



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.

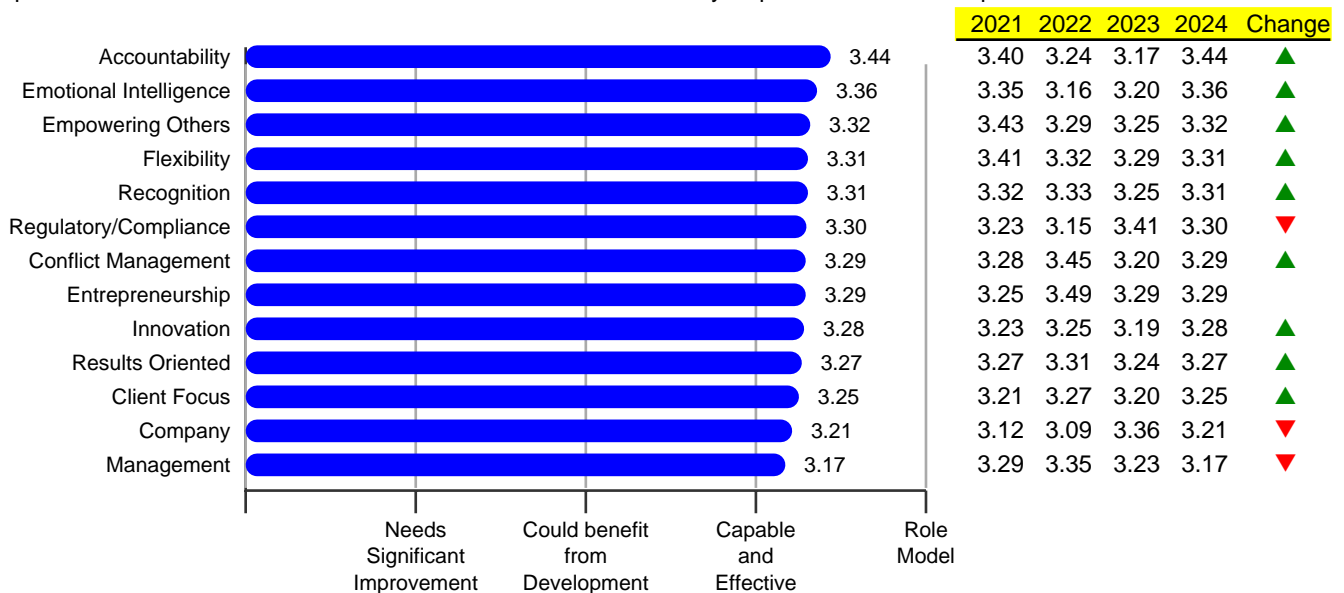
What to Do with Your Feedback

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

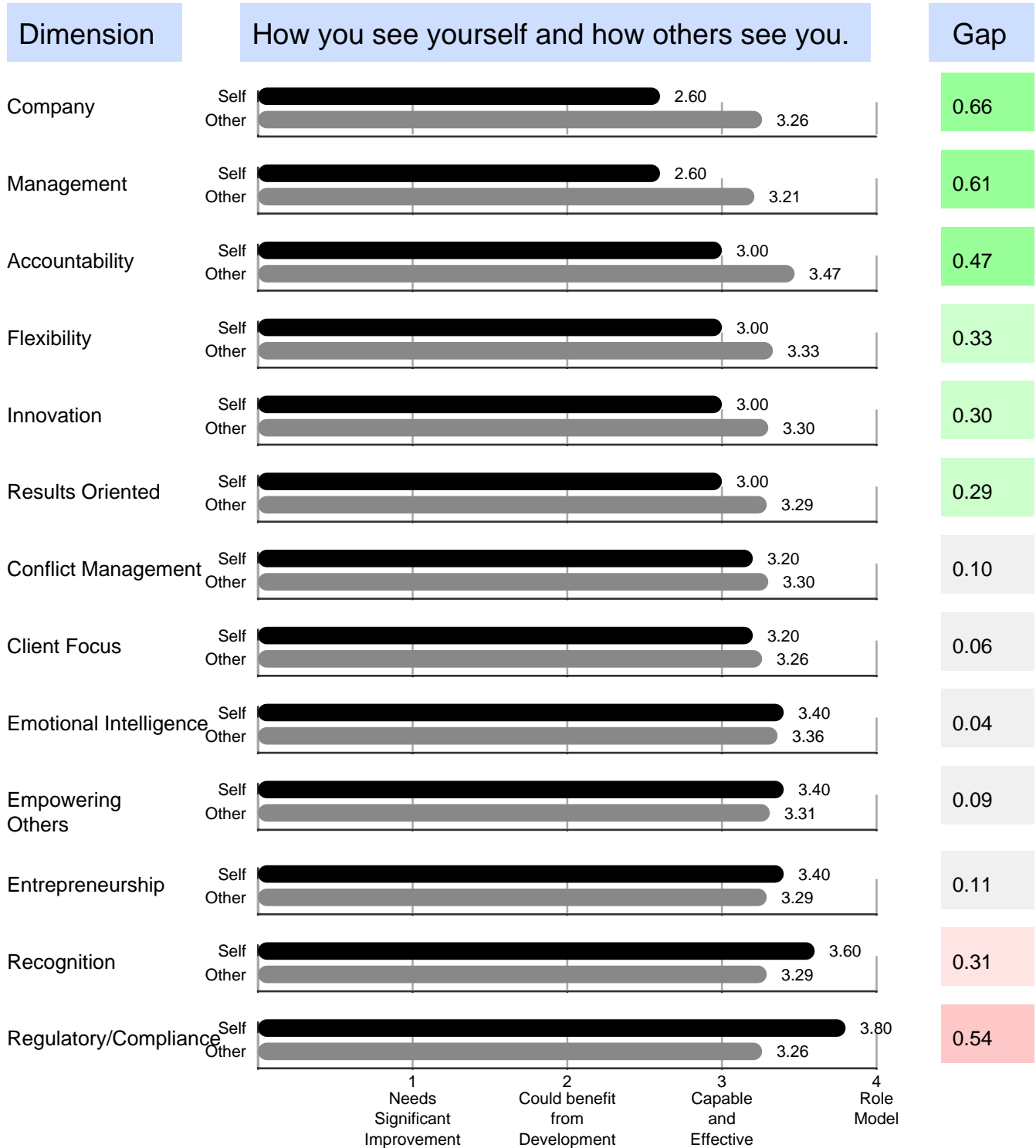
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 13 principal dimensions of leadership.

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.



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
1. Helps others when free-time is available.	15	3.20	86.7	13%	53%	33%	
2. Pursues performance benchmarks despite obstacles and setbacks.	15	3.33	100.0		67%	33%	
3. Determines the proper order for completion of the tasks.	15	3.33	93.3	7%	53%	40%	
4. Has a strong drive to complete goals despite obstacles that may arise.	15	3.27	93.3	7%	60%	33%	
5. Makes sure employees have the resources they need to achieve their results.	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. Helps others when free-time is available.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Pursues performance benchmarks despite obstacles and setbacks.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Determines the proper order for completion of the tasks.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Has a strong drive to complete goals despite obstacles that may arise.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Makes sure employees have the resources they need to achieve their results.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Able to adapt to new situations.	15	3.47	100.0		53%	47%	
7. Willing to try new ideas.	15	3.40	93.3	7%	47%	47%	
8. Can handle changes without complaining.	15	3.20	86.7	13%	53%	33%	
9. Implements changes as a result of having listened to employees	15	3.27	86.7	13%	47%	40%	
10. Identifies new opportunities to achieve goals	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. Able to adapt to new situations.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Willing to try new ideas.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Can handle changes without complaining.	3.40	3.40	3.20	3.20	
9. Implements changes as a result of having listened to employees	3.53	3.40	3.60	3.27	-0.33 ▼
10. Identifies new opportunities to achieve goals	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Takes full responsibility for results.	15	3.67	100.0	33%	67%		
12. Always starts work on time.	15	3.40	93.3	7%	47%	47%	
13. Accepts personal responsibility for not meeting expectations.	15	3.13	86.7	13%	60%	27%	
14. Defines roles, rights, and responsibilities of employees.	15	3.47	100.0	53%	47%		
15. Tackles issues head on and finds solutions.	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. Takes full responsibility for results.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Always starts work on time.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Accepts personal responsibility for not meeting expectations.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Defines roles, rights, and responsibilities of employees.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Tackles issues head on and finds solutions.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Is able to control their own emotions.	15	3.47	93.3	7%	40%	53%	
17. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.93	73.3	27%	53%		20%
18. Able to understand others' points of view.	15	3.40	93.3	7%	47%	47%	
19. Accurately perceives the emotional reactions of others.	15	3.53	100.0		47%	53%	
20. Is able to express themselves clearly.	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. Is able to control their own emotions.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Able to understand others' points of view.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Accurately perceives the emotional reactions of others.	3.13	2.87	3.53	3.53	
20. Is able to express themselves clearly.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Takes responsibility for things that go wrong	15	3.00	80.0	20%	60%		20%
22. Is ready to offer help	15	3.53	100.0		47%	53%	
23. Sets an example for others to follow	15	3.13	86.7	13%	60%		27%
24. Makes you feel enthusiastic about your work	15	3.13	80.0	7% 13%	40%		40%
25. Delegate tasks effectively	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. Takes responsibility for things that go wrong	3.47	3.13	3.20	3.00	-0.20 ▼
22. Is ready to offer help	3.20	3.33	3.07	3.53	+0.47 ▲
23. Sets an example for others to follow	3.20	3.47	3.27	3.13	-0.13 ▼
24. Makes you feel enthusiastic about your work	3.33	3.47	3.33	3.13	-0.20 ▼
25. Delegate tasks effectively	3.27	3.33	3.27	3.07	-0.20 ▼

Innovation

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. Suggests new ideas at meetings.	15	3.20	93.3	7%	60%	33%	
27. Develops new products and services.	15	3.40	93.3	7%	47%	47%	
28. Offers constructive improvements to existing systems.	15	3.60	93.3	7%	27%	67%	
29. Builds upon the ideas and solutions of others.	15	3.20	86.7	13%	53%	33%	
30. Implements best practices within the department.	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. Suggests new ideas at meetings.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Develops new products and services.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Offers constructive improvements to existing systems.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Builds upon the ideas and solutions of others.	3.21	3.20	3.20	3.20	
30. Implements best practices within the department.	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. Follows all safety regulations and procedures.	15	3.33	93.3	7%	53%	40%	
32. Ensures regulations are followed as required.	14	3.29	100.0		71%	29%	
33. Creates documents and reports as needed to maintain compliance with regulations.	15	3.27	100.0		73%	27%	
34. Keeps informed of various regulations and procedures.	15	3.47	93.3	7%	40%	53%	
35. Is professional and courteous in interactions with auditors and regulators.	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. Follows all safety regulations and procedures.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Ensures regulations are followed as required.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Creates documents and reports as needed to maintain compliance with regulations.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Keeps informed of various regulations and procedures.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Is professional and courteous in interactions with auditors and regulators.	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. Provides training to others on how to improve client service.	15	3.20	93.3	7%	67%		27%
37. Obtains feedback to ensure client needs are being met.	15	3.33	93.3	7%	53%		40%
38. Creates an environment that enables clients to receive excellent service.	15	3.07	86.7	13%	67%		20%
39. Transparent in all communications with the client.	15	3.33	100.0		67%		33%
40. Creates documents that meet the client's specifications.	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. Provides training to others on how to improve client service.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Obtains feedback to ensure client needs are being met.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Creates an environment that enables clients to receive excellent service.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Transparent in all communications with the client.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Creates documents that meet the client's specifications.	3.00	3.20	3.27	3.33	+0.07 ▲

Empowering Others

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. Recognizes the importance of a healthy work/life balance.	15	3.33	93.3	7%	53%	40%	
42. Trusts employees are able to complete assigned tasks.	15	3.40	93.3	7%	47%	47%	
43. Assigns tasks that allow employees to use their critical thinking skills.	15	3.13	86.7	13%	60%	27%	
44. Motivates and encourages employees to be successful in their jobs.	15	3.27	100.0		73%	27%	
45. Allows employees to take on more responsibilities.	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. Recognizes the importance of a healthy work/life balance.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Trusts employees are able to complete assigned tasks.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Assigns tasks that allow employees to use their critical thinking skills.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Motivates and encourages employees to be successful in their jobs.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Allows employees to take on more responsibilities.	3.20	3.33	3.13	3.47	+0.33 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Clearly expresses expectations to others.	15	3.40	93.3	7%	47%	47%	
47. Discusses conflict situations with supervisor.	15	3.20	93.3	7%	67%		27%
48. Identifies and takes steps to prevent potential confrontations.	15	3.20	93.3	7%	60%		33%
49. Deals effectively with employee grievances.	15	3.47	100.0		53%		47%
50. Helps employees to think through alternative ways to resolve conflict situations.	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. Clearly expresses expectations to others.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Discusses conflict situations with supervisor.	3.33	3.40	3.20	3.20	
48. Identifies and takes steps to prevent potential confrontations.	3.60	3.33	3.20	3.20	
49. Deals effectively with employee grievances.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Helps employees to think through alternative ways to resolve conflict situations.	3.20	3.67	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. Is sincerely interested in the suggestions of co-workers	15	3.53	100.0	47%	53%		
52. Finds opportunities to recognize others.	15	3.27	93.3	7%	60%	33%	
53. Lets employees know when they have done well	15	3.33	100.0	67%	33%		
54. Makes people around them feel appreciated and valued.	15	3.40	93.3	7%	47%	47%	
55. Recognizes the abilities and skills of self and others	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. Is sincerely interested in the suggestions of co-workers	3.47	3.47	3.13	3.53	+0.40 ▲
52. Finds opportunities to recognize others.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Lets employees know when they have done well	3.20	3.20	3.13	3.33	+0.20 ▲
54. Makes people around them feel appreciated and valued.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Recognizes the abilities and skills of self and others	3.27	3.40	3.27	3.00	-0.27 ▼

Entrepreneurship

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
56. Has a strategic awareness on how to promote the organization.	15	3.53	100.0	47%	53%		
57. Encourages risk taking for developing potential business opportunities.	15	2.93	86.7	13%	80%	7%	
58. Can work effectively in an environment of uncertainty.	15	3.53	93.3	7%	33%	60%	
59. Understands the processes and various stages of business development.	15	3.33	93.3	7%	53%	40%	
60. Balances risks and rewards when making decisions.	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
56. Has a strategic awareness on how to promote the organization.	3.13	3.47	3.13	3.53	+0.40 ▲
57. Encourages risk taking for developing potential business opportunities.	3.13	3.53	3.20	2.93	-0.27 ▼
58. Can work effectively in an environment of uncertainty.	3.27	3.27	3.33	3.53	+0.20 ▲
59. Understands the processes and various stages of business development.	3.33	3.53	3.33	3.33	
60. Balances risks and rewards when making decisions.	3.40	3.67	3.47	3.13	-0.33 ▼

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
61. Understands the use of [Company] products and services.	15	3.27	86.7	13%	47%	40%	
62. Impresses upon others the important aspects of [Company].	15	3.27	93.3	7%	60%	33%	
63. Attends [Company] gatherings and social events.	15	3.33	93.3	7%	53%	40%	
64. Follows existing procedures and processes.	15	3.00	86.7	13%	73%	13%	
65. Expresses loyalty and dedication to [Company] in interactions with others.	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
61. Understands the use of [Company] products and services.	3.14	3.07	3.20	3.27	+0.07 ▲
62. Impresses upon others the important aspects of [Company].	3.07	2.93	3.33	3.27	-0.07 ▼
63. Attends [Company] gatherings and social events.	3.00	3.33	3.47	3.33	-0.13 ▼
64. Follows existing procedures and processes.	3.27	3.00	3.27	3.00	-0.27 ▼
65. Expresses loyalty and dedication to [Company] in interactions with others.	3.13	3.14	3.53	3.20	-0.33 ▼

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?