.	4.33	4.33	
8. Identifies problems and issues needing resolution.	4.20	4.07	-0.13 ▼
9. Analyzes issues and reduces them to their component parts.	4.67	4.13	-0.53 ▼
10. Prioritizes various actions to be taken when solving a problem.	4.47	4.13	-0.33 ▼

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	4.67	100.0				33%	67%
12. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.20	86.7	7%	7%	47%		40%
13. Looks for ways to improve work processes and procedures.	14	3.64	57.1	14%		29%	36%	21%
14. Open to the suggestions from others.	14	4.14	85.7	7%	7%	50%		36%
15. Looks for ways to expand and learn new job skills.	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. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	4.20	4.67	+0.47 ▲
12. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.93	4.20	+0.27 ▲
13. Looks for ways to improve work processes and procedures.	4.47	3.64	-0.82 ▼
14. Open to the suggestions from others.	4.00	4.14	+0.14 ▲
15. Looks for ways to expand and learn new job skills.	4.27	4.47	+0.20 ▲

## Establishing Focus/Direction

### 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. Aligns the department's goals with the goals of the organization.	15	4.00	66.7	7%	27%	27%	40%	
17. Makes sure that employees understand how their work relates to organizational goals.	15	3.87	66.7		33%	47%	20%	
18. Sets appropriate goals for employees.	15	4.20	86.7	7%	7%	47%	40%	
19. Maintains self-control when personally criticized.	15	4.33	86.7		13%	40%	47%	
20. Helps guide employees with prioritizing tasks.	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. Aligns the department's goals with the goals of the organization.	3.64	4.00	+0.36 ▲
17. Makes sure that employees understand how their work relates to organizational goals.	4.33	3.87	-0.47 ▼
18. Sets appropriate goals for employees.	3.93	4.20	+0.27 ▲
19. Maintains self-control when personally criticized.	4.33	4.33	0.00 ▲
20. Helps guide employees with prioritizing tasks.	3.60	4.40	+0.80 ▲

## Administrative Skill

### 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. Has strong technical/computer skills.	15	3.93	73.3	27%		53%		20%
22. High attention to detail.	15	4.00	66.7	13%	20%	20%		47%
23. Strong organizational skills to keep the workspace and department in order	15	4.07	80.0	20%		53%		27%
24. Takes responsibility for decisions.	15	4.00	73.3	13%	13%	33%		40%
25. Enthusiastic about taking on challenging projects.	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. Has strong technical/computer skills.	4.20	3.93	-0.27 ▼
22. High attention to detail.	4.20	4.00	-0.20 ▼
23. Strong organizational skills to keep the workspace and department in order	4.13	4.07	-0.07 ▼
24. Takes responsibility for decisions.	3.80	4.00	+0.20 ▲
25. Enthusiastic about taking on challenging projects.	4.13	4.07	-0.07 ▼



## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Solves problems with insight and understanding.	15	4.00	80.0	7%	13%	53%	27%	
27. Develops new products and services.	15	3.67	66.7	20%	13%	47%	20%	
28. Encourages open communication to ensure that all proposals are considered.	15	4.40	86.7	13%	33%	53%		
29. Creates improved methods or solutions for meeting goals and objectives.	15	4.07	80.0	20%	53%	27%		
30. Creates a safe environment for idea-sharing.	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. Solves problems with insight and understanding.	4.47	4.00	-0.47 ▼
27. Develops new products and services.	4.00	3.67	-0.33 ▼
28. Encourages open communication to ensure that all proposals are considered.	4.33	4.40	+0.07 ▲
29. Creates improved methods or solutions for meeting goals and objectives.	4.07	4.07	
30. Creates a safe environment for idea-sharing.	4.00	4.00	

## Objectives

### 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. Consistently provides me with timely feedback for improving my performance.	15	4.27	93.3	7%	60%			33%
32. Organizes and schedules events, activities, and resources.	14	4.14	92.9	7%	71%			21%
33. Works toward achieving established goals and objectives.	15	4.27	100.0		73%			27%
34. Assures [Company] principles are understood, employed & pursued.	15	4.40	93.3	7%	47%			47%
35. Communicates goals and objectives to employees.	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. Consistently provides me with timely feedback for improving my performance.	4.27	4.27	
32. Organizes and schedules events, activities, and resources.	4.20	4.14	-0.06 ▼
33. Works toward achieving established goals and objectives.	3.67	4.27	+0.60 ▲
34. Assures [Company] principles are understood, employed & pursued.	4.00	4.40	+0.40 ▲
35. Communicates goals and objectives to employees.	4.20	3.47	-0.73 ▼

## 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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Develops the skills and capabilities of others.	15	4.20	93.3	7%	67%			27%
37. Meets regularly with employees to coach them on areas that will enhance their performance	15	4.27	93.3	7%	60%			33%
38. Helps employees to understand responsibilities, authority, and expectations.	15	4.00	80.0	20%	60%			20%
39. Provides clear, motivating, and constructive feedback.	15	4.07	86.7	7%	7%	60%		27%
40. Addresses employee behavior problems effectively.	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. Develops the skills and capabilities of others.	4.00	4.20	+0.20 ▲
37. Meets regularly with employees to coach them on areas that will enhance their performance	4.21	4.27	+0.05 ▲
38. Helps employees to understand responsibilities, authority, and expectations.	4.07	4.00	-0.07 ▼
39. Provides clear, motivating, and constructive feedback.	3.87	4.07	+0.20 ▲
40. Addresses employee behavior problems effectively.	4.27	4.33	+0.07 ▲

## Conflict 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Assists team members by helping them see the other point of view.	15	3.93	80.0	13%	7%	53%		27%
42. Clearly expresses expectations to others.	15	4.33	93.3	7%		47%		47%
43. Helps employees to think through alternative ways to resolve conflict situations.	15	4.13	86.7	13%		60%		27%
44. Tries to understand others' point of view before making judgments	15	4.20	100.0			80%		20%
45. Identifies and takes steps to prevent potential confrontations.	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. Assists team members by helping them see the other point of view.	3.87	3.93	+0.07 ▲
42. Clearly expresses expectations to others.	4.13	4.33	+0.20 ▲
43. Helps employees to think through alternative ways to resolve conflict situations.	4.20	4.13	-0.07 ▼
44. Tries to understand others' point of view before making judgments	4.87	4.20	-0.67 ▼
45. Identifies and takes steps to prevent potential confrontations.	4.27	4.27	

## Entrepreneurship

### 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. Finds unique ways to go around barriers to success.	15	4.40	93.3	7%	47%	47%		
47. Maintains a high level of energy to respond to demands of the job.	15	4.20	93.3	7%	67%			27%
48. Able to adapt the department to changing business demands and climate.	15	4.07	86.7	13%	53%			33%
49. Balances risks and rewards when making decisions.	15	4.27	93.3	7%	53%			40%
50. Has a strategic awareness on how to promote the organization.	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. Finds unique ways to go around barriers to success.	4.13	4.40	+0.27 ▲
47. Maintains a high level of energy to respond to demands of the job.	4.07	4.20	+0.13 ▲
48. Able to adapt the department to changing business demands and climate.	4.00	4.07	+0.07 ▲
49. Balances risks and rewards when making decisions.	4.13	4.27	+0.13 ▲
50. Has a strategic awareness on how to promote the organization.	4.20	4.07	-0.13 ▼

## Global Perspective

### 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
51. Exemplifies the skills of a global worker.	15	4.33	93.3	7%	47%	47%		
52. Builds working relationships with others across cultures.	15	4.13	86.7	13%	60%			27%
53. Aligns personal vision with global strategies.	15	4.33	100.0		67%			33%
54. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	4.27	93.3	7%	60%			33%
55. Analyzes global issues/problems that are having a large impact on the Company.	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. Exemplifies the skills of a global worker.	4.13	4.33	+0.20 ▲
52. Builds working relationships with others across cultures.	4.40	4.13	-0.27 ▼
53. Aligns personal vision with global strategies.	4.07	4.33	+0.27 ▲
54. Accepts setbacks and challenges in foreign markets as improvement opportunities	4.07	4.27	+0.20 ▲
55. Analyzes global issues/problems that are having a large impact on the Company.	4.27	4.00	-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?