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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.

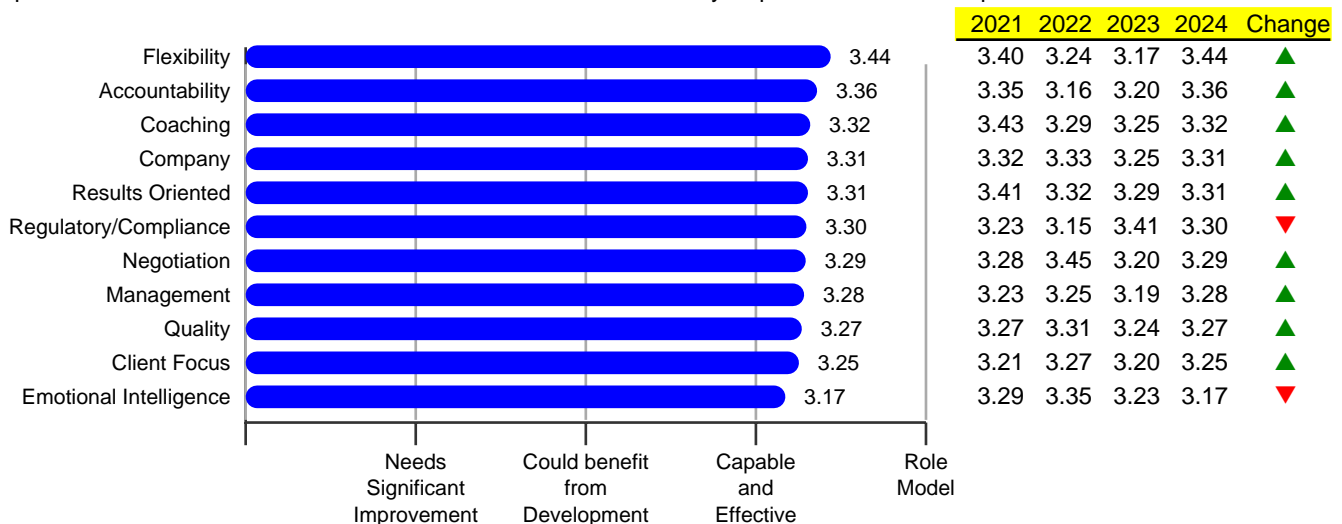
## What to Do with Your Feedback

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

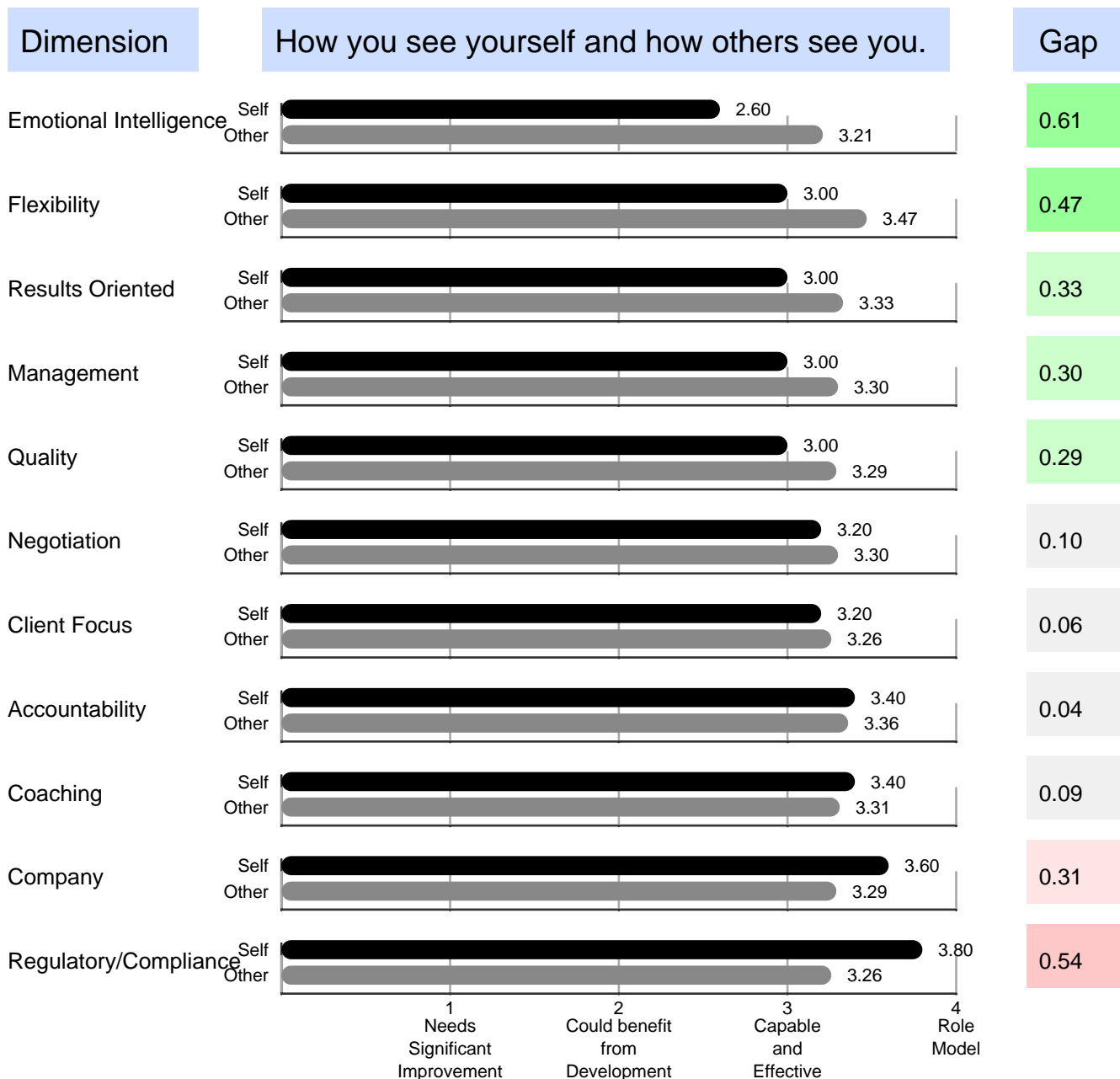
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



## 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
1. Encourages others to achieve high quality standards.	15	3.20	86.7	13%	53%	33%	
2. Reflects on what is working and what could be improved.	15	3.33	100.0		67%	33%	
3. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.33	93.3	7%	53%	40%	
4. Encourages others to produce the highest quality work products.	15	3.27	93.3	7%	60%	33%	
5. Always strives to produce the highest quality work products.	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. Encourages others to achieve high quality standards.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Reflects on what is working and what could be improved.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Encourages others to produce the highest quality work products.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Always strives to produce the highest quality work products.	3.00	3.20	3.13	3.21	+0.08 ▲

## 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
6. Removes bureaucratic barriers to streamline processes.	15	3.47	100.0		53%	47%	
7. Highly motivated to complete tasks despite obstacles that may arise.	15	3.40	93.3	7%	47%	47%	
8. Ensures the team understands the objective that needs to be completed.	15	3.20	86.7	13%	53%	33%	
9. Plans the best course of action to achieve the goal.	15	3.27	86.7	13%	47%	40%	
10. Willing to adapt to new procedures to maintain production capacities.	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. Removes bureaucratic barriers to streamline processes.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Highly motivated to complete tasks despite obstacles that may arise.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Ensures the team understands the objective that needs to be completed.	3.40	3.40	3.20	3.20	
9. Plans the best course of action to achieve the goal.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Willing to adapt to new procedures to maintain production capacities.	3.33	3.47	3.27	3.20	-0.07 ▼

## 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
11. Works effectively during periods of change.	15	3.67	100.0	33%	67%		
12. Implements changes as a result of having listened to employees	15	3.40	93.3	7%	47%	47%	
13. Adapts to circumstances as needed.	15	3.13	86.7	13%	60%	27%	
14. Identifies new opportunities to achieve goals	15	3.47	100.0	53%	47%		
15. Open to the perspectives/viewpoints of others.	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. Works effectively during periods of change.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Implements changes as a result of having listened to employees	3.53	3.20	3.00	3.40	+0.40 ▲
13. Adapts to circumstances as needed.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Identifies new opportunities to achieve goals	3.20	3.13	3.00	3.47	+0.47 ▲
15. Open to the perspectives/viewpoints of others.	3.67	3.27	3.20	3.53	+0.33 ▲

## Accountability

### 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. Requires employees to submit monthly reports of the work they performed.	15	3.47	93.3	7%	40%	53%	
17. Provides clear reasons for underperformance.	15	2.93	73.3	27%	53%	20%	
18. Develops goals and establishes objective measures of success.	15	3.40	93.3	7%	47%	47%	
19. Willingly accepts the obligation to complete the task.	15	3.53	100.0		47%	53%	
20. Takes responsibility for the direction of the team.	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. Requires employees to submit monthly reports of the work they performed.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Provides clear reasons for underperformance.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Develops goals and establishes objective measures of success.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Willingly accepts the obligation to complete the task.	3.13	2.87	3.53	3.53	
20. Takes responsibility for the direction of the team.	3.40	3.20	2.87	3.47	+0.60 ▲

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.00	80.0	20%	60%		20%
22. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.53	100.0	47%	53%		
23. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.13	86.7	13%	60%		27%
24. Is able to express themselves clearly.	15	3.13	80.0	7% 13%	40%		40%
25. Is able to manage their own emotions.	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. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Is attentive to emotional cues and interprets others' feelings correctly.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Is able to express themselves clearly.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Is able to manage their own emotions.	3.27	3.33	3.27	3.07	-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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Makes you feel enthusiastic about your work	15	3.20	93.3	7%	60%	33%	
27. Sets an example for others to follow	15	3.40	93.3	7%	47%	47%	
28. Takes responsibility for things that go wrong	15	3.60	93.3	7%	27%	67%	
29. Delegate tasks effectively	15	3.20	86.7	13%	53%	33%	
30. Is ready to offer help	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. Makes you feel enthusiastic about your work	3.53	3.33	3.33	3.20	-0.13 ▼
27. Sets an example for others to follow	3.20	3.33	2.93	3.40	+0.47 ▲
28. Takes responsibility for things that go wrong	3.33	3.13	3.40	3.60	+0.20 ▲
29. Delegate tasks effectively	3.21	3.20	3.20	3.20	
30. Is ready to offer help	2.87	3.27	3.07	3.00	-0.07 ▼

## Regulatory/Compliance

### 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. Maintains historical records and documents as needed/required.	15	3.33	93.3	7%	53%	40%	
32. Offers training to employees to ensure they are complying with regulations.	14	3.29	100.0		71%	29%	
33. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	15	3.27	100.0		73%	27%	
34. Provides documents and reports as needed to maintain compliance with laws.	15	3.47	93.3	7%	40%	53%	
35. Is aware of federal and local laws affecting employees.	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. Maintains historical records and documents as needed/required.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Offers training to employees to ensure they are complying with regulations.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Provides documents and reports as needed to maintain compliance with laws.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Is aware of federal and local laws affecting employees.	3.20	3.27	3.13	3.13	

## Client Focus

### 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. Is committed to resolving client issues in a positive way.	15	3.20	93.3	7%	67%		27%
37. Is available to respond to client needs.	15	3.33	93.3	7%	53%		40%
38. Uses feedback from the client to help improve the client's experience.	15	3.07	86.7	13%	67%		20%
39. Delivers high quality products to the client.	15	3.33	100.0		67%		33%
40. Keeps the client informed of all progress.	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. Is committed to resolving client issues in a positive way.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Is available to respond to client needs.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Uses feedback from the client to help improve the client's experience.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Delivers high quality products to the client.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Keeps the client informed of all progress.	3.00	3.20	3.27	3.33	+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
41. Helps employees to understand responsibilities, authority, and expectations.	15	3.33	93.3	7%	53%	40%	
42. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.40	93.3	7%	47%	47%	
43. Develops the skills and capabilities of others.	15	3.13	86.7	13%	60%	27%	
44. Conducts regular performance appraisals and feedback.	15	3.27	100.0		73%	27%	
45. Addresses employee behavior problems effectively.	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. Helps employees to understand responsibilities, authority, and expectations.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Develops the skills and capabilities of others.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Conducts regular performance appraisals and feedback.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Addresses employee behavior problems effectively.	3.20	3.33	3.13	3.47	+0.33 ▲

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Maintains communication channels between parties in the negotiation.	15	3.40	93.3	7%	47%	47%	
47. Is able to decline bad ideas to avoid making poor decisions.	15	3.20	93.3	7%	67%		27%
48. Able to clearly express thoughts and concerns.	15	3.20	93.3	7%	60%		33%
49. Establishes good working relationships with others.	15	3.47	100.0		53%		47%
50. Influences others through rational argument and persuasion.	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. Maintains communication channels between parties in the negotiation.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Is able to decline bad ideas to avoid making poor decisions.	3.33	3.40	3.20	3.20	
48. Able to clearly express thoughts and concerns.	3.60	3.33	3.20	3.20	
49. Establishes good working relationships with others.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Influences others through rational argument and persuasion.	3.20	3.67	3.27	3.20	-0.07 ▼

## Company

### 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. Attends [Company] gatherings and social events.	15	3.53	100.0	47%	53%		
52. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.27	93.3	7%	60%	33%	
53. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.33	100.0	67%	33%		
54. Impresses upon others the important aspects of [Company].	15	3.40	93.3	7%	47%	47%	
55. Understands the "basics" as to how [Company] functions/operates.	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. Attends [Company] gatherings and social events.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Understands how decisions impact other business units beyond their immediate department of work group.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Expresses loyalty and dedication to [Company] in interactions with others.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Impresses upon others the important aspects of [Company].	3.20	3.60	3.13	3.40	+0.27 ▲
55. Understands the "basics" as to how [Company] functions/operates.	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?