



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.

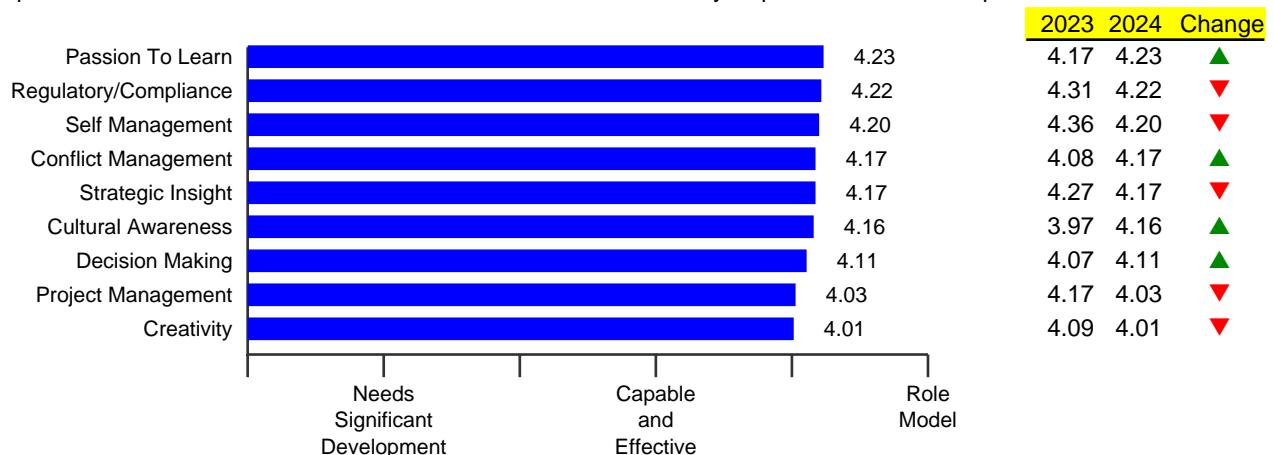
What to Do with Your Feedback

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

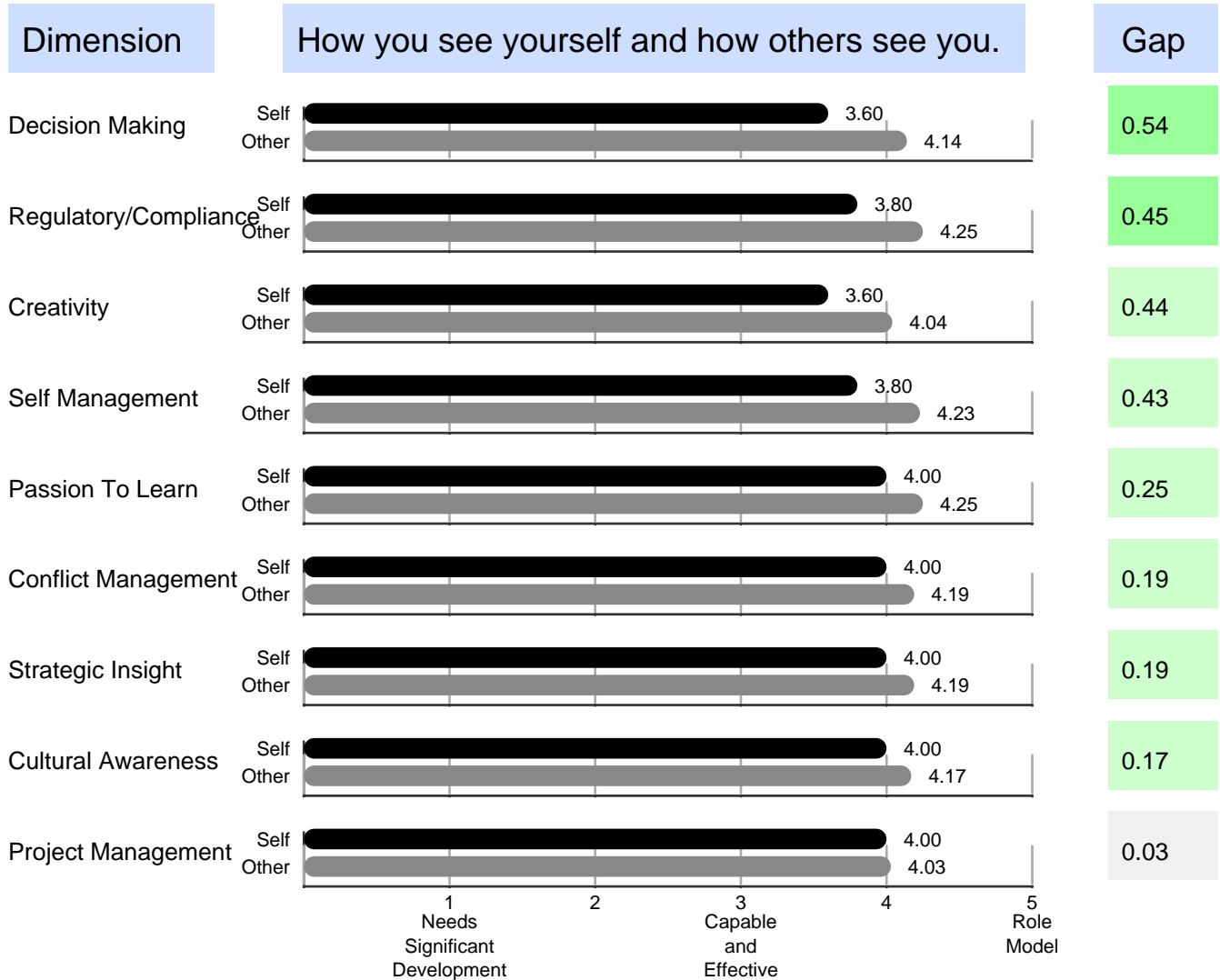
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Works quickly to implement changes in regulations.	15	4.13	80.0	20%	47%	33%		
2. Offers training to employees to ensure they comply with regulations.	15	4.33	100.0		67%	33%		
3. Is aware of the documents and reports needed to maintain compliance with regulations.	15	4.33	93.3	7%	53%	40%		
4. Interacts with auditors and regulators on a professional basis.	15	4.07	86.7	13%	67%	20%		
5. Keeps informed of various regulations and procedures.	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. Works quickly to implement changes in regulations.	4.00	4.13	+0.13 ▲
2. Offers training to employees to ensure they comply with regulations.	4.40	4.33	-0.07 ▼
3. Is aware of the documents and reports needed to maintain compliance with regulations.	4.47	4.33	-0.13 ▼
4. Interacts with auditors and regulators on a professional basis.	4.47	4.07	-0.40 ▼
5. Keeps informed of various regulations and procedures.	4.20	4.21	+0.01 ▲

Self 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Consciously controls own negative emotions in order to keep team morale up.	15	4.33	93.3	7%	53%		40%	
7. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.33	86.7	13%	40%		47%	
8. Uses patience and self-control in working with customers and associates.	15	4.07	80.0	20%	53%		27%	
9. Does not allow own emotions to interfere with the performance of others.	15	4.13	80.0	20%	47%		33%	
10. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	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. Consciously controls own negative emotions in order to keep team morale up.	4.13	4.33	+0.20 ▲
7. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	4.33	4.33	
8. Uses patience and self-control in working with customers and associates.	4.20	4.07	-0.13 ▼
9. Does not allow own emotions to interfere with the performance of others.	4.67	4.13	-0.53 ▼
10. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	4.47	4.13	-0.33 ▼

Passion To Learn

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. Exhibits willingness to upgrade skills through additional training and education.	15	4.67	100.0				33%	67%
12. Will participate in training classes even if offered outside of normal working hours.	15	4.20	86.7	7%	7%		47%	40%
13. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	14	3.64	57.1	14%		29%	36%	21%
14. Is committed to enhancing their own knowledge and skills.	14	4.14	85.7	7%	7%		50%	36%
15. Creates an environment that supports personal development and exploration.	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. Exhibits willingness to upgrade skills through additional training and education.	4.20	4.67	+0.47 ▲
12. Will participate in training classes even if offered outside of normal working hours.	3.93	4.20	+0.27 ▲
13. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	4.47	3.64	-0.82 ▼
14. Is committed to enhancing their own knowledge and skills.	4.00	4.14	+0.14 ▲
15. Creates an environment that supports personal development and exploration.	4.27	4.47	+0.20 ▲

Cultural Awareness

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. Values the diverse perspectives from others.	15	4.00	66.7	7%	27%	27%	40%	
17. Respects the views offered by individuals with different cultural backgrounds.	15	3.87	66.7		33%	47%	20%	
18. Avoids referring to stereotypes about others from different cultures.	15	4.20	86.7	7%	7%	47%	40%	
19. Aware of their own cultural views.	15	4.33	86.7		13%	40%	47%	
20. Willing to work with employees who have different cultural backgrounds.	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. Values the diverse perspectives from others.	3.64	4.00	+0.36 ▲
17. Respects the views offered by individuals with different cultural backgrounds.	4.33	3.87	-0.47 ▼
18. Avoids referring to stereotypes about others from different cultures.	3.93	4.20	+0.27 ▲
19. Aware of their own cultural views.	4.33	4.33	
20. Willing to work with employees who have different cultural backgrounds.	3.60	4.40	+0.80 ▲

Creativity

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. Inspires creativity in their team.	15	3.93	73.3	27%		53%		20%
22. Creates a lot of new ideas.	15	4.00	66.7	13%	20%	20%		47%
23. Conceives, implements and evaluates ideas.	15	4.07	80.0	20%		53%		27%
24. Adds value to the department/organization.	15	4.00	73.3	13%	13%	33%		40%
25. Develops solutions to challenging problems.	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. Inspires creativity in their team.	4.20	3.93	-0.27 ▼
22. Creates a lot of new ideas.	4.20	4.00	-0.20 ▼
23. Conceives, implements and evaluates ideas.	4.13	4.07	-0.07 ▼
24. Adds value to the department/organization.	3.80	4.00	+0.20 ▲
25. Develops solutions to challenging problems.	4.13	4.07	-0.07 ▼

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Identifies the source materials that will be needed.	15	4.00	80.0	7%	13%	53%	27%	
27. Plans and implements responses to potential threats to the success of the project.	15	3.67	66.7	20%	13%	47%	20%	
28. Implements project metrics to track progress.	15	4.40	86.7	13%	33%	53%		
29. Develops performance measures for various aspects of the project.	15	4.07	80.0	20%	53%	27%		
30. Initiates large projects.	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. Identifies the source materials that will be needed.	4.47	4.00	-0.47 ▼
27. Plans and implements responses to potential threats to the success of the project.	4.00	3.67	-0.33 ▼
28. Implements project metrics to track progress.	4.33	4.40	+0.07 ▲
29. Develops performance measures for various aspects of the project.	4.07	4.07	
30. Initiates large projects.	4.00	4.00	

Decision Making

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
31. Takes into account the impact decisions will have on others.	15	4.27	93.3	7%	60%			33%
32. Gathers information before making a decision.	14	4.14	92.9	7%	71%			21%
33. Effectively chooses appropriate courses of action.	15	4.27	100.0		73%			27%
34. Makes decisions based on novel interpretations of the facts.	15	4.40	93.3	7%	47%			47%
35. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	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 into account the impact decisions will have on others.	4.27	4.27	
32. Gathers information before making a decision.	4.20	4.14	-0.06 ▼
33. Effectively chooses appropriate courses of action.	3.67	4.27	+0.60 ▲
34. Makes decisions based on novel interpretations of the facts.	4.00	4.40	+0.40 ▲
35. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	4.20	3.47	-0.73 ▼

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
36. Discusses conflict situations with supervisor.	15	4.20	93.3	7%		67%		27%
37. Helps employees to think through alternative ways to resolve conflict situations.	15	4.27	93.3	7%		60%		33%
38. Clearly expresses expectations to others.	15	4.00	80.0	20%		60%		20%
39. Deals effectively with employee grievances.	15	4.07	86.7	7%	7%	60%		27%
40. Identifies and takes steps to prevent potential confrontations.	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. Discusses conflict situations with supervisor.	4.00	4.20	+0.20 ▲
37. Helps employees to think through alternative ways to resolve conflict situations.	4.21	4.27	+0.05 ▲
38. Clearly expresses expectations to others.	4.07	4.00	-0.07 ▼
39. Deals effectively with employee grievances.	3.87	4.07	+0.20 ▲
40. Identifies and takes steps to prevent potential confrontations.	4.27	4.33	+0.07 ▲

Strategic Insight

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
41. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	3.93	80.0	13%	7%	53%	27%	
42. Recognizes the needs of customers.	15	4.33	93.3	7%		47%	47%	
43. Formulates policies and strategies for addressing the Company's important challenges.	15	4.13	86.7		13%	60%	27%	
44. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	15	4.20	100.0			80%	20%	
45. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	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. Anticipates business cycles and trends and makes adjustments in a timely manner.	3.87	3.93	+0.07 ▲
42. Recognizes the needs of customers.	4.13	4.33	+0.20 ▲
43. Formulates policies and strategies for addressing the Company's important challenges.	4.20	4.13	-0.07 ▼
44. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	4.87	4.20	-0.67 ▼
45. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	4.27	4.27	0.00 ▲

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?