



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.

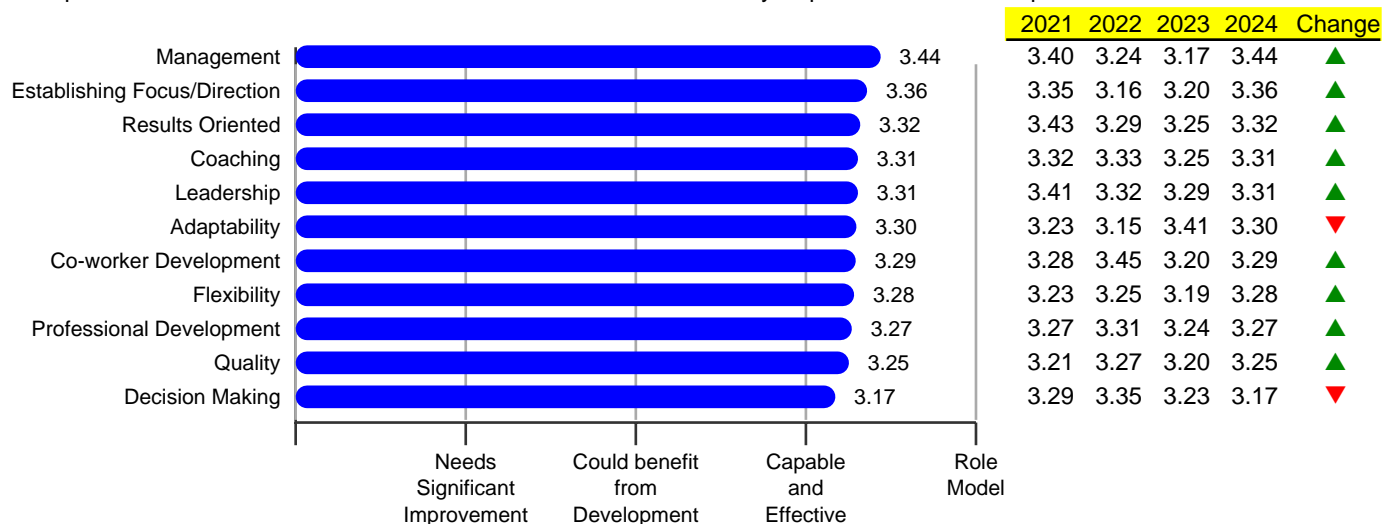
What to Do with Your Feedback

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

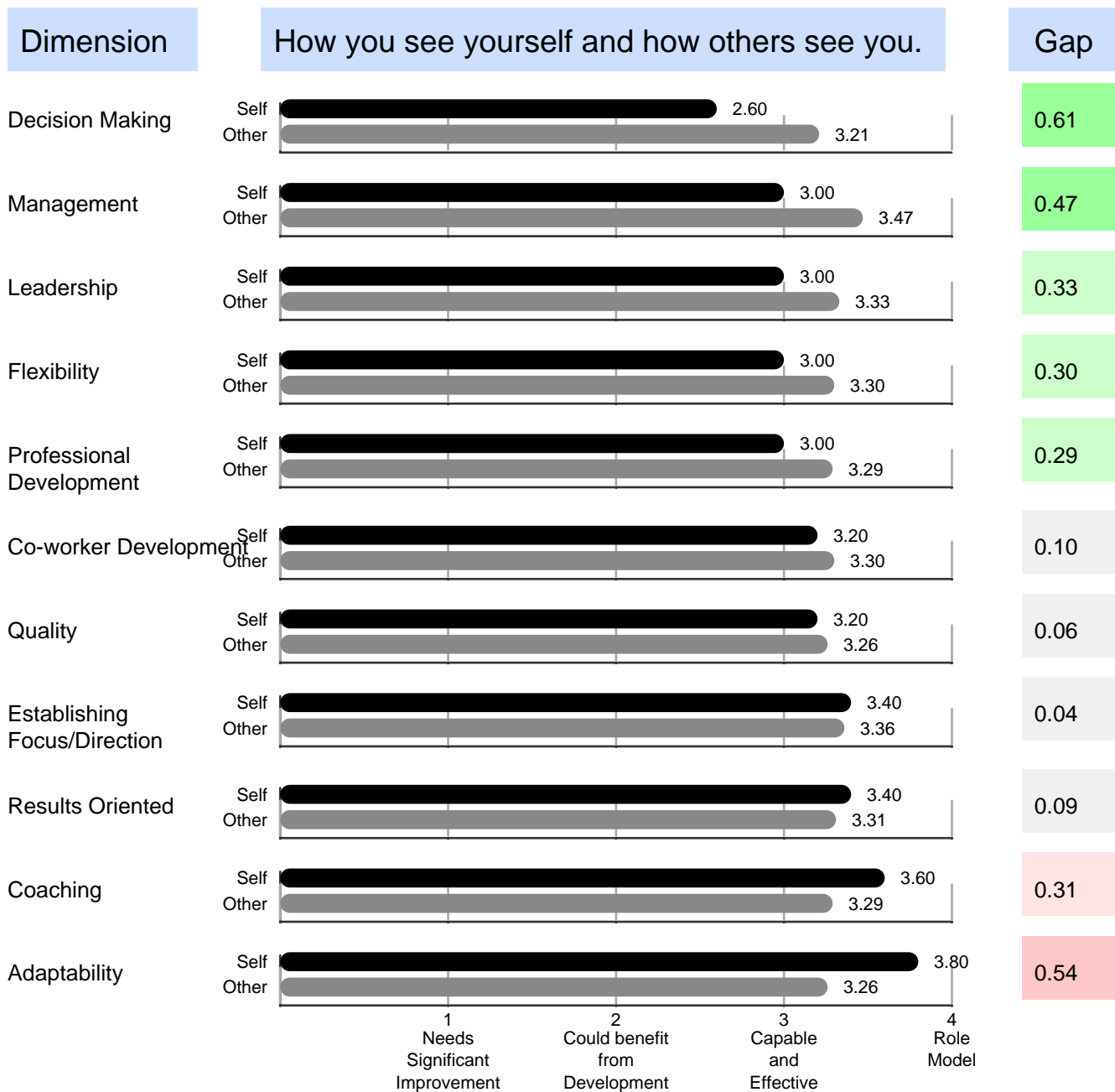
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



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
1. Contributing fully to the extent of their skills	15	3.20	86.7	13%	53%	33%	
2. Quickly acquire and apply new knowledge and skills when needed	15	3.33	100.0		67%	33%	
3. Keep themselves up-to-date of technical/professional issues	15	3.33	93.3	7%	53%	40%	
4. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.27	93.3	7%	60%	33%	
5. Allows employees to fully participate in employee training and professional development.	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. Contributing fully to the extent of their skills	3.20	3.20	3.00	3.20	+0.20 ▲
2. Quickly acquire and apply new knowledge and skills when needed	3.27	3.40	3.40	3.33	-0.07 ▼
3. Keep themselves up-to-date of technical/professional issues	3.40	3.40	3.27	3.33	+0.07 ▲
4. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.47	3.33	3.40	3.27	-0.13 ▼
5. Allows employees to fully participate in employee training and professional development.	3.00	3.20	3.13	3.21	+0.08 ▲

Leadership

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. Acts decisively in implementing decisions.	15	3.47	100.0		53%	47%	
7. Motivates and challenges employees to attain a shared vision.	15	3.40	93.3	7%	47%	47%	
8. Highly effective supervisor.	15	3.20	86.7	13%	53%	33%	
9. Recognizes individual and team accomplishments and reward them appropriately.	15	3.27	86.7	13%	47%	40%	
10. Leads team to set goals, solve problems, and accomplish tasks.	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. Acts decisively in implementing decisions.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Motivates and challenges employees to attain a shared vision.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Highly effective supervisor.	3.40	3.40	3.20	3.20	
9. Recognizes individual and team accomplishments and reward them appropriately.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Leads team to set goals, solve problems, and accomplish tasks.	3.33	3.47	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Sets an example for others to follow	15	3.67	100.0	33%	67%		
12. Delegate tasks effectively	15	3.40	93.3	7%	47%	47%	
13. Makes you feel enthusiastic about your work	15	3.13	86.7	13%	60%	27%	
14. Keep staff informed about what is happening in the company	15	3.47	100.0	53%	47%		
15. Takes responsibility for things that go wrong	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. Sets an example for others to follow	3.40	3.40	3.27	3.67	+0.40 ▲
12. Delegate tasks effectively	3.53	3.20	3.00	3.40	+0.40 ▲
13. Makes you feel enthusiastic about your work	3.20	3.21	3.40	3.13	-0.27 ▼
14. Keep staff informed about what is happening in the company	3.20	3.13	3.00	3.47	+0.47 ▲
15. Takes responsibility for things that go wrong	3.67	3.27	3.20	3.53	+0.33 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Aligns the department's goals with the goals of the organization.	15	3.47	93.3	7%	40%	53%	
17. Stays focused even when under pressure and stress.	15	2.93	73.3	27%	53%	20%	
18. Makes sure that employees understand how their work relates to organizational goals.	15	3.40	93.3	7%	47%	47%	
19. Maintains focus when handling several problems or tasks simultaneously.	15	3.53	100.0		47%	53%	
20. Helps guide employees with prioritizing tasks.	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. Aligns the department's goals with the goals of the organization.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Stays focused even when under pressure and stress.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Makes sure that employees understand how their work relates to organizational goals.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Maintains focus when handling several problems or tasks simultaneously.	3.13	2.87	3.53	3.53	
20. Helps guide employees with prioritizing tasks.	3.40	3.20	2.87	3.47	+0.60 ▲

Decision Making

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. Open to the suggestions from subordinates.	15	3.00	80.0	20%	60%		20%
22. Is firm in their decision and not easily influenced by the whims of others.	15	3.53	100.0		47%	53%	
23. Gathers information before making a decision.	15	3.13	86.7	13%	60%		27%
24. Supports, encourages or helps others to be sure about the decisions they are making.	15	3.13	80.0	7% 13%	40%		40%
25. Is open to listening to others who may have different ideas.	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. Open to the suggestions from subordinates.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Is firm in their decision and not easily influenced by the whims of others.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Gathers information before making a decision.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Supports, encourages or helps others to be sure about the decisions they are making.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Is open to listening to others who may have different ideas.	3.27	3.33	3.27	3.07	-0.20 ▼

Flexibility

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. Willing to try new ideas.	15	3.20	93.3	7%	60%	33%	
27. Able to adapt to new situations.	15	3.40	93.3	7%	47%	47%	
28. Effective in incorporating new ideas.	15	3.60	93.3	7%	27%	67%	
29. Open to the perspectives/viewpoints of others.	15	3.20	86.7	13%	53%	33%	
30. Acts decisively in frequently changing and uncertain environment.	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. Willing to try new ideas.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Able to adapt to new situations.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Effective in incorporating new ideas.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Open to the perspectives/viewpoints of others.	3.21	3.20	3.20	3.20	
30. Acts decisively in frequently changing and uncertain environment.	2.87	3.27	3.07	3.00	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Adjusts to new plans and procedures.	15	3.33	93.3	7%	53%	40%	
32. Adapts quickly to new situations.	14	3.29	100.0		71%	29%	
33. Adjusts plans as needed based on changing conditions.	15	3.27	100.0		73%	27%	
34. Is flexible and open minded in dealing with others.	15	3.47	93.3	7%	40%	53%	
35. Adjusts plans to meet new situations.	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. Adjusts to new plans and procedures.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Adapts quickly to new situations.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Adjusts plans as needed based on changing conditions.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is flexible and open minded in dealing with others.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Adjusts plans to meet new situations.	3.20	3.27	3.13	3.13	

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. Holds employees accountable for their quality of work.	15	3.20	93.3	7%	67%		27%
37. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.33	93.3	7%	53%		40%
38. Corrects issues in a timely manner.	15	3.07	86.7	13%	67%		20%
39. Reflects on what is working and what could be improved.	15	3.33	100.0		67%		33%
40. Encourages employees to produce the best quality 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. Holds employees accountable for their quality of work.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Corrects issues in a timely manner.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Reflects on what is working and what could be improved.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Encourages employees to produce the best quality products.	3.00	3.20	3.27	3.33	+0.07 ▲

Results Oriented

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. Plans the best course of action to achieve the goal.	15	3.33	93.3	7%	53%	40%	
42. Sets important goals for the department.	15	3.40	93.3	7%	47%	47%	
43. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	3.13	86.7	13%	60%	27%	
44. Holds others accountable for producing high quality work.	15	3.27	100.0		73%	27%	
45. Prioritizes tasks to best achieve the results.	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. Plans the best course of action to achieve the goal.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Sets important goals for the department.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	3.87	3.13	3.20	3.13	-0.07 ▼
44. Holds others accountable for producing high quality work.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Prioritizes tasks to best achieve the results.	3.20	3.33	3.13	3.47	+0.33 ▲

Co-worker 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
46. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.40	93.3	7%	47%	47%	
47. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.20	93.3	7%	67%		27%
48. Takes immediate action on poor performance	15	3.20	93.3	7%	60%		33%
49. Provides ongoing feedback to co-workers on their development progress	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. Sets and clearly communicates expectations, performance goals, and measurements to others	3.27	3.40	3.20	3.40	+0.20 ▲
47. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.33	3.40	3.20	3.20	
48. Takes immediate action on poor performance	3.60	3.33	3.20	3.20	
49. Provides ongoing feedback to co-workers on their development progress	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 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. Develops the skills and capabilities of others.	15	3.53	100.0	47%	53%		
52. Provides clear, motivating, and constructive feedback.	15	3.27	93.3	7%	60%	33%	
53. Meets regularly with employees to coach them on areas that will enhance their performance	15	3.33	100.0	67%	33%		
54. Helps employees to maintain high personal standards.	15	3.40	93.3	7%	47%	47%	
55. Coaches employees in how to strengthen knowledge and skills to improve work performance.	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. Develops the skills and capabilities of others.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Provides clear, motivating, and constructive feedback.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Meets regularly with employees to coach them on areas that will enhance their performance	3.20	3.20	3.13	3.33	+0.20 ▲
54. Helps employees to maintain high personal standards.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Coaches employees in how to strengthen knowledge and skills to improve work performance.	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?