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.
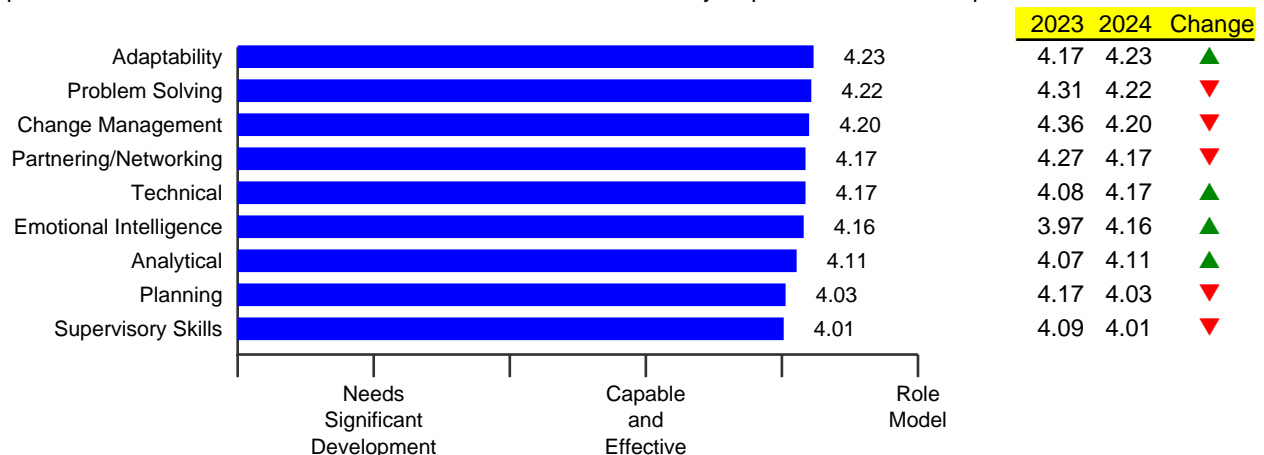
What to Do with Your Feedback

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 9 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.

	Score	2023	2024	Change
Adaptability	4.23	4.17	4.23	▲
Problem Solving	4.22	4.31	4.22	▼
Change Management	4.20	4.36	4.20	▼
Partnering/Networking	4.17	4.27	4.17	▼
Technical	4.17	4.08	4.17	▲
Emotional Intelligence	4.16	3.97	4.16	▲
Analytical	4.11	4.07	4.11	▲
Planning	4.03	4.17	4.03	▼
Supervisory Skills	4.01	4.09	4.01	▼

Needs Significant 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
Analytical	Self 3.60 / Other 4.14	0.54
Problem Solving	Self 3.80 / Other 4.25	0.45
Supervisory Skills	Self 3.60 / Other 4.04	0.44
Change Management	Self 3.80 / Other 4.23	0.43
Adaptability	Self 4.00 / Other 4.25	0.25
Technical	Self 4.00 / Other 4.19	0.19
Partnering/Networking	Self 4.00 / Other 4.19	0.19
Emotional Intelligence	Self 4.00 / Other 4.17	0.17
Planning	Self 4.00 / Other 4.03	0.03

Scale:
1 — Needs Significant Development
2
3 — Capable and Effective
4
5 — Role Model

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	4.13	80.0		20%	47%		33%
2. Able to balance the needs of different people in a solution to a problem.	15	4.33	100.0			67%		33%
3. Makes judgments based upon relevant information.	15	4.33	93.3		7%	53%		40%
4. Understands the root causes of problems.	15	4.07	86.7		13%	67%		20%
5. Ability to solve problems at root cause rather than at symptom level.	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. Identifies fresh approaches and shows a willingness to question traditional assumptions.	4.00	4.13	+0.13 ▲
2. Able to balance the needs of different people in a solution to a problem.	4.40	4.33	-0.07 ▼
3. Makes judgments based upon relevant information.	4.47	4.33	-0.13 ▼
4. Understands the root causes of problems.	4.47	4.07	-0.40 ▼
5. Ability to solve problems at root cause rather than at symptom level.	4.20	4.21	+0.01 ▲

Change 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Able to get department employees to accept new changes.	15	4.33	93.3	7%		53%		40%
7. Inspires others to accept changes.	15	4.33	86.7	13%		40%		47%
8. Works cooperatively with others to implement changes.	15	4.07	80.0	20%		53%		27%
9. Supports new initiatives for organizational changes to improve effectiveness.	15	4.13	80.0	20%		47%		33%
10. Adopts changes to set and example for others to follow.	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. Able to get department employees to accept new changes.	4.13	4.33	+0.20 ▲
7. Inspires others to accept changes.	4.33	4.33	
8. Works cooperatively with others to implement changes.	4.20	4.07	-0.13 ▼
9. Supports new initiatives for organizational changes to improve effectiveness.	4.67	4.13	-0.53 ▼
10. Adopts changes to set and example for others to follow.	4.47	4.13	-0.33 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Learns from personal experiences and/or mistakes.	15	4.67	100.0			33%		67%
12. Easily accepts new responsibilities.	15	4.20	86.7	7%	7%	47%		40%
13. Is flexible when dealing with changes.	14	3.64	57.1	14%	29%	36%		21%
14. Adapts to diversity within the team.	14	4.14	85.7	7%	7%	50%		36%
15. Recognizes and implements changes to enhance efficiency and effectiveness.	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. Learns from personal experiences and/or mistakes.	4.20	4.67	+0.47 ▲
12. Easily accepts new responsibilities.	3.93	4.20	+0.27 ▲
13. Is flexible when dealing with changes.	4.47	3.64	-0.82 ▼
14. Adapts to diversity within the team.	4.00	4.14	+0.14 ▲
15. Recognizes and implements changes to enhance efficiency and effectiveness.	4.27	4.47	+0.20 ▲

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
16. Accurately perceives the emotional reactions of others.	15	4.00	66.7	7%	27%	27%		40%
17. Able to understand others' points of view.	15	3.87	66.7		33%	47%		20%
18. Is able to manage their own emotions.	15	4.20	86.7	7%	7%	47%		40%
19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.33	86.7		13%	40%		47%
20. Is able to express themselves clearly.	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. Accurately perceives the emotional reactions of others.	3.64	4.00	+0.36 ▲
17. Able to understand others' points of view.	4.33	3.87	-0.47 ▼
18. Is able to manage their own emotions.	3.93	4.20	+0.27 ▲
19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	4.33	4.33	
20. Is able to express themselves clearly.	3.60	4.40	+0.80 ▲

Supervisory 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Offers non-monetary rewards as incentives for employees.	15	3.93	73.3			27%	53%	20%
22. Coaches subordinates in how to make good decisions.	15	4.00	66.7	13%	20%	20%	47%	
23. Provides direction and coaching to employees.	15	4.07	80.0			20%	53%	27%
24. Maintains professional interactions with peers, customers, and employees.	15	4.00	73.3	13%	13%	33%	40%	
25. Provides training on equipment as needed.	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. Offers non-monetary rewards as incentives for employees.	4.20	3.93	-0.27	▼
22. Coaches subordinates in how to make good decisions.	4.20	4.00	-0.20	▼
23. Provides direction and coaching to employees.	4.13	4.07	-0.07	▼
24. Maintains professional interactions with peers, customers, and employees.	3.80	4.00	+0.20	▲
25. Provides training on equipment as needed.	4.13	4.07	-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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Encourages others to follow the plan.	15	4.00	80.0	7%	13%	53%		27%
27. Conducts regular assessments of the project status to ensure adherence to the set schedule.	15	3.67	66.7	20%	13%	47%		20%
28. Determines the steps required for completion of a task.	15	4.40	86.7	13%		33%	53%	
29. Makes strategic and tactical decisions to guide the logistics process.	15	4.07	80.0	20%		53%		27%
30. Anticipates the impacts of strategic plans.	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. Encourages others to follow the plan.	4.47	4.00	-0.47 ▼
27. Conducts regular assessments of the project status to ensure adherence to the set schedule.	4.00	3.67	-0.33 ▼
28. Determines the steps required for completion of a task.	4.33	4.40	+0.07 ▲
29. Makes strategic and tactical decisions to guide the logistics process.	4.07	4.07	
30. Anticipates the impacts of strategic plans.	4.00	4.00	

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Analyzes data and information from several sources and arrives at logical conclusions.	15	4.27	93.3	7%	60%		33%	
32. Identifies problems and issues needing resolution.	14	4.14	92.9	7%	71%		21%	
33. Identifies the root cause of a problem.	15	4.27	100.0	73%		27%		
34. Analyzes issues and reduces them to their component parts.	15	4.40	93.3	7%	47%	47%		
35. Uses appropriate techniques to solve problems.	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. Analyzes data and information from several sources and arrives at logical conclusions.	4.27	4.27		
32. Identifies problems and issues needing resolution.	4.20	4.14	-0.06	▼
33. Identifies the root cause of a problem.	3.67	4.27	+0.60	▲
34. Analyzes issues and reduces them to their component parts.	4.00	4.40	+0.40	▲
35. Uses appropriate techniques to solve problems.	4.20	3.47	-0.73	▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Knows how to produce high quality products/work.	15	4.20	93.3	7%	67%			27%
37. Seeks information from others as needed.	15	4.27	93.3	7%	60%			33%
38. Demonstrates mastery of the technical competencies required in his/her work.	15	4.00	80.0	20%	60%			20%
39. Willingly shares his/her technical expertise; sought out as resource by others	15	4.07	86.7	7% 7%	60%			27%
40. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	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. Knows how to produce high quality products/work.	4.00	4.20	+0.20 ▲
37. Seeks information from others as needed.	4.21	4.27	+0.05 ▲
38. Demonstrates mastery of the technical competencies required in his/her work.	4.07	4.00	-0.07 ▼
39. Willingly shares his/her technical expertise; sought out as resource by others	3.87	4.07	+0.20 ▲
40. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	4.27	4.33	+0.07 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Partners with peers to obtain influence within the Company.	15	3.93	80.0	13%	7%	53%		27%
42. Seeks to reduce institutional roadblocks to information sharing.	15	4.33	93.3	7%		47%		47%
43. Creates the conditions for partnerships to grow and develop.	15	4.13	86.7		13%	60%		27%
44. Seeks an understanding of diverse functions within the Company.	15	4.20	100.0			80%		20%
45. Supports a partnering/networking culture.	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. Partners with peers to obtain influence within the Company.	3.87	3.93	+0.07 ▲
42. Seeks to reduce institutional roadblocks to information sharing.	4.13	4.33	+0.20 ▲
43. Creates the conditions for partnerships to grow and develop.	4.20	4.13	-0.07 ▼
44. Seeks an understanding of diverse functions within the Company.	4.87	4.20	-0.67 ▼
45. Supports a partnering/networking culture.	4.27	4.27	

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?