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.
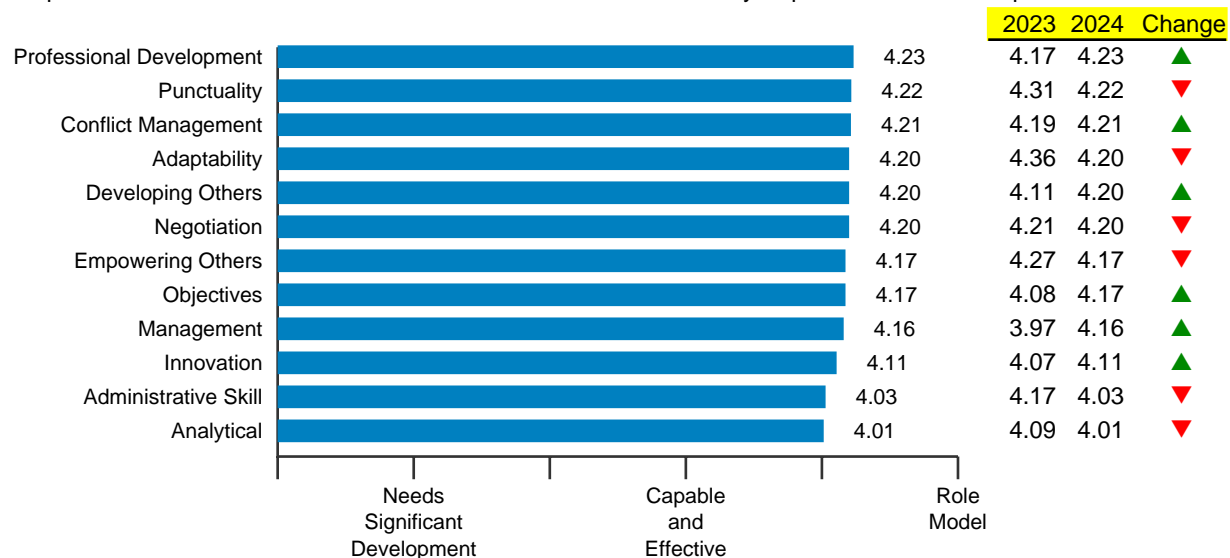
What to Do with Your Feedback

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.
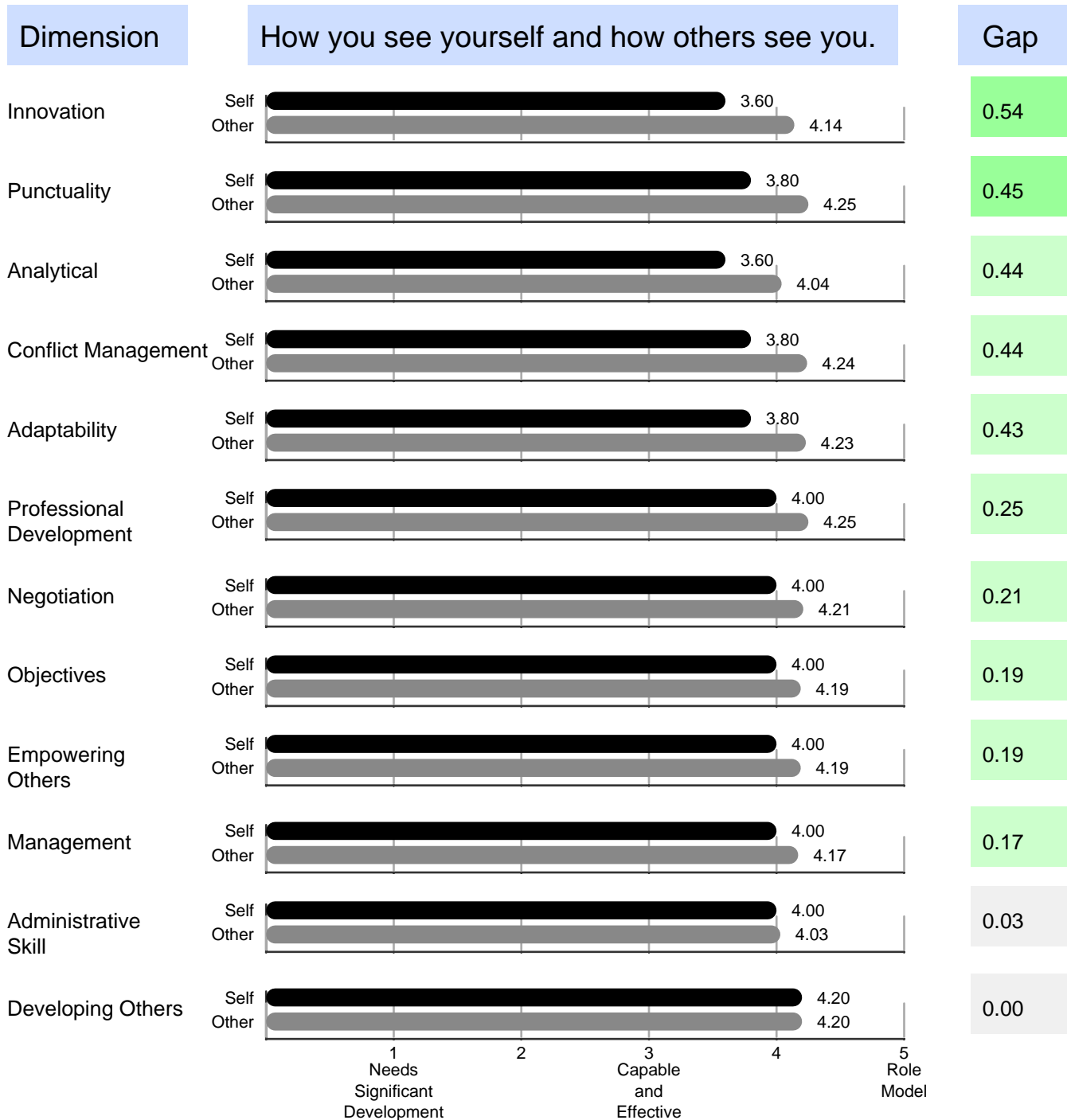
Summary

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 12 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
Professional Development	4.23	4.17	4.23	▲
Punctuality	4.22	4.31	4.22	▼
Conflict Management	4.21	4.19	4.21	▲
Adaptability	4.20	4.36	4.20	▼
Developing Others	4.20	4.11	4.20	▲
Negotiation	4.20	4.21	4.20	▼
Empowering Others	4.17	4.27	4.17	▼
Objectives	4.17	4.08	4.17	▲
Management	4.16	3.97	4.16	▲
Innovation	4.11	4.07	4.11	▲
Administrative Skill	4.03	4.17	4.03	▼
Analytical	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
Innovation	Self 3.60 / Other 4.14	0.54
Punctuality	Self 3,80 / Other 4.25	0.45
Analytical	Self 3.60 / Other 4.04	0.44
Conflict Management	Self 3.80 / Other 4.24	0.44
Adaptability	Self 3,80 / Other 4.23	0.43
Professional Development	Self 4.00 / Other 4.25	0.25
Negotiation	Self 4.00 / Other 4.21	0.21
Objectives	Self 4.00 / Other 4.19	0.19
Empowering Others	Self 4.00 / Other 4.19	0.19
Management	Self 4.00 / Other 4.17	0.17
Administrative Skill	Self 4.00 / Other 4.03	0.03
Developing Others	Self 4.20 / Other 4.20	0.00

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

Punctuality

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. Starts the workday when scheduled.	15	4.13	80.0		20%	47%		33%
2. Responds to requests for information in a timely manner.	15	4.33	100.0			67%		33%
3. Invoices clients on a timely basis.	15	4.33	93.3	7%	53%			40%
4. Avoids making personal phone calls during working hours.	15	4.07	86.7	13%	67%			20%
5. Starts meetings on time.	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. Starts the workday when scheduled.	4.00	4.13	+0.13 ▲
2. Responds to requests for information in a timely manner.	4.40	4.33	-0.07 ▼
3. Invoices clients on a timely basis.	4.47	4.33	-0.13 ▼
4. Avoids making personal phone calls during working hours.	4.47	4.07	-0.40 ▼
5. Starts meetings on time.	4.20	4.21	+0.01 ▲

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
6. Adjusts to new plans and procedures.	15	4.33	93.3	7%	53%			40%
7. Adjusts tactics and strategies.	15	4.33	86.7	13%	40%			47%
8. Works effectively with various personalities of team members.	15	4.07	80.0	20%	53%			27%
9. Easily accepts new responsibilities.	15	4.13	80.0	20%	47%			33%
10. Recognizes and implements changes to enhance efficiency and effectiveness.	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. Adjusts to new plans and procedures.	4.13	4.33	+0.20 ▲
7. Adjusts tactics and strategies.	4.33	4.33	
8. Works effectively with various personalities of team members.	4.20	4.07	-0.13 ▼
9. Easily accepts new responsibilities.	4.67	4.13	-0.53 ▼
10. Recognizes and implements changes to enhance efficiency and effectiveness.	4.47	4.13	-0.33 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.67	100.0			33%		67%
12. Allows employees to fully participate in employee training and professional development.	15	4.20	86.7	7%	7%	47%		40%
13. Encourages employees to take courses relevant to their job.	14	3.64	57.1	14%	29%	36%		21%
14. Keep themselves up-to-date of technical/professional issues	14	4.14	85.7	7%	7%	50%		36%
15. Seeks opportunities for professional development.	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. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	4.20	4.67	+0.47 ▲
12. Allows employees to fully participate in employee training and professional development.	3.93	4.20	+0.27 ▲
13. Encourages employees to take courses relevant to their job.	4.47	3.64	-0.82 ▼
14. Keep themselves up-to-date of technical/professional issues	4.00	4.14	+0.14 ▲
15. Seeks opportunities for professional development.	4.27	4.47	+0.20 ▲

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. Sets an example for others to follow	15	4.00	66.7	7%	27%	27%		40%
17. Is ready to offer help	15	3.87	66.7		33%	47%		20%
18. Makes you feel enthusiastic about your work	15	4.20	86.7	7%	7%	47%		40%
19. Takes responsibility for things that go wrong	15	4.33	86.7		13%	40%		47%
20. Keep staff informed about what is happening in the company	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. Sets an example for others to follow	3.64	4.00	+0.36 ▲
17. Is ready to offer help	4.33	3.87	-0.47 ▼
18. Makes you feel enthusiastic about your work	3.93	4.20	+0.27 ▲
19. Takes responsibility for things that go wrong	4.33	4.33	
20. Keep staff informed about what is happening in the company	3.60	4.40	+0.80 ▲

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
21. Uses appropriate techniques to solve problems.	15	3.93	73.3			27%	53%	20%
22. Asks the "right" questions to size up or evaluate situations.	15	4.00	66.7	13%	20%	20%	47%	
23. Analyzes issues and reduces them to their component parts.	15	4.07	80.0		20%	53%		27%
24. Selects the appropriate techniques for analysis.	15	4.00	73.3	13%	13%	33%	40%	
25. Identifies the root cause of a problem.	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. Uses appropriate techniques to solve problems.	4.20	3.93	-0.27	▼
22. Asks the "right" questions to size up or evaluate situations.	4.20	4.00	-0.20	▼
23. Analyzes issues and reduces them to their component parts.	4.13	4.07	-0.07	▼
24. Selects the appropriate techniques for analysis.	3.80	4.00	+0.20	▲
25. Identifies the root cause of a problem.	4.13	4.07	-0.07	▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. High attention to detail.	15	4.00	80.0	7%	13%	53%		27%
27. Completes reports on-time.	15	3.67	66.7	20%	13%	47%		20%
28. Able to develop, justify and present a budget.	15	4.40	86.7	13%	33%	53%		
29. Accurately implements contract provisions.	15	4.07	80.0	20%	53%		27%	
30. Has strong technical/computer skills.	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. High attention to detail.	4.47	4.00	-0.47 ▼
27. Completes reports on-time.	4.00	3.67	-0.33 ▼
28. Able to develop, justify and present a budget.	4.33	4.40	+0.07 ▲
29. Accurately implements contract provisions.	4.07	4.07	
30. Has strong technical/computer skills.	4.00	4.00	

Innovation

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. Takes risks to advance important ideas.	15	4.27	93.3	7%	60%			33%
32. Fosters a creative and innovative work environment.	14	4.14	92.9	7%	71%			21%
33. Solves problems with insight and understanding.	15	4.27	100.0		73%			27%
34. Encourages open communication to ensure that all proposals are considered.	15	4.40	93.3	7%	47%			47%
35. Creates a safe environment for idea-sharing.	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. Takes risks to advance important ideas.	4.27	4.27	
32. Fosters a creative and innovative work environment.	4.20	4.14	-0.06 ▼
33. Solves problems with insight and understanding.	3.67	4.27	+0.60 ▲
34. Encourages open communication to ensure that all proposals are considered.	4.00	4.40	+0.40 ▲
35. Creates a safe environment for idea-sharing.	4.20	3.47	-0.73 ▼

Objectives

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. Consistently provides me with timely feedback for improving my performance.	15	4.20	93.3	7%		67%		27%
37. Effectively organizes resources and plans	15	4.27	93.3	7%		60%		33%
38. Assures [Company] principles are understood, employed & pursued.	15	4.00	80.0	20%		60%		20%
39. Able to organize work.	15	4.07	86.7	7%	7%	60%		27%
40. Works toward achieving established goals and objectives.	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. Consistently provides me with timely feedback for improving my performance.	4.00	4.20	+0.20 ▲
37. Effectively organizes resources and plans	4.21	4.27	+0.05 ▲
38. Assures [Company] principles are understood, employed & pursued.	4.07	4.00	-0.07 ▼
39. Able to organize work.	3.87	4.07	+0.20 ▲
40. Works toward achieving established goals and objectives.	4.27	4.33	+0.07 ▲

Empowering 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Avoids micromanaging their employees.	15	3.93	80.0	13%	7%	53%		27%
42. Allows employees to participate in the workload of the department.	15	4.33	93.3	7%		47%		47%
43. Sets goals to allow the employee to have more autonomy over their work.	15	4.13	86.7		13%	60%		27%
44. Encourages others to obtain necessary skills and training.	15	4.20	100.0			80%		20%
45. Encourages employees to expand their skills in order to take on greater responsibilities.	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. Avoids micromanaging their employees.	3.87	3.93	+0.07 ▲
42. Allows employees to participate in the workload of the department.	4.13	4.33	+0.20 ▲
43. Sets goals to allow the employee to have more autonomy over their work.	4.20	4.13	-0.07 ▼
44. Encourages others to obtain necessary skills and training.	4.87	4.20	-0.67 ▼
45. Encourages employees to expand their skills in order to take on greater responsibilities.	4.27	4.27	

Developing 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Is open to receiving feedback.	15	4.40	93.3	7%	47%			47%
47. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	4.20	93.3	7%	67%			27%
48. Creates opportunities for professional development.	15	4.07	86.7	13%	53%			33%
49. Assigns tasks and responsibilities to develop skills of others.	15	4.27	93.3	7%	53%			40%
50. Tries to ensure employees are ready to move to the next level.	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. Is open to receiving feedback.	4.13	4.40	+0.27 ▲
47. Develops employees by offering and encouraging them to take on new or additional responsibilities.	4.07	4.20	+0.13 ▲
48. Creates opportunities for professional development.	4.00	4.07	+0.07 ▲
49. Assigns tasks and responsibilities to develop skills of others.	4.13	4.27	+0.13 ▲
50. Tries to ensure employees are ready to move to the next level.	4.20	4.07	-0.13 ▼

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
51. Seeks to remove misperceptions that may contribute toward conflict.	15	4.33	93.3	7%	47%		47%	
52. Helps to maintain dignity of all persons involved.	15	4.13	86.7	13%	60%		27%	
53. Is responsive to contentious issues.	15	4.33	100.0	67%		33%		
54. Facilitates collaborative processes to reduce conflict.	15	4.27	93.3	7%	60%		33%	
55. Seeks to reduce the scarcity of limited resources by sourcing materials from new locations.	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. Seeks to remove misperceptions that may contribute toward conflict.	4.13	4.33	+0.20 ▲
52. Helps to maintain dignity of all persons involved.	4.40	4.13	-0.27 ▼
53. Is responsive to contentious issues.	4.07	4.33	+0.27 ▲
54. Facilitates collaborative processes to reduce conflict.	4.07	4.27	+0.20 ▲
55. Seeks to reduce the scarcity of limited resources by sourcing materials from new locations.	4.27	4.00	-0.27 ▼

Negotiation

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
56. Maximizes information gathering efforts prior to negotiations.	15	4.47	93.3	7%	40%		53%	
57. Understands the motivations of the other party.	15	3.60	66.7	13%	20%	60%		7%
58. Ensures a thorough understanding of key issues and priorities.	15	4.47	93.3	7%	40%		53%	
59. Keeps a firm grasp on the issues and priorities.	15	4.33	93.3	7%	53%		40%	
60. Assesses the validity and relevance of each piece of information, considering the context and source.	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
56. Maximizes information gathering efforts prior to negotiations.	4.07	4.47	+0.40 ▲
57. Understands the motivations of the other party.	4.07	3.60	-0.47 ▼
58. Ensures a thorough understanding of key issues and priorities.	4.27	4.47	+0.20 ▲
59. Keeps a firm grasp on the issues and priorities.	4.40	4.33	-0.07 ▼
60. Assesses the validity and relevance of each piece of information, considering the context and source.	4.27	4.13	-0.13 ▼

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?