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.
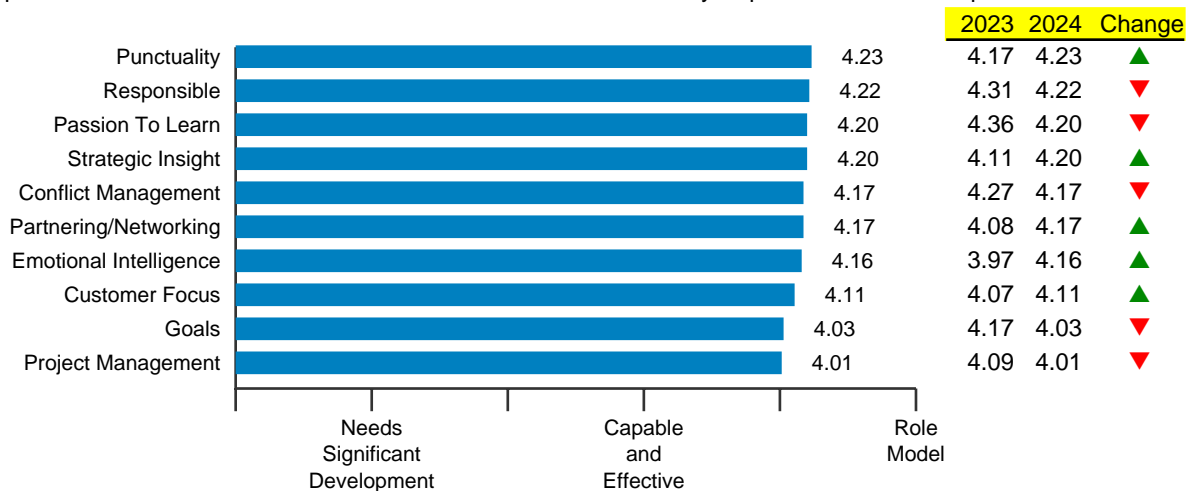
What to Do with Your Feedback

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.
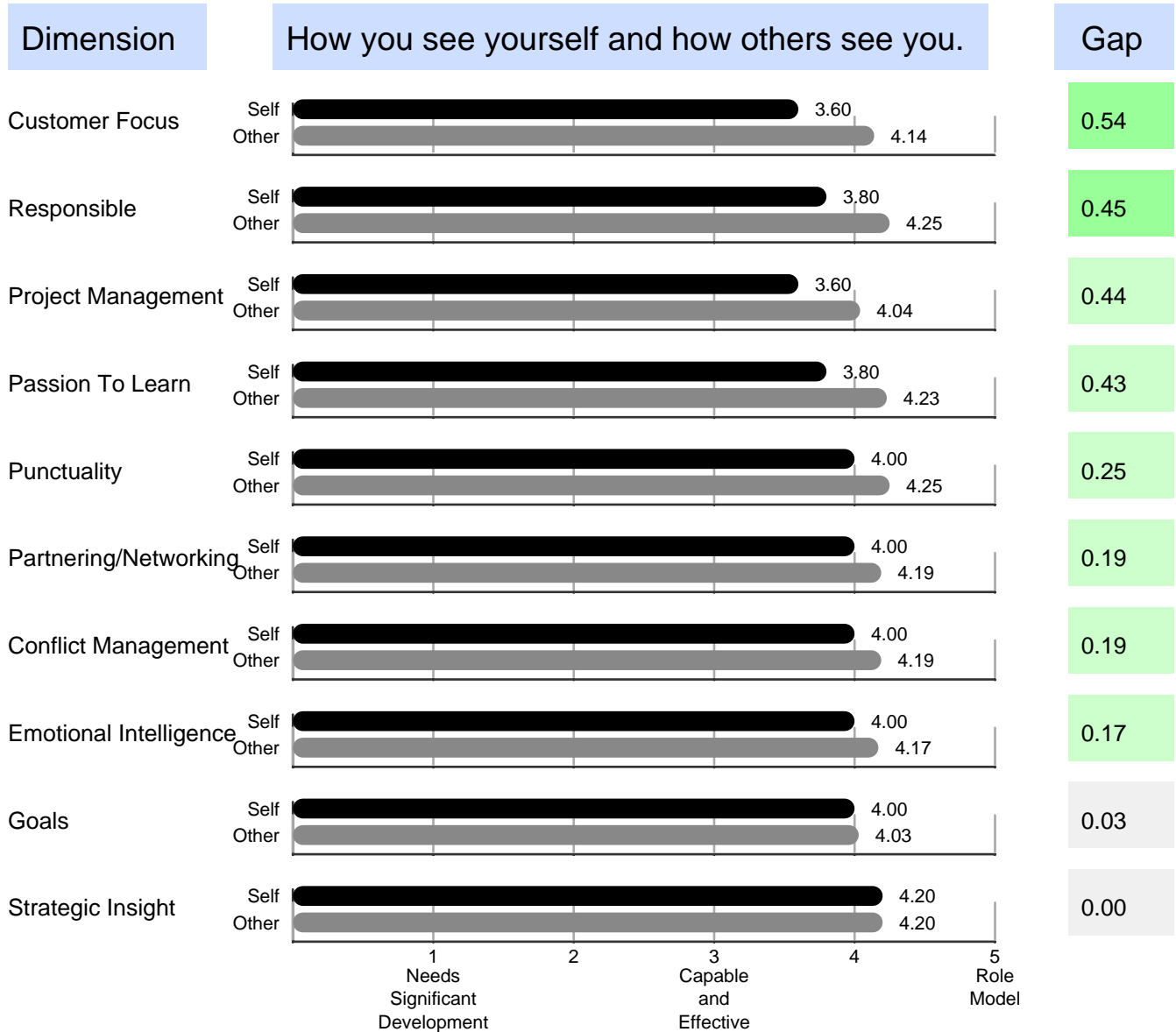
Summary

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 10 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.

	Score	2023	2024	Change
Punctuality	4.23	4.17	4.23	▲
Responsible	4.22	4.31	4.22	▼
Passion To Learn	4.20	4.36	4.20	▼
Strategic Insight	4.20	4.11	4.20	▲
Conflict Management	4.17	4.27	4.17	▼
Partnering/Networking	4.17	4.08	4.17	▲
Emotional Intelligence	4.16	3.97	4.16	▲
Customer Focus	4.11	4.07	4.11	▲
Goals	4.03	4.17	4.03	▼
Project Management	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
Customer Focus	Self 3.60 / Other 4.14	0.54
Responsible	Self 3,80 / Other 4.25	0.45
Project Management	Self 3.60 / Other 4.04	0.44
Passion To Learn	Self 3,80 / Other 4.23	0.43
Punctuality	Self 4.00 / Other 4.25	0.25
Partnering/Networking	Self 4.00 / Other 4.19	0.19
Conflict Management	Self 4.00 / Other 4.19	0.19
Emotional Intelligence	Self 4.00 / Other 4.17	0.17
Goals	Self 4.00 / Other 4.03	0.03
Strategic Insight	Self 4.20 / Other 4.20	0.00

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

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Completes assigned work tasks.	15	4.13	80.0	20%		47%		33%
2. Behavior is ethical and honest.	15	4.33	100.0			67%		33%
3. Works in a way that makes others want to work with her/him.	15	4.33	93.3	7%		53%		40%
4. Acts as a resource without removing individual responsibility.	15	4.07	86.7	13%		67%		20%
5. Sets a good example	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. Completes assigned work tasks.	4.00	4.13	+0.13 ▲
2. Behavior is ethical and honest.	4.40	4.33	-0.07 ▼
3. Works in a way that makes others want to work with her/him.	4.47	4.33	-0.13 ▼
4. Acts as a resource without removing individual responsibility.	4.47	4.07	-0.40 ▼
5. Sets a good example	4.20	4.21	+0.01 ▲

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
6. Demonstrates a willingness to participate in continuing education courses.	15	4.33	93.3	7%	53%		40%	
7. Embraces new technology and procedures.	15	4.33	86.7	13%	40%		47%	
8. Demonstrates through personal behavior the commitment to high standards of performance.	15	4.07	80.0	20%	53%		27%	
9. Stays up-to-date on emerging technologies.	15	4.13	80.0	20%	47%		33%	
10. Enhances value to the company through additional training and development.	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. Demonstrates a willingness to participate in continuing education courses.	4.13	4.33	+0.20 ▲
7. Embraces new technology and procedures.	4.33	4.33	
8. Demonstrates through personal behavior the commitment to high standards of performance.	4.20	4.07	-0.13 ▼
9. Stays up-to-date on emerging technologies.	4.67	4.13	-0.53 ▼
10. Enhances value to the company through additional training and development.	4.47	4.13	-0.33 ▼

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
11. Conducts appointments at scheduled start time.	15	4.67	100.0			33%		67%
12. Starts the workday when scheduled.	15	4.20	86.7	7%	7%	47%		40%
13. Avoids making personal phone calls during working hours.	14	3.64	57.1	14%	29%	36%		21%
14. Responds to requests for information in a timely manner.	14	4.14	85.7	7%	7%	50%		36%
15. Maintains an efficient schedule of activities.	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. Conducts appointments at scheduled start time.	4.20	4.67	+0.47 ▲
12. Starts the workday when scheduled.	3.93	4.20	+0.27 ▲
13. Avoids making personal phone calls during working hours.	4.47	3.64	-0.82 ▼
14. Responds to requests for information in a timely manner.	4.00	4.14	+0.14 ▲
15. Maintains an efficient schedule of activities.	4.27	4.47	+0.20 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.00	66.7	7%	27%	27%		40%
17. Is able to control their own emotions.	15	3.87	66.7		33%	47%		20%
18. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.20	86.7	7%	7%	47%		40%
19. Able to understand others' points of view.	15	4.33	86.7		13%	40%		47%
20. Is able to manage their own emotions.	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. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.64	4.00	+0.36 ▲
17. Is able to control their own emotions.	4.33	3.87	-0.47 ▼
18. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.93	4.20	+0.27 ▲
19. Able to understand others' points of view.	4.33	4.33	
20. Is able to manage their own emotions.	3.60	4.40	+0.80 ▲

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
21. Conducts a risk assessment for each phase of the project.	15	3.93	73.3		27%	53%		20%
22. Establishes the scope for the project.	15	4.00	66.7	13%	20%	20%		47%
23. Estimates the staffing requirements for the project.	15	4.07	80.0		20%	53%		27%
24. Correctly estimates the cost of supplies for the project.	15	4.00	73.3	13%	13%	33%		40%
25. Holds meetings with supply-chain vendors regarding acquisition of resources.	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. Conducts a risk assessment for each phase of the project.	4.20	3.93	-0.27 ▼
22. Establishes the scope for the project.	4.20	4.00	-0.20 ▼
23. Estimates the staffing requirements for the project.	4.13	4.07	-0.07 ▼
24. Correctly estimates the cost of supplies for the project.	3.80	4.00	+0.20 ▲
25. Holds meetings with supply-chain vendors regarding acquisition of resources.	4.13	4.07	-0.07 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Understands & contributes to development of strategic goals.	15	4.00	80.0	7%	13%	53%		27%
27. Achieves established goals.	15	3.67	66.7	20%	13%	47%		20%
28. Goal Setting	15	4.40	86.7	13%	33%		53%	
29. Establishes and documents goals and objectives.	15	4.07	80.0	20%	53%		27%	
30. Achieves goals.	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. Understands & contributes to development of strategic goals.	4.47	4.00	-0.47 ▼
27. Achieves established goals.	4.00	3.67	-0.33 ▼
28. Goal Setting	4.33	4.40	+0.07 ▲
29. Establishes and documents goals and objectives.	4.07	4.07	
30. Achieves goals.	4.00	4.00	

Customer 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Makes sure their interests are aligned with the customer's interests.	15	4.27	93.3	7%	60%			33%
32. Documents customer interactions.	14	4.14	92.9	7%	71%			21%
33. Maintains strong relationships with customers.	15	4.27	100.0		73%			27%
34. Is committed to the success of the customer.	15	4.40	93.3	7%	47%			47%
35. Is available to respond to customer needs.	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. Makes sure their interests are aligned with the customer's interests.	4.27	4.27	
32. Documents customer interactions.	4.20	4.14	-0.06 ▼
33. Maintains strong relationships with customers.	3.67	4.27	+0.60 ▲
34. Is committed to the success of the customer.	4.00	4.40	+0.40 ▲
35. Is available to respond to customer needs.	4.20	3.47	-0.73 ▼

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
36. Maintains infrastructure to support partnerships and networks.	15	4.20	93.3	7%		67%		27%
37. Identifies the right alliance partners with complementary and compatible services and resources.	15	4.27	93.3	7%		60%		33%
38. Organizing team-building activities to strengthen bonds between colleagues.	15	4.00	80.0	20%		60%		20%
39. Understands the potential risks/rewards of the partnership.	15	4.07	86.7	7%	7%	60%		27%
40. Builds alliances between departments and teams.	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. Maintains infrastructure to support partnerships and networks.	4.00	4.20	+0.20 ▲
37. Identifies the right alliance partners with complementary and compatible services and resources.	4.21	4.27	+0.05 ▲
38. Organizing team-building activities to strengthen bonds between colleagues.	4.07	4.00	-0.07 ▼
39. Understands the potential risks/rewards of the partnership.	3.87	4.07	+0.20 ▲
40. Builds alliances between departments and teams.	4.27	4.33	+0.07 ▲

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
41. Promotes employee engagement to reduce tensions and negativity, creating an environment where conflicts are easily managed.	15	3.93	80.0	13%	7%	53%		27%
42. Explores the feasibility of alternative solutions to resolve conflicts.	15	4.33	93.3	7%		47%		47%
43. Prepares team members to accept differing view points.	15	4.13	86.7		13%	60%		27%
44. Actively engages both parties to voluntarily collaborate and resolve their differences.	15	4.20	100.0			80%		20%
45. Helps to maintain dignity of all persons involved.	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. Promotes employee engagement to reduce tensions and negativity, creating an environment where conflicts are easily managed.	3.87	3.93	+0.07 ▲
42. Explores the feasibility of alternative solutions to resolve conflicts.	4.13	4.33	+0.20 ▲
43. Prepares team members to accept differing view points.	4.20	4.13	-0.07 ▼
44. Actively engages both parties to voluntarily collaborate and resolve their differences.	4.87	4.20	-0.67 ▼
45. Helps to maintain dignity of all persons involved.	4.27	4.27	

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Formulates policies and strategies for addressing the Company's important challenges.	15	4.40	93.3	7%	47%		47%	
47. Meets with customers to gain insight into their core needs and how best to serve them.	15	4.20	93.3	7%	67%		27%	
48. Converses with customers and clients to get a better insight into their personal needs.	15	4.07	86.7	13%	53%		33%	
49. Allocates proper resources for employee training to meet future needs based on insight into employee skill levels.	15	4.27	93.3	7%	53%		40%	
50. Identifies root causes of problems.	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. Formulates policies and strategies for addressing the Company's important challenges.	4.13	4.40	+0.27 ▲
47. Meets with customers to gain insight into their core needs and how best to serve them.	4.07	4.20	+0.13 ▲
48. Converses with customers and clients to get a better insight into their personal needs.	4.00	4.07	+0.07 ▲
49. Allocates proper resources for employee training to meet future needs based on insight into employee skill levels.	4.13	4.27	+0.13 ▲
50. Identifies root causes of problems.	4.20	4.07	-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?