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.
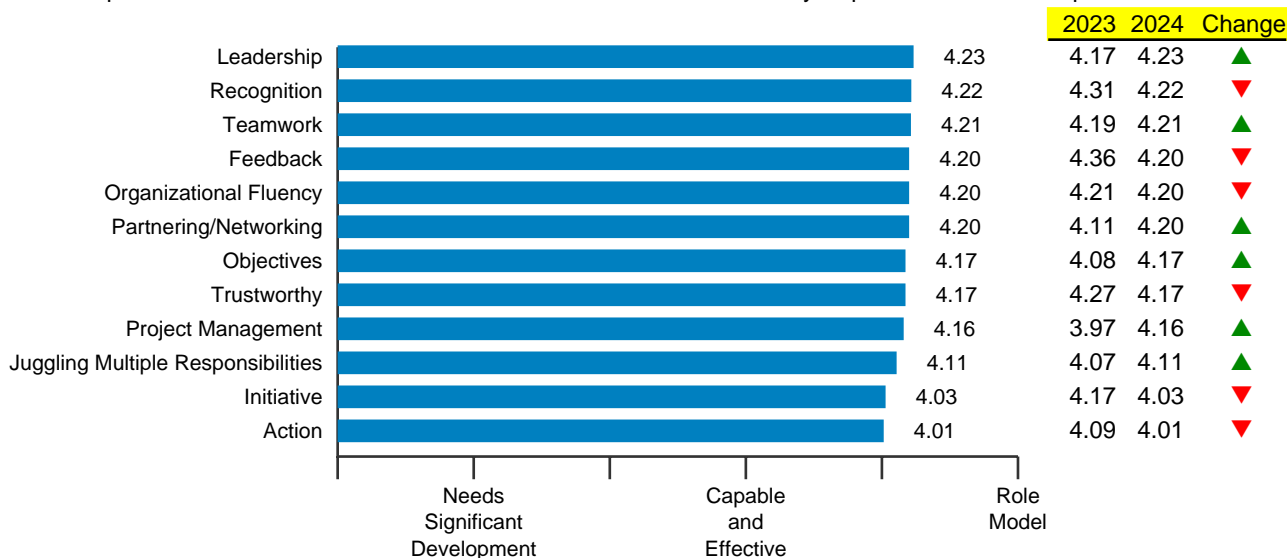
What to Do with Your Feedback

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.
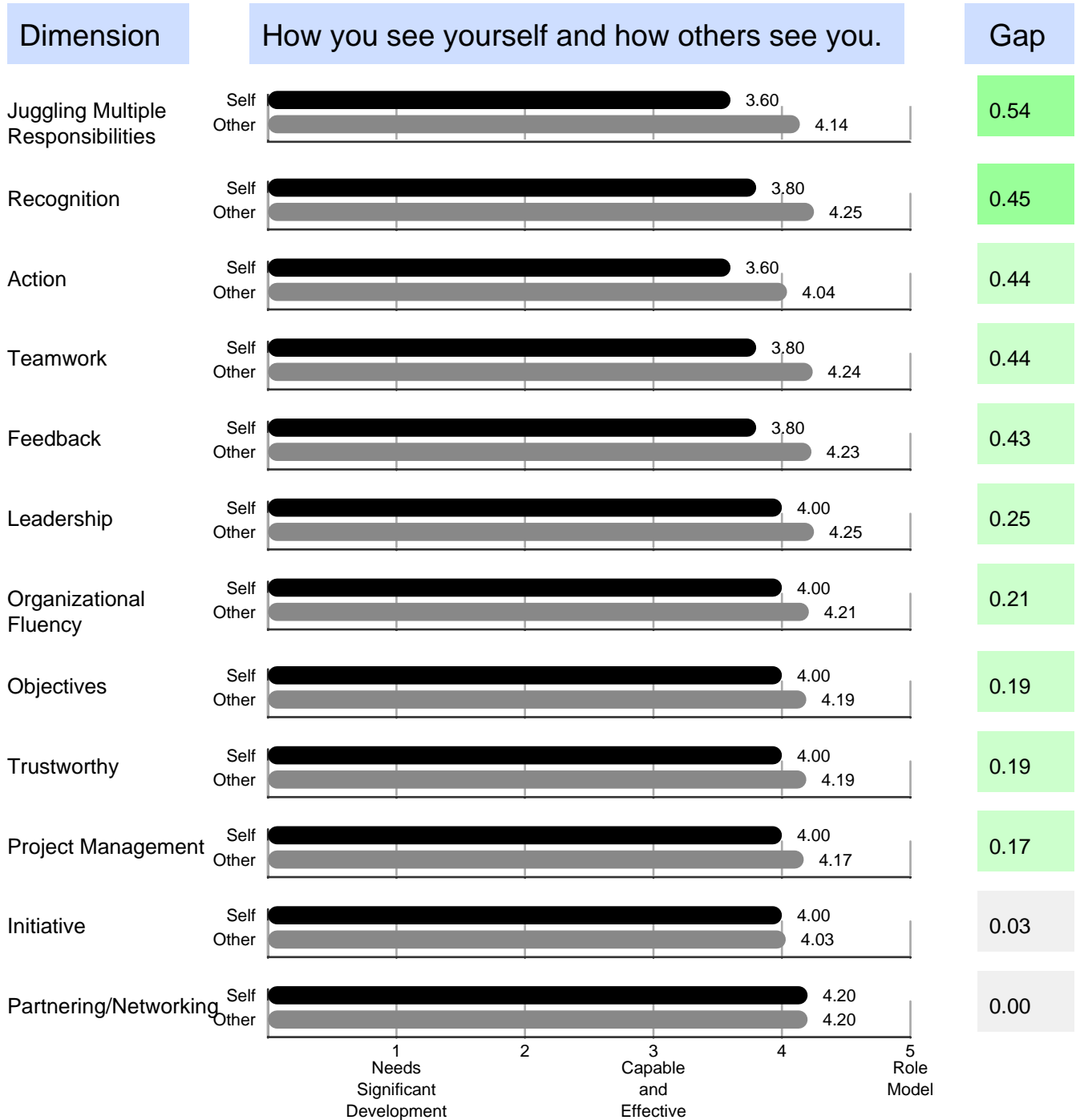
Summary

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.

Dimension	Score	2023	2024	Change
Leadership	4.23	4.17	4.23	▲
Recognition	4.22	4.31	4.22	▼
Teamwork	4.21	4.19	4.21	▲
Feedback	4.20	4.36	4.20	▼
Organizational Fluency	4.20	4.21	4.20	▼
Partnering/Networking	4.20	4.11	4.20	▲
Objectives	4.17	4.08	4.17	▲
Trustworthy	4.17	4.27	4.17	▼
Project Management	4.16	3.97	4.16	▲
Juggling Multiple Responsibilities	4.11	4.07	4.11	▲
Initiative	4.03	4.17	4.03	▼
Action	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
Juggling Multiple Responsibilities	Self 3.60 / Other 4.14	0.54
Recognition	Self 3,80 / Other 4.25	0.45
Action	Self 3.60 / Other 4.04	0.44
Teamwork	Self 3,80 / Other 4.24	0.44
Feedback	Self 3,80 / Other 4.23	0.43
Leadership	Self 4.00 / Other 4.25	0.25
Organizational Fluency	Self 4.00 / Other 4.21	0.21
Objectives	Self 4.00 / Other 4.19	0.19
Trustworthy	Self 4.00 / Other 4.19	0.19
Project Management	Self 4.00 / Other 4.17	0.17
Initiative	Self 4.00 / Other 4.03	0.03
Partnering/Networking	Self 4.20 / Other 4.20	0.00

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

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
1. Offers recognition in a timely manner.	15	4.13	80.0		20%	47%		33%
2. Recognizes individuals for a specific outstanding achievement.	15	4.33	100.0			67%		33%
3. Says "thank you" to show appreciation for work of others.	15	4.33	93.3	7%	53%			40%
4. Recognizes the abilities and skills of self and others	15	4.07	86.7		13%	67%		20%
5. Reinforces and rewards employees for accomplishing necessary goals.	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. Offers recognition in a timely manner.	4.00	4.13	+0.13 ▲
2. Recognizes individuals for a specific outstanding achievement.	4.40	4.33	-0.07 ▼
3. Says "thank you" to show appreciation for work of others.	4.47	4.33	-0.13 ▼
4. Recognizes the abilities and skills of self and others	4.47	4.07	-0.40 ▼
5. Reinforces and rewards employees for accomplishing necessary goals.	4.20	4.21	+0.01 ▲

Feedback

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. Shares past experiences with others as learning opportunities.	15	4.33	93.3	7%	53%			40%
7. Considers other's opinion and suggestions.	15	4.33	86.7	13%	40%			47%
8. Is easy to approach with ideas and opinions.	15	4.07	80.0	20%	53%			27%
9. Accepts the views of others.	15	4.13	80.0	20%	47%			33%
10. Asks others for their ideas and opinions.	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. Shares past experiences with others as learning opportunities.	4.13	4.33	+0.20 ▲
7. Considers other's opinion and suggestions.	4.33	4.33	
8. Is easy to approach with ideas and opinions.	4.20	4.07	-0.13 ▼
9. Accepts the views of others.	4.67	4.13	-0.53 ▼
10. Asks others for their ideas and opinions.	4.47	4.13	-0.33 ▼

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
11. Sets a high level of performance expectations and challenges others to do the same.	15	4.67	100.0				33%	67%
12. Able to align manpower, design work, an allocate tasks to achieve goals.	15	4.20	86.7	7%	7%	47%		40%
13. Able to organize the work of others.	14	3.64	57.1	14%	29%	36%		21%
14. Recognizes individual and team accomplishments and reward them appropriately.	14	4.14	85.7	7%	7%	50%		36%
15. Sets specific, measurable, and challenging goals.	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. Sets a high level of performance expectations and challenges others to do the same.	4.20	4.67	+0.47	▲
12. Able to align manpower, design work, an allocate tasks to achieve goals.	3.93	4.20	+0.27	▲
13. Able to organize the work of others.	4.47	3.64	-0.82	▼
14. Recognizes individual and team accomplishments and reward them appropriately.	4.00	4.14	+0.14	▲
15. Sets specific, measurable, and challenging goals.	4.27	4.47	+0.20	▲

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
16. Adds the necessary time buffers to avoid the project getting behind schedule.	15	4.00	66.7	7%	27%	27%		40%
17. Changes the implementation of specific phases of the project to mitigate certain risks.	15	3.87	66.7		33%	47%		20%
18. Identifies potential risks that could pose challenges to the project timeline.	15	4.20	86.7	7%	7%	47%		40%
19. Accurately determines the number of engineers required for the project.	15	4.33	86.7		13%	40%	47%	
20. Establishes the scope for the project.	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. Adds the necessary time buffers to avoid the project getting behind schedule.	3.64	4.00	+0.36 ▲
17. Changes the implementation of specific phases of the project to mitigate certain risks.	4.33	3.87	-0.47 ▼
18. Identifies potential risks that could pose challenges to the project timeline.	3.93	4.20	+0.27 ▲
19. Accurately determines the number of engineers required for the project.	4.33	4.33	
20. Establishes the scope for the project.	3.60	4.40	+0.80 ▲

Action

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. Takes advantage of changes to the current situation.	15	3.93	73.3		27%		53%			20%
22. Addresses performance issues quickly.	15	4.00	66.7	13%	20%		20%		47%	
23. Takes action to respond to dissatisfied customer.	15	4.07	80.0		20%		53%			27%
24. Seeks new opportunities for advancement.	15	4.00	73.3	13%	13%		33%		40%	
25. Persists in work despite obstacles encountered.	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. Takes advantage of changes to the current situation.	4.20	3.93	-0.27 ▼
22. Addresses performance issues quickly.	4.20	4.00	-0.20 ▼
23. Takes action to respond to dissatisfied customer.	4.13	4.07	-0.07 ▼
24. Seeks new opportunities for advancement.	3.80	4.00	+0.20 ▲
25. Persists in work despite obstacles encountered.	4.13	4.07	-0.07 ▼

Initiative

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. Takes on additional tasks without being asked or told to do so.	15	4.00	80.0	7%	13%	53%		27%
27. Confronts problems immediately without supervisor instructions.	15	3.67	66.7	20%	13%	47%		20%
28. Takes the initiative to change the direction or course of events.	15	4.40	86.7	13%	33%		53%	
29. Is a self-starter. Does not wait to be told to do something.	15	4.07	80.0	20%	53%			27%
30. Takes corrective action to rectify issues.	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. Takes on additional tasks without being asked or told to do so.	4.47	4.00	-0.47 ▼
27. Confronts problems immediately without supervisor instructions.	4.00	3.67	-0.33 ▼
28. Takes the initiative to change the direction or course of events.	4.33	4.40	+0.07 ▲
29. Is a self-starter. Does not wait to be told to do something.	4.07	4.07	
30. Takes corrective action to rectify issues.	4.00	4.00	

Juggling Multiple Responsibilities

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. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	4.27	93.3	7%	60%		33%	
32. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	14	4.14	92.9	7%	71%		21%	
33. Plans and organizes continuously while performing all other responsibilities and activities.	15	4.27	100.0		73%		27%	
34. Is aware of the deadlines for specific tasks/assignments.	15	4.40	93.3	7%	47%		47%	
35. Organizes tasks for the most efficient order of completion.	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. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	4.27	4.27	
32. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	4.20	4.14	-0.06 ▼
33. Plans and organizes continuously while performing all other responsibilities and activities.	3.67	4.27	+0.60 ▲
34. Is aware of the deadlines for specific tasks/assignments.	4.00	4.40	+0.40 ▲
35. Organizes tasks for the most efficient order of completion.	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. Works toward achieving established goals and objectives.	15	4.27	93.3	7%	60%			33%
38. Sets long-term and short-term goals.	15	4.00	80.0	20%	60%			20%
39. Encourages me to take on greater responsibility.	15	4.07	86.7	7% 7%	60%			27%
40. Assures [Company] principles are understood, employed & pursued.	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. Works toward achieving established goals and objectives.	4.21	4.27	+0.05 ▲
38. Sets long-term and short-term goals.	4.07	4.00	-0.07 ▼
39. Encourages me to take on greater responsibility.	3.87	4.07	+0.20 ▲
40. Assures [Company] principles are understood, employed & pursued.	4.27	4.33	+0.07 ▲

Trustworthy

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. Is a person you can trust.	15	3.93	80.0	13%	7%	53%		27%
42. Demonstrates congruence between statements and actions.	15	4.33	93.3	7%	47%		47%	
43. Takes ownership, delivers on commitments	15	4.13	86.7	13%	60%		27%	
44. Is trustworthy; is someone I can trust.	15	4.20	100.0	80%			20%	
45. Delivers on promises made.	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. Demonstrates congruence between statements and actions.	4.13	4.33	+0.20 ▲
43. Takes ownership, delivers on commitments	4.20	4.13	-0.07 ▼
44. Is trustworthy; is someone I can trust.	4.87	4.20	-0.67 ▼
45. Delivers on promises made.	4.27	4.27	

Partnering/Networking

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. Seeks to increase exchanges of information with other companies/colleagues.	15	4.40	93.3	7%	47%			47%
47. Ensures all participants in the network are treated fairly and equitably.	15	4.20	93.3	7%	67%			27%
48. Supports a partnering/networking culture.	15	4.07	86.7	13%	53%			33%
49. Promotes teamwork across departments, encouraging information exchange, and setting common goals.	15	4.27	93.3	7%	53%			40%
50. Fosters cross-department collaboration, facilitates information sharing, and establishes common objectives.	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. Seeks to increase exchanges of information with other companies/colleagues.	4.13	4.40	+0.27 ▲
47. Ensures all participants in the network are treated fairly and equitably.	4.07	4.20	+0.13 ▲
48. Supports a partnering/networking culture.	4.00	4.07	+0.07 ▲
49. Promotes teamwork across departments, encouraging information exchange, and setting common goals.	4.13	4.27	+0.13 ▲
50. Fosters cross-department collaboration, facilitates information sharing, and establishes common objectives.	4.20	4.07	-0.13 ▼

Teamwork

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. Encourages dialog between team members.	15	4.33	93.3	7%	47%			47%
52. Provides assistance and support to other team members when needed	15	4.13	86.7	13%	60%			27%
53. Works with other team members on the project.	15	4.33	100.0		67%			33%
54. Actively participates in the work of teams; seeks and listens to others' contributions	15	4.27	93.3	7%	60%			33%
55. Helps other team members to research solutions to a problem.	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. Encourages dialog between team members.	4.13	4.33	+0.20 ▲
52. Provides assistance and support to other team members when needed	4.40	4.13	-0.27 ▼
53. Works with other team members on the project.	4.07	4.33	+0.27 ▲
54. Actively participates in the work of teams; seeks and listens to others' contributions	4.07	4.27	+0.20 ▲
55. Helps other team members to research solutions to a problem.	4.27	4.00	-0.27 ▼

Organizational Fluency

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. Gets things done through the department.	15	4.47	93.3	7%		40%		53%
57. Able to explain departmental policies and procedures to others.	15	3.60	66.7	13%	20%	60%		7%
58. Anticipates problems that may affect the department.	15	4.47	93.3	7%		40%		53%
59. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.33	93.3	7%		53%		40%
60. Adept at navigating within the culture of the department.	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. Gets things done through the department.	4.07	4.47	+0.40 ▲
57. Able to explain departmental policies and procedures to others.	4.07	3.60	-0.47 ▼
58. Anticipates problems that may affect the department.	4.27	4.47	+0.20 ▲
59. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	4.40	4.33	-0.07 ▼
60. Adept at navigating within the culture of the department.	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?