



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.

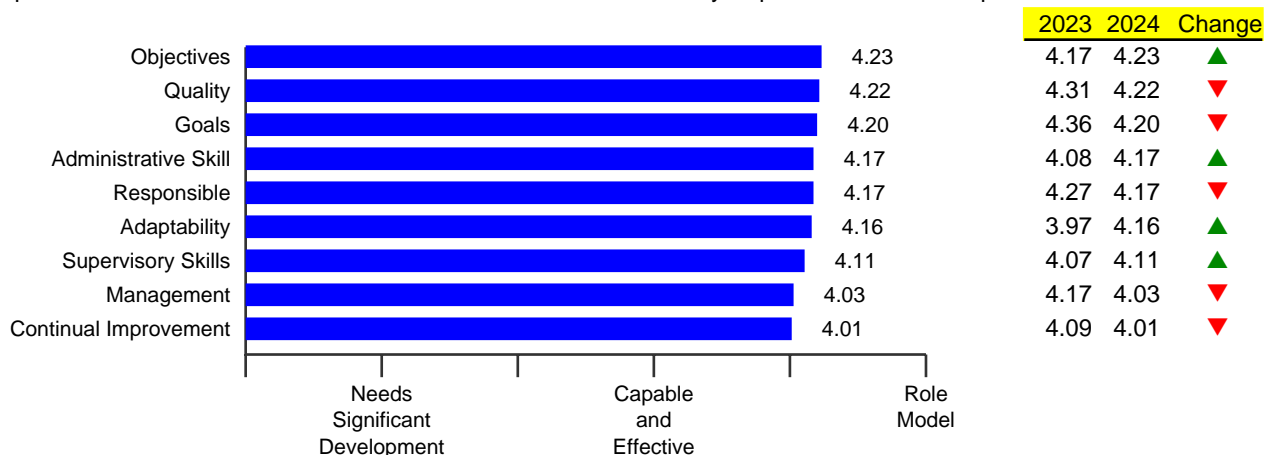
What to Do with Your Feedback

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

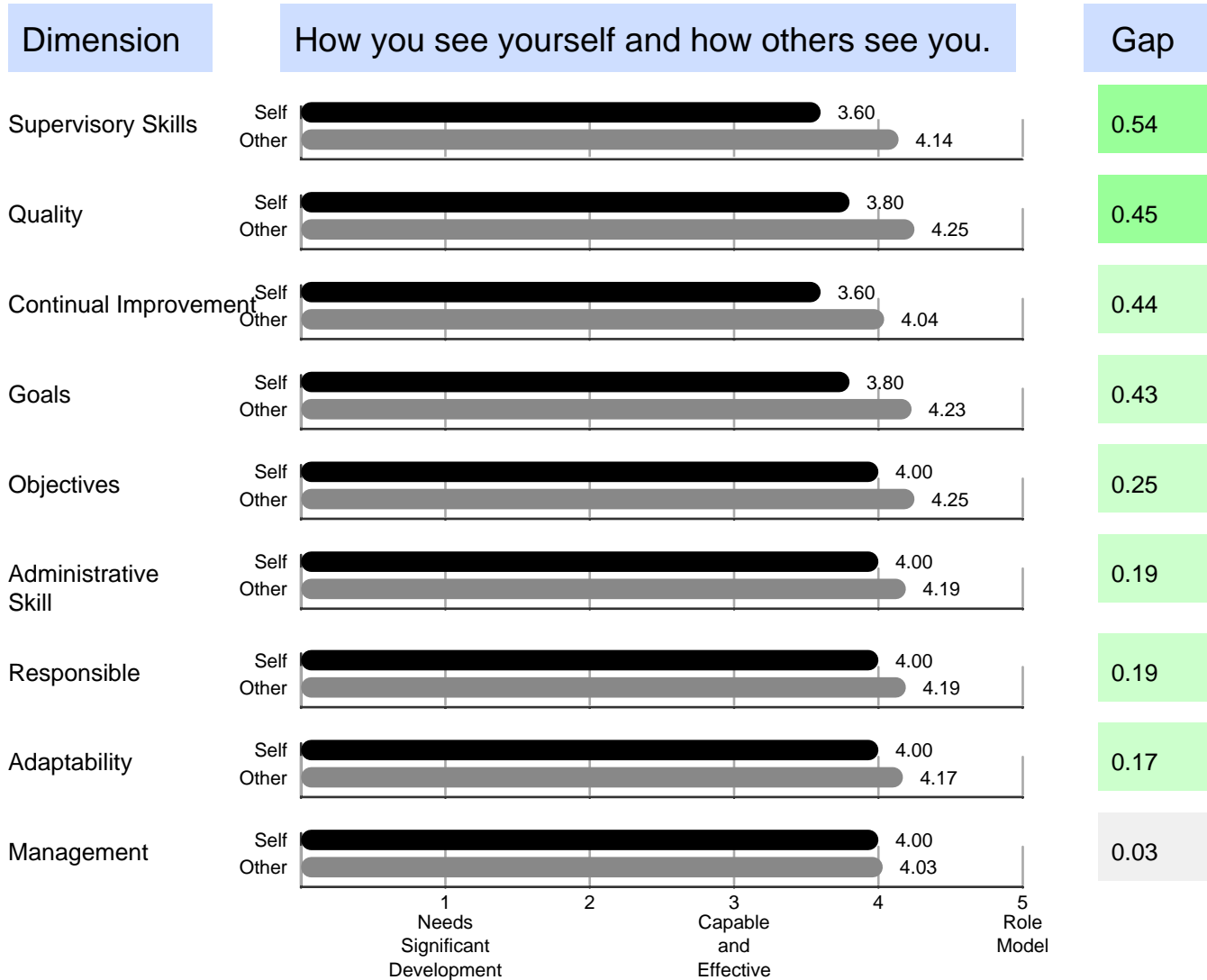
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



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.



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	3	4	5
1. Encourages employees to produce the best quality products.	15	4.13	80.0	20%	47%	33%		
2. Encourages others to produce the highest quality work products.	15	4.33	100.0		67%	33%		
3. Corrects issues in a timely manner.	15	4.33	93.3	7%	53%	40%		
4. Reflects on what is working and what could be improved.	15	4.07	86.7	13%	67%	20%		
5. Encourages others to achieve high quality standards.	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. Encourages employees to produce the best quality products.	4.00	4.13	+0.13 ▲
2. Encourages others to produce the highest quality work products.	4.40	4.33	-0.07 ▼
3. Corrects issues in a timely manner.	4.47	4.33	-0.13 ▼
4. Reflects on what is working and what could be improved.	4.47	4.07	-0.40 ▼
5. Encourages others to achieve high quality standards.	4.20	4.21	+0.01 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Establishes and documents goals and objectives.	15	4.33	93.3	7%	53%	40%		
7. Sets high expectations and goals; encourages others to support the organization.	15	4.33	86.7	13%	40%	47%		
8. Achieves goals.	15	4.07	80.0	20%	53%	27%		
9. Understands & contributes to development of strategic goals.	15	4.13	80.0	20%	47%	33%		
10. Achieves established goals.	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. Establishes and documents goals and objectives.	4.13	4.33	+0.20 ▲
7. Sets high expectations and goals; encourages others to support the organization.	4.33	4.33	
8. Achieves goals.	4.20	4.07	-0.13 ▼
9. Understands & contributes to development of strategic goals.	4.67	4.13	-0.53 ▼
10. Achieves established goals.	4.47	4.13	-0.33 ▼

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Encourages me to take on greater responsibility.	15	4.67	100.0					
12. Able to organize work.	15	4.20	86.7					
13. Works toward achieving established goals and objectives.	14	3.64	57.1					
14. Communicates goals and objectives to employees.	14	4.14	85.7					
15. Sets long-term and short-term goals.	15	4.47	93.3					

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. Encourages me to take on greater responsibility.	4.20	4.67	+0.47 ▲
12. Able to organize work.	3.93	4.20	+0.27 ▲
13. Works toward achieving established goals and objectives.	4.47	3.64	-0.82 ▼
14. Communicates goals and objectives to employees.	4.00	4.14	+0.14 ▲
15. Sets long-term and short-term goals.	4.27	4.47	+0.20 ▲

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	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Adjusts tactics and strategies.	15	4.00	66.7	7%	27%	27%	40%	
17. Able to adjust to changing environments.	15	3.87	66.7		33%	47%	20%	
18. Able to adjust to changes as needed.	15	4.20	86.7	7%	7%	47%	40%	
19. Able to step in and help co-workers when needed.	15	4.33	86.7		13%	40%	47%	
20. Accommodates changes as needed.	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. Adjusts tactics and strategies.	3.64	4.00	+0.36 ▲
17. Able to adjust to changing environments.	4.33	3.87	-0.47 ▼
18. Able to adjust to changes as needed.	3.93	4.20	+0.27 ▲
19. Able to step in and help co-workers when needed.	4.33	4.33	0.00 ▲
20. Accommodates changes as needed.	3.60	4.40	+0.80 ▲

Continual Improvement

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.93	73.3	27%		53%		20%
22. Open to the suggestions from others.	15	4.00	66.7	13%	20%	20%		47%
23. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	4.07	80.0	20%		53%		27%
24. Analyzes processes to determine areas for improvement.	15	4.00	73.3	13%	13%	33%		40%
25. Looks for ways to improve work processes and procedures.	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. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	4.20	3.93	-0.27 ▼
22. Open to the suggestions from others.	4.20	4.00	-0.20 ▼
23. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	4.13	4.07	-0.07 ▼
24. Analyzes processes to determine areas for improvement.	3.80	4.00	+0.20 ▲
25. Looks for ways to improve work processes and procedures.	4.13	4.07	-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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development				
				1	2	3	4	5
26. Delegate tasks effectively	15	4.00	80.0	7%	13%	53%	27%	
27. Is ready to offer help	15	3.67	66.7	20%	13%	47%	20%	
28. Makes you feel enthusiastic about your work	15	4.40	86.7	13%	33%	53%		
29. Sets an example for others to follow	15	4.07	80.0	20%	53%	27%		
30. Keep staff informed about what is happening in the company	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. Delegate tasks effectively	4.47	4.00	-0.47 ▼
27. Is ready to offer help	4.00	3.67	-0.33 ▼
28. Makes you feel enthusiastic about your work	4.33	4.40	+0.07 ▲
29. Sets an example for others to follow	4.07	4.07	
30. Keep staff informed about what is happening in the company	4.00	4.00	

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	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Conducts regular progress meetings to ensure adherence to the schedule.	15	4.27	93.3	7%	60%			33%
32. Empowers employees to make their own decisions in the field.	14	4.14	92.9	7%	71%			21%
33. Communicates on a daily basis with the team at the start of each shift.	15	4.27	100.0		73%			27%
34. Makes sure employees are accomplishing important objectives.	15	4.40	93.3	7%	47%			47%
35. Uses the team to its fullest capacity.	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. Conducts regular progress meetings to ensure adherence to the schedule.	4.27	4.27	
32. Empowers employees to make their own decisions in the field.	4.20	4.14	-0.06 ▼
33. Communicates on a daily basis with the team at the start of each shift.	3.67	4.27	+0.60 ▲
34. Makes sure employees are accomplishing important objectives.	4.00	4.40	+0.40 ▲
35. Uses the team to its fullest capacity.	4.20	3.47	-0.73 ▼

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. High attention to detail.	15	4.20	93.3	7%		67%		27%
37. Able to develop, justify and present a budget.	15	4.27	93.3	7%		60%		33%
38. Accurately implements contract provisions.	15	4.00	80.0		20%	60%		20%
39. Takes responsibility for decisions.	15	4.07	86.7	7%	7%	60%		27%
40. Implements and uses performance measures.	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. High attention to detail.	4.00	4.20	+0.20 ▲
37. Able to develop, justify and present a budget.	4.21	4.27	+0.05 ▲
38. Accurately implements contract provisions.	4.07	4.00	-0.07 ▼
39. Takes responsibility for decisions.	3.87	4.07	+0.20 ▲
40. Implements and uses performance measures.	4.27	4.33	+0.07 ▲

Responsible

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Is a person you can trust.	15	3.93	80.0	13%	7%	53%		27%
42. Holds herself / himself accountable to goals / objectives	15	4.33	93.3	7%		47%		47%
43. Responsible for setting the vision of the department.	15	4.13	86.7		13%	60%		27%
44. Sets a good example.	15	4.20	100.0			80%		20%
45. ...takes personal responsibility for results.	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. Is a person you can trust.	3.87	3.93	+0.07 ▲
42. Holds herself / himself accountable to goals / objectives	4.13	4.33	+0.20 ▲
43. Responsible for setting the vision of the department.	4.20	4.13	-0.07 ▼
44. Sets a good example.	4.87	4.20	-0.67 ▼
45. ...takes personal responsibility for results.	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?