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.
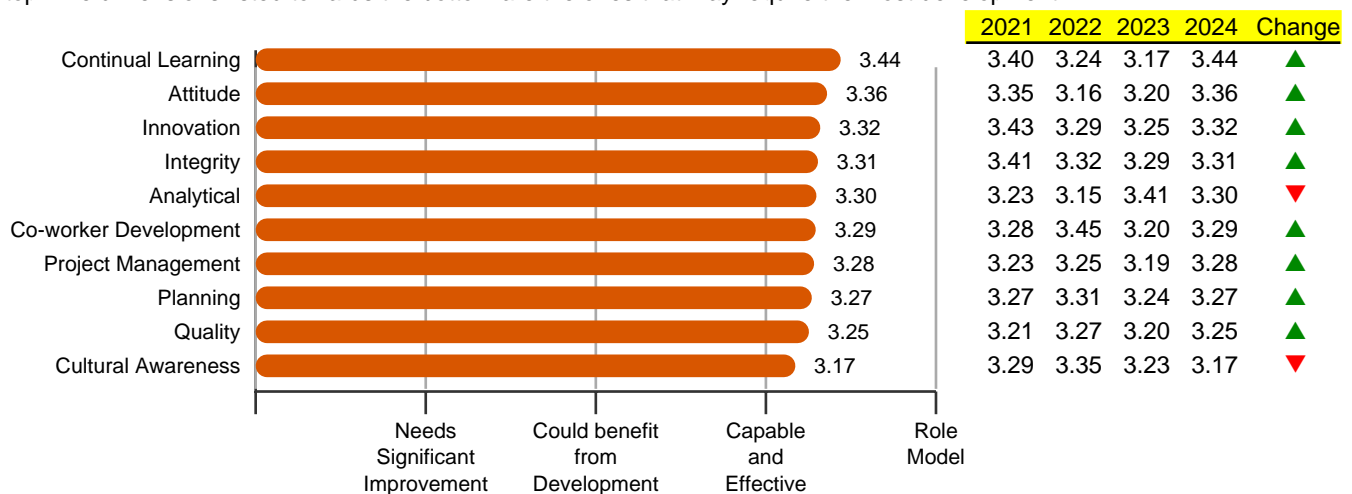
What to Do with Your Feedback

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 10 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.

	2021	2022	2023	2024	Change
Continual Learning — 3.44	3.40	3.24	3.17	3.44	▲
Attitude — 3.36	3.35	3.16	3.20	3.36	▲
Innovation — 3.32	3.43	3.29	3.25	3.32	▲
Integrity — 3.31	3.41	3.32	3.29	3.31	▲
Analytical — 3.30	3.23	3.15	3.41	3.30	▼
Co-worker Development — 3.29	3.28	3.45	3.20	3.29	▲
Project Management — 3.28	3.23	3.25	3.19	3.28	▲
Planning — 3.27	3.27	3.31	3.24	3.27	▲
Quality — 3.25	3.21	3.27	3.20	3.25	▲
Cultural Awareness — 3.17	3.29	3.35	3.23	3.17	▼

Scale: Needs Significant Improvement — Could benefit from Development — Capable and Effective — Role Model

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.

Dimension	How you see yourself and how others see you.	Gap
Cultural Awareness	Self 2.60 / Other 3.21	0.61
Continual Learning	Self 3.00 / Other 3.47	0.47
Integrity	Self 3.00 / Other 3.33	0.33
Project Management	Self 3.00 / Other 3.30	0.30
Planning	Self 3.00 / Other 3.29	0.29
Co-worker Development	Self 3.20 / Other 3.30	0.10
Quality	Self 3.20 / Other 3.26	0.06
Attitude	Self 3.40 / Other 3.36	0.04
Innovation	Self 3.40 / Other 3.31	0.09
Analytical	Self 3.80 / Other 3.26	0.54

Scale:
1 Needs Significant Improvement
2 Could benefit from Development
3 Capable and Effective
4 Role Model

Planning

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Determines what supplies/equipment will be needed for the department.	15	3.20	86.7	13%	53%		33%
2. Develops a strategic plan to reduce costs in the department.	15	3.33	100.0		67%		33%
3. Understands the process for developing strategic plans for the organization.	15	3.33	93.3	7%	53%		40%
4. Open to input from others into the plan for the project.	15	3.27	93.3	7%	60%		33%
5. Makes strategic and tactical decisions to guide the logistics process.	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. Determines what supplies/equipment will be needed for the department.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Develops a strategic plan to reduce costs in the department.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Understands the process for developing strategic plans for the organization.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Open to input from others into the plan for the project.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Makes strategic and tactical decisions to guide the logistics process.	3.00	3.20	3.13	3.21	+0.08 ▲

Integrity

Behaves in an ethical and fair way consistent with professional standards and rules of conduct.   Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities.

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. Follows tasks to completion.	15	3.47	100.0		53%		47%
7. Accepts responsibility for mistakes.	15	3.40	93.3	7%	47%		47%
8. Protects the integrity and confidentiality of information	15	3.20	86.7	13%	53%		33%
9. Does what was promised.	15	3.27	86.7	13%	47%		40%
10. Maintains strong relationships with others.	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. Follows tasks to completion.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Accepts responsibility for mistakes.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Protects the integrity and confidentiality of information	3.40	3.40	3.20	3.20	
9. Does what was promised.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Maintains strong relationships with others.	3.33	3.47	3.27	3.20	-0.07 ▼

Continual Learning

Always open to new ideas and seeking opportunities to learn.   Takes the initiative to advance their knowledge and 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
11. Builds on their strengths while addressing their weaknesses.	15	3.67	100.0			33%	67%
12. Takes the initiative to learn new skills.	15	3.40	93.3	7%	47%		47%
13. Views setbacks as opportunities to learn from.	15	3.13	86.7	13%	60%		27%
14. Pursues learning that will enhance job performance.	15	3.47	100.0		53%		47%
15. Takes charge of their training and skills enhancement.	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. Builds on their strengths while addressing their weaknesses.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Takes the initiative to learn new skills.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Views setbacks as opportunities to learn from.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Pursues learning that will enhance job performance.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Takes charge of their training and skills enhancement.	3.67	3.27	3.20	3.53	+0.33 ▲

Attitude

Exhibits and maintains a positive disposition.

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. Visibly supports and encourages diversity in style and background.	15	3.47	93.3	7%	40%	53%	
17. Shows by their actions that they trust in the positive intentions of others.	15	2.93	73.3	27%	53%		20%
18. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.40	93.3	7%	47%	47%	
19. Is gracious and professional in their interactions with others.	15	3.53	100.0		47%	53%	
20. Contributes to a positive work environment.	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. Visibly supports and encourages diversity in style and background.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Shows by their actions that they trust in the positive intentions of others.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Works to eliminate unnecessary work or barriers that get in others' way.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Is gracious and professional in their interactions with others.	3.13	2.87	3.53	3.53	
20. Contributes to a positive work environment.	3.40	3.20	2.87	3.47	+0.60 ▲

Cultural Awareness

Ability to effectively work in cross-cultural situations among professionals.

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. Respects the views offered by individuals with different cultural backgrounds.	15	3.00	80.0	20%	60%		20%
22. Effective in working with individuals with a variety of cultural backgrounds.	15	3.53	100.0		47%	53%	
23. Understands the impact that our culture may have on interactions between individuals.	15	3.13	86.7	13%	60%		27%
24. Treats others with dignity and respect.	15	3.13	80.0	7%	13%	40%	40%
25. Understands how implicit biases can affect decisions, communication and productivity.	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. Respects the views offered by individuals with different cultural backgrounds.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Effective in working with individuals with a variety of cultural backgrounds.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Understands the impact that our culture may have on interactions between individuals.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Treats others with dignity and respect.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Understands how implicit biases can affect decisions, communication and productivity.	3.27	3.33	3.27	3.07	-0.20 ▼

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress. Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

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. Regularly measures and records progress of the project.	15	3.20	93.3	7%	60%		33%
27. Locates the financial resources to budget for the project.	15	3.40	93.3	7%	47%	47%	
28. Identifies potential risks that could pose challenges to the project timeline.	15	3.60	93.3	7%	27%	67%	
29. Presents clear and accurate status information to required constituents.	15	3.20	86.7	13%	53%	33%	
30. Meets with stakeholders to determine the requirements for the project.	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. Regularly measures and records progress of the project.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Locates the financial resources to budget for the project.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Identifies potential risks that could pose challenges to the project timeline.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Presents clear and accurate status information to required constituents.	3.21	3.20	3.20	3.20	
30. Meets with stakeholders to determine the requirements for the project.	2.87	3.27	3.07	3.00	-0.07 ▼

Analytical

Skilled in or using analysis especially in thinking or reasoning to solve problems quickly and effectively.

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. Identifies opportunities for progress and innovation.	15	3.33	93.3	7%	53%		40%
32. Uses appropriate techniques to solve problems.	14	3.29	100.0		71%		29%
33. Identifies problems and issues needing resolution.	15	3.27	100.0		73%		27%
34. Identifies the root cause of a problem.	15	3.47	93.3	7%	40%	53%	
35. Implements data validation techniques and methods.	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. Identifies opportunities for progress and innovation.	3.13	3.07	3.47	3.33	-0.13	▼
32. Uses appropriate techniques to solve problems.	3.40	3.07	3.60	3.29	-0.31	▼
33. Identifies problems and issues needing resolution.	3.07	3.33	3.33	3.27	-0.07	▼
34. Identifies the root cause of a problem.	3.33	3.00	3.53	3.47	-0.07	▼
35. Implements data validation techniques and methods.	3.20	3.27	3.13	3.13		

Quality

Quality is a fundamental aspect of businesses providing services or making products.
It is achieved through employees' dedication to high standards, guided by exemplary
leaders. It stems from creative initiatives and meticulous implementation of procedures
and protocols. Prompt issue resolution is crucial to maintaining quality.

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. Is flexible in addressing issues related to quality.	15	3.20	93.3	7%	67%		27%
37. Corrects issues in a timely manner.	15	3.33	93.3	7%	53%		40%
38. Develops processes to enhance quality standards.	15	3.07	86.7	13%	67%		20%
39. Creates a culture of quality standards in the workplace.	15	3.33	100.0		67%		33%
40. Encourages others to produce the highest quality work 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. Is flexible in addressing issues related to quality.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Corrects issues in a timely manner.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Develops processes to enhance quality standards.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Creates a culture of quality standards in the workplace.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Encourages others to produce the highest quality work products.	3.00	3.20	3.27	3.33	+0.07 ▲

Innovation

Creates and introduces new ideas and processes/procedures.

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. Offers constructive improvements to existing systems.	15	3.33	93.3	7%	53%		40%
42. Searches for opportunities and innovative ways to improve the organization.	15	3.40	93.3	7%	47%		47%
43. Develops new products and services.	15	3.13	86.7	13%	60%		27%
44. Builds upon the ideas and solutions of others.	15	3.27	100.0		73%		27%
45. Takes risks to advance important ideas.	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. Offers constructive improvements to existing systems.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Searches for opportunities and innovative ways to improve the organization.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Develops new products and services.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Builds upon the ideas and solutions of others.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Takes risks to advance important ideas.	3.20	3.33	3.13	3.47	+0.33 ▲

Co-worker Development

Invests in the professional development of 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
46. Takes immediate action on poor performance	15	3.40	93.3	7%	47%		47%
47. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.20	93.3	7%	67%		27%
48. Provides ongoing feedback to co-workers on their development progress	15	3.20	93.3	7%	60%		33%
49. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.47	100.0		53%		47%
50. Works to identify root causes of performance problems	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. Takes immediate action on poor performance	3.27	3.40	3.20	3.40	+0.20 ▲
47. Sets and clearly communicates expectations, performance goals, and measurements to others	3.33	3.40	3.20	3.20	
48. Provides ongoing feedback to co-workers on their development progress	3.60	3.33	3.20	3.20	
49. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.00	3.47	3.13	3.47	+0.33 ▲
50. Works to identify root causes of performance problems	3.20	3.67	3.27	3.20	-0.07 ▼