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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.

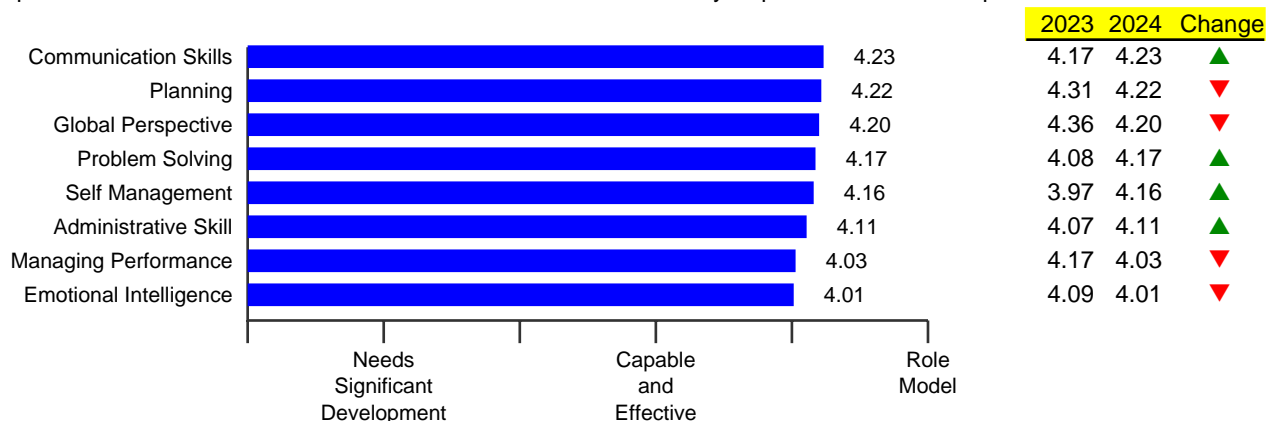
## What to Do with Your Feedback

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

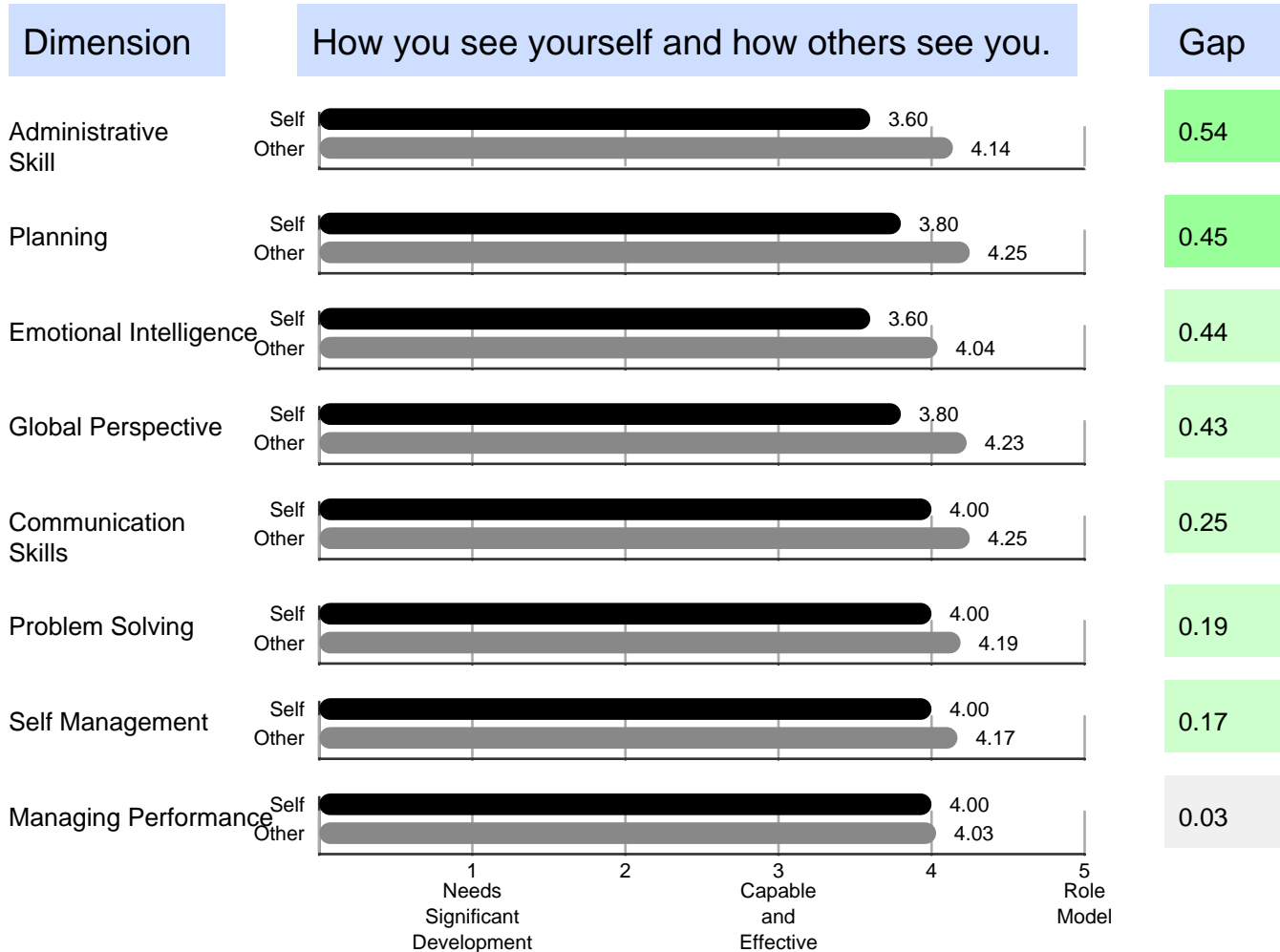
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1				
				2	Capable and Effective 3	4	Role Model 5	
1. Makes strategic and tactical decisions to guide the logistics process.	15	4.13	80.0	20%	47%	33%		
2. Allows input from others for the 5-year plan.	15	4.33	100.0		67%	33%		
3. Analyzes market trends to plan the best course of action.	15	4.33	93.3	7%	53%	40%		
4. Determines what supplies/equipment will be needed for the project.	15	4.07	86.7	13%	67%	20%		
5. Reorders the schedule of events to maximize attendance/efficiency.	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. Makes strategic and tactical decisions to guide the logistics process.	4.00	4.13	+0.13 ▲
2. Allows input from others for the 5-year plan.	4.40	4.33	-0.07 ▼
3. Analyzes market trends to plan the best course of action.	4.47	4.33	-0.13 ▼
4. Determines what supplies/equipment will be needed for the project.	4.47	4.07	-0.40 ▼
5. Reorders the schedule of events to maximize attendance/efficiency.	4.20	4.21	+0.01 ▲

## 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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Understands global systems such as the global economy.	15	4.33	93.3	7%	53%		40%	
7. Aligns personal vision with global strategies.	15	4.33	86.7	13%	40%		47%	
8. Engages in problem solving with individuals outside of the country.	15	4.07	80.0	20%	53%		27%	
9. Has positive interactions with individuals from different cultures and backgrounds.	15	4.13	80.0	20%	47%		33%	
10. Respects individual differences.	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. Understands global systems such as the global economy.	4.13	4.33	+0.20 ▲
7. Aligns personal vision with global strategies.	4.33	4.33	
8. Engages in problem solving with individuals outside of the country.	4.20	4.07	-0.13 ▼
9. Has positive interactions with individuals from different cultures and backgrounds.	4.67	4.13	-0.53 ▼
10. Respects individual differences.	4.47	4.13	-0.33 ▼

## 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
11. Communicates effectively with all levels of the organization.	15	4.67	100.0					
12. Communicates goals of project, resources required, resources available, etc. to the team	15	4.20	86.7					
13. Communicates effectively with colleagues and customers	14	3.64	57.1					
14. Clarifies problems logically, simplifying complex matters into digestible parts.	14	4.14	85.7					
15. Ensures comprehension during conversations or group presentations.	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. Communicates effectively with all levels of the organization.	4.20	4.67	+0.47 ▲
12. Communicates goals of project, resources required, resources available, etc. to the team	3.93	4.20	+0.27 ▲
13. Communicates effectively with colleagues and customers	4.47	3.64	-0.82 ▼
14. Clarifies problems logically, simplifying complex matters into digestible parts.	4.00	4.14	+0.14 ▲
15. Ensures comprehension during conversations or group presentations.	4.27	4.47	+0.20 ▲

## Self 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Consciously controls own negative emotions in order to keep team morale up.	15	4.00	66.7	7%	27%	27%	40%	
17. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.87	66.7		33%	47%	20%	
18. Uses patience and self-control in working with customers and associates.	15	4.20	86.7	7%	7%	47%	40%	
19. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	4.33	86.7		13%	40%	47%	
20. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	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. Consciously controls own negative emotions in order to keep team morale up.	3.64	4.00	+0.36 ▲
17. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	4.33	3.87	-0.47 ▼
18. Uses patience and self-control in working with customers and associates.	3.93	4.20	+0.27 ▲
19. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	4.33	4.33	
20. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.60	4.40	+0.80 ▲

## Emotional Intelligence

### 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. Is able to control their own emotions.	15	3.93	73.3	27%		53%		20%
22. Is able to express themselves clearly.	15	4.00	66.7	13%	20%	20%		47%
23. Able to understand others' points of view.	15	4.07	80.0	20%		53%		27%
24. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.00	73.3	13%	13%	33%		40%
25. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	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. Is able to control their own emotions.	4.20	3.93	-0.27 ▼
22. Is able to express themselves clearly.	4.20	4.00	-0.20 ▼
23. Able to understand others' points of view.	4.13	4.07	-0.07 ▼
24. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.80	4.00	+0.20 ▲
25. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	4.13	4.07	-0.07 ▼



## Managing 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
26. Recognizes people who provide outstanding leadership in planning, organizing.	15	4.00	80.0	7%	13%	53%	27%	
27. Addresses performance issues as soon as possible.	15	3.67	66.7	20%	13%	47%	20%	
28. Ensures that OKRs are aligned with company objectives.	15	4.40	86.7	13%	33%	53%		
29. Plans and sets work expectations.	15	4.07	80.0	20%	53%	27%		
30. Uses existing performance frameworks to define measures of performance.	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. Recognizes people who provide outstanding leadership in planning, organizing.	4.47	4.00	-0.47 ▼
27. Addresses performance issues as soon as possible.	4.00	3.67	-0.33 ▼
28. Ensures that OKRs are aligned with company objectives.	4.33	4.40	+0.07 ▲
29. Plans and sets work expectations.	4.07	4.07	
30. Uses existing performance frameworks to define measures of performance.	4.00	4.00	

## 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Accurately implements contract provisions.	15	4.27	93.3	7%	60%	33%		
32. Implements and uses performance measures.	14	4.14	92.9	7%	71%	21%		
33. Has strong technical/computer skills.	15	4.27	100.0		73%	27%		
34. Completes reports on-time.	15	4.40	93.3	7%	47%	47%		
35. Enthusiastic about taking on challenging projects.	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. Accurately implements contract provisions.	4.27	4.27	
32. Implements and uses performance measures.	4.20	4.14	-0.06 ▼
33. Has strong technical/computer skills.	3.67	4.27	+0.60 ▲
34. Completes reports on-time.	4.00	4.40	+0.40 ▲
35. Enthusiastic about taking on challenging projects.	4.20	3.47	-0.73 ▼

## 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
36. Makes judgments based upon relevant information.	15	4.20	93.3	7%	67%			27%
37. Generates alternative solutions to problems and challenges.	15	4.27	93.3	7%	60%			33%
38. Is a good problem solver and decision maker	15	4.00	80.0	20%	60%			20%
39. Works cooperatively with others to solve problems.	15	4.07	86.7	7%	7%	60%		27%
40. Finds creative ways to get things done with limited resources.	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. Makes judgments based upon relevant information.	4.00	4.20	+0.20 ▲
37. Generates alternative solutions to problems and challenges.	4.21	4.27	+0.05 ▲
38. Is a good problem solver and decision maker	4.07	4.00	-0.07 ▼
39. Works cooperatively with others to solve problems.	3.87	4.07	+0.20 ▲
40. Finds creative ways to get things done with limited resources.	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?