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.
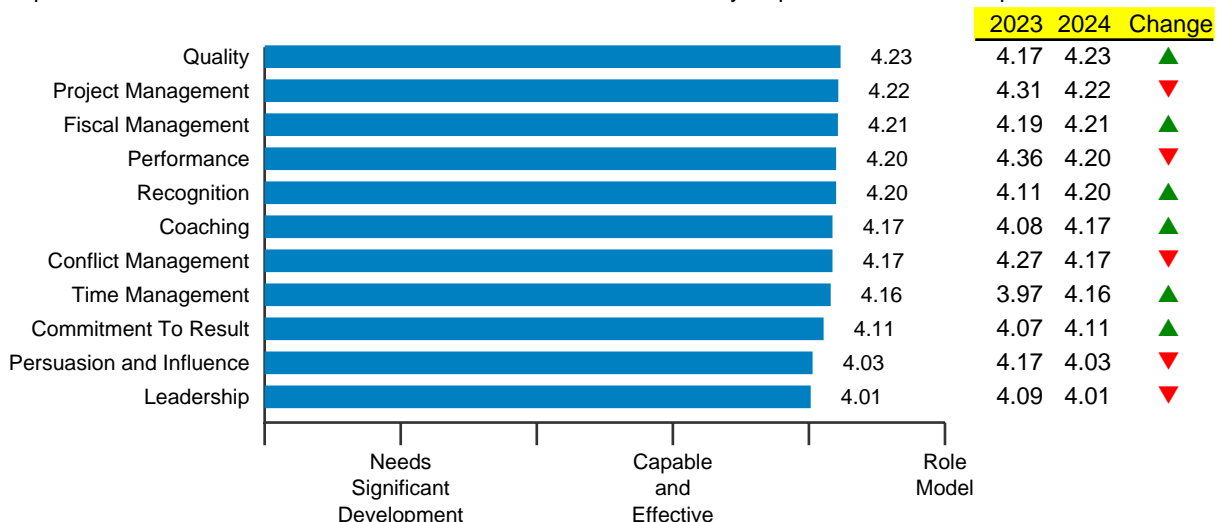
What to Do with Your Feedback

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.

		2023	2024	Change
Quality	4.23	4.17	4.23	▲
Project Management	4.22	4.31	4.22	▼
Fiscal Management	4.21	4.19	4.21	▲
Performance	4.20	4.36	4.20	▼
Recognition	4.20	4.11	4.20	▲
Coaching	4.17	4.08	4.17	▲
Conflict Management	4.17	4.27	4.17	▼
Time Management	4.16	3.97	4.16	▲
Commitment To Result	4.11	4.07	4.11	▲
Persuasion and Influence	4.03	4.17	4.03	▼
Leadership	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
Commitment To Result	Self 3.60 / Other 4.14	0.54
Project Management	Self 3,80 / Other 4.25	0.45
Leadership	Self 3.60 / Other 4.04	0.44
Fiscal Management	Self 3,80 / Other 4.24	0.44
Performance	Self 3,80 / Other 4.23	0.43
Quality	Self 4.00 / Other 4.25	0.25
Coaching	Self 4.00 / Other 4.19	0.19
Conflict Management	Self 4.00 / Other 4.19	0.19
Time Management	Self 4.00 / Other 4.17	0.17
Persuasion and Influence	Self 4.00 / Other 4.03	0.03
Recognition	Self 4.20 / Other 4.20	0.00

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

Project 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
1. I communicate with all employees involved on the project.	15	4.13	80.0		20%	47%		33%
2. I ensure the project is executed on time and on budget.	15	4.33	100.0			67%		33%
3. You have the requisite industry knowledge to manage projects in this field.	15	4.33	93.3		7%	53%		40%
4. I understand what software tools are available to be used to manage the project.	15	4.07	86.7		13%	67%		20%
5. I accurately determine the number of engineers required for the project.	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. I communicate with all employees involved on the project.	4.00	4.13	+0.13 ▲
2. I ensure the project is executed on time and on budget.	4.40	4.33	-0.07 ▼
3. You have the requisite industry knowledge to manage projects in this field.	4.47	4.33	-0.13 ▼
4. I understand what software tools are available to be used to manage the project.	4.47	4.07	-0.40 ▼
5. I accurately determine the number of engineers required for the project.	4.20	4.21	+0.01 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. You are effective in performing your job.	15	4.33	93.3	7%	53%			40%
7. You shown significant improvement in job performance.	15	4.33	86.7	13%	40%			47%
8. You produce quality	15	4.07	80.0	20%	53%			27%
9. You work effectively in the department.	15	4.13	80.0	20%	47%			33%
10. You listen and respond to issues and problems	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. You are effective in performing your job.	4.13	4.33	+0.20 ▲
7. You shown significant improvement in job performance.	4.33	4.33	
8. You produce quality	4.20	4.07	-0.13 ▼
9. You work effectively in the department.	4.67	4.13	-0.53 ▼
10. You listen and respond to issues and problems	4.47	4.13	-0.33 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. You create effective policies regarding quality of services and products.	15	4.67	100.0			33%		67%
12. You communicate with team members regarding best quality practices.	15	4.20	86.7	7%	7%	47%		40%
13. I adopt and implement best practices when it comes to quality procedures.	14	3.64	57.1	14%	29%	36%		21%
14. You implement standardized and data driven quality processes/procedures.	14	4.14	85.7	7%	7%	50%		36%
15. I understand and use established quality procedures/controls.	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. You create effective policies regarding quality of services and products.	4.20	4.67	+0.47 ▲
12. You communicate with team members regarding best quality practices.	3.93	4.20	+0.27 ▲
13. I adopt and implement best practices when it comes to quality procedures.	4.47	3.64	-0.82 ▼
14. You implement standardized and data driven quality processes/procedures.	4.00	4.14	+0.14 ▲
15. I understand and use established quality procedures/controls.	4.27	4.47	+0.20 ▲

Time 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
16. You set clearly defined goals.	15	4.00	66.7	7%	27%	27%		40%
17. You optimize time management through automation.	15	3.87	66.7		33%	47%		20%
18. You utilize batch workflows to reduce time spent on certain tasks.	15	4.20	86.7	7%	7%	47%		40%
19. I ensure timely completion of critical assignments.	15	4.33	86.7		13%	40%		47%
20. You do not procrastinate.	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. You set clearly defined goals.	3.64	4.00	+0.36 ▲
17. You optimize time management through automation.	4.33	3.87	-0.47 ▼
18. You utilize batch workflows to reduce time spent on certain tasks.	3.93	4.20	+0.27 ▲
19. I ensure timely completion of critical assignments.	4.33	4.33	
20. You do not procrastinate.	3.60	4.40	+0.80 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. You are a highly effective supervisor.	15	3.93	73.3	27%		53%		20%
22. You set specific, measurable, and challenging goals.	15	4.00	66.7	13%	20%	20%		47%
23. You are able to align manpower, design work, an allocate tasks to achieve goals.	15	4.07	80.0	20%		53%		27%
24. You give inspiring presentations or discussions.	15	4.00	73.3	13%	13%	33%		40%
25. You set clear goals and objectives for subordinates.	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. You are a highly effective supervisor.	4.20	3.93	-0.27 ▼
22. You set specific, measurable, and challenging goals.	4.20	4.00	-0.20 ▼
23. You are able to align manpower, design work, an allocate tasks to achieve goals.	4.13	4.07	-0.07 ▼
24. You give inspiring presentations or discussions.	3.80	4.00	+0.20 ▲
25. You set clear goals and objectives for subordinates.	4.13	4.07	-0.07 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. You develop a good rapport with others.	15	4.00	80.0	7%	13%	53%		27%
27. You understand what others need.	15	3.67	66.7	20%	13%	47%		20%
28. You seek to obtain consensus or compromise.	15	4.40	86.7	13%		33%	53%	
29. You are able to express own goals and needs.	15	4.07	80.0	20%		53%		27%
30. You persuade others to consider alternative points of view.	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. You develop a good rapport with others.	4.47	4.00	-0.47 ▼
27. You understand what others need.	4.00	3.67	-0.33 ▼
28. You seek to obtain consensus or compromise.	4.33	4.40	+0.07 ▲
29. You are able to express own goals and needs.	4.07	4.07	
30. You persuade others to consider alternative points of view.	4.00	4.00	

Commitment To Result

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. You maintain persistence and dedication to achieving results.	15	4.27	93.3	7%	60%		33%	
32. You encourage commitment in others to obtain results.	14	4.14	92.9	7%	71%		21%	
33. You are willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.27	100.0	73%		27%		
34. You take immediate action toward goals.	15	4.40	93.3	7%	47%		47%	
35. You are able to focus on a task even when working alone.	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. You maintain persistence and dedication to achieving results.	4.27	4.27	
32. You encourage commitment in others to obtain results.	4.20	4.14	-0.06 ▼
33. You are willing to do whatever it takes-not afraid to have to put in extra effort.	3.67	4.27	+0.60 ▲
34. You take immediate action toward goals.	4.00	4.40	+0.40 ▲
35. You are able to focus on a task even when working alone.	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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. You develop the skills and capabilities of others.	15	4.20	93.3	7%		67%		27%
37. You address employee behavior problems effectively.	15	4.27	93.3	7%		60%		33%
38. You help employees to maintain high personal standards.	15	4.00	80.0	20%		60%		20%
39. You coach employees in how to strengthen knowledge and skills to improve work performance.	15	4.07	86.7	7%	7%	60%		27%
40. You help employees to understand responsibilities, authority, and expectations.	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. You develop the skills and capabilities of others.	4.00	4.20	+0.20 ▲
37. You address employee behavior problems effectively.	4.21	4.27	+0.05 ▲
38. You help employees to maintain high personal standards.	4.07	4.00	-0.07 ▼
39. You coach employees in how to strengthen knowledge and skills to improve work performance.	3.87	4.07	+0.20 ▲
40. You help employees to understand responsibilities, authority, and expectations.	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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. I attempt to determine the root sources of grievances.	15	3.93	80.0	13%	7%	53%		27%
42. You reframe conflicts as opportunities to innovate and create new solutions to problems.	15	4.33	93.3	7%		47%		47%
43. I avoid engaging in conflicts over minor workplace matters.	15	4.13	86.7		13%	60%		27%
44. I steer the process towards compromise and conflict resolution.	15	4.20	100.0			80%		20%
45. You work with others as needed to facilitate resolution of conflicts.	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. I attempt to determine the root sources of grievances.	3.87	3.93	+0.07 ▲
42. You reframe conflicts as opportunities to innovate and create new solutions to problems.	4.13	4.33	+0.20 ▲
43. I avoid engaging in conflicts over minor workplace matters.	4.20	4.13	-0.07 ▼
44. I steer the process towards compromise and conflict resolution.	4.87	4.20	-0.67 ▼
45. You work with others as needed to facilitate resolution of conflicts.	4.27	4.27	

Recognition

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
46. You find opportunities to recognize others.	15	4.40	93.3	7%	47%			47%
47. You say "thank you" to show appreciation for work of others.	15	4.20	93.3	7%	67%			27%
48. You recognize individuals for a specific outstanding achievement.	15	4.07	86.7	13%	53%			33%
49. You offer recognition in a timely manner.	15	4.27	93.3	7%	53%			40%
50. You recognize the abilities and skills of self and others	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. You find opportunities to recognize others.	4.13	4.40	+0.27 ▲
47. You say "thank you" to show appreciation for work of others.	4.07	4.20	+0.13 ▲
48. You recognize individuals for a specific outstanding achievement.	4.00	4.07	+0.07 ▲
49. You offer recognition in a timely manner.	4.13	4.27	+0.13 ▲
50. You recognize the abilities and skills of self and others	4.20	4.07	-0.13 ▼

Fiscal 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
51. You monitor expenses and verify the need for items purchased.	15	4.33	93.3	7%	47%			47%
52. You keep excellent records for financial transparency.	15	4.13	86.7	13%	60%			27%
53. You are effective in using company's resources.	15	4.33	100.0		67%			33%
54. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	4.27	93.3	7%	60%			33%
55. You ensure others follow the correct rules and regulations on fiscal matters.	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. You monitor expenses and verify the need for items purchased.	4.13	4.33	+0.20 ▲
52. You keep excellent records for financial transparency.	4.40	4.13	-0.27 ▼
53. You are effective in using company's resources.	4.07	4.33	+0.27 ▲
54. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.	4.07	4.27	+0.20 ▲
55. You ensure others follow the correct rules and regulations on fiscal matters.	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?