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.
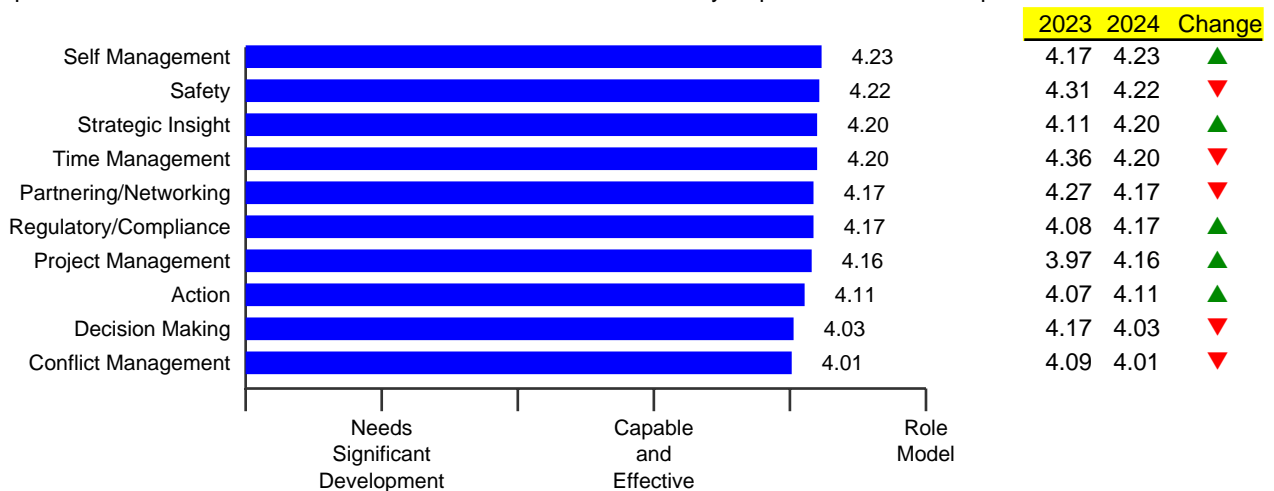
What to Do with Your Feedback

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.
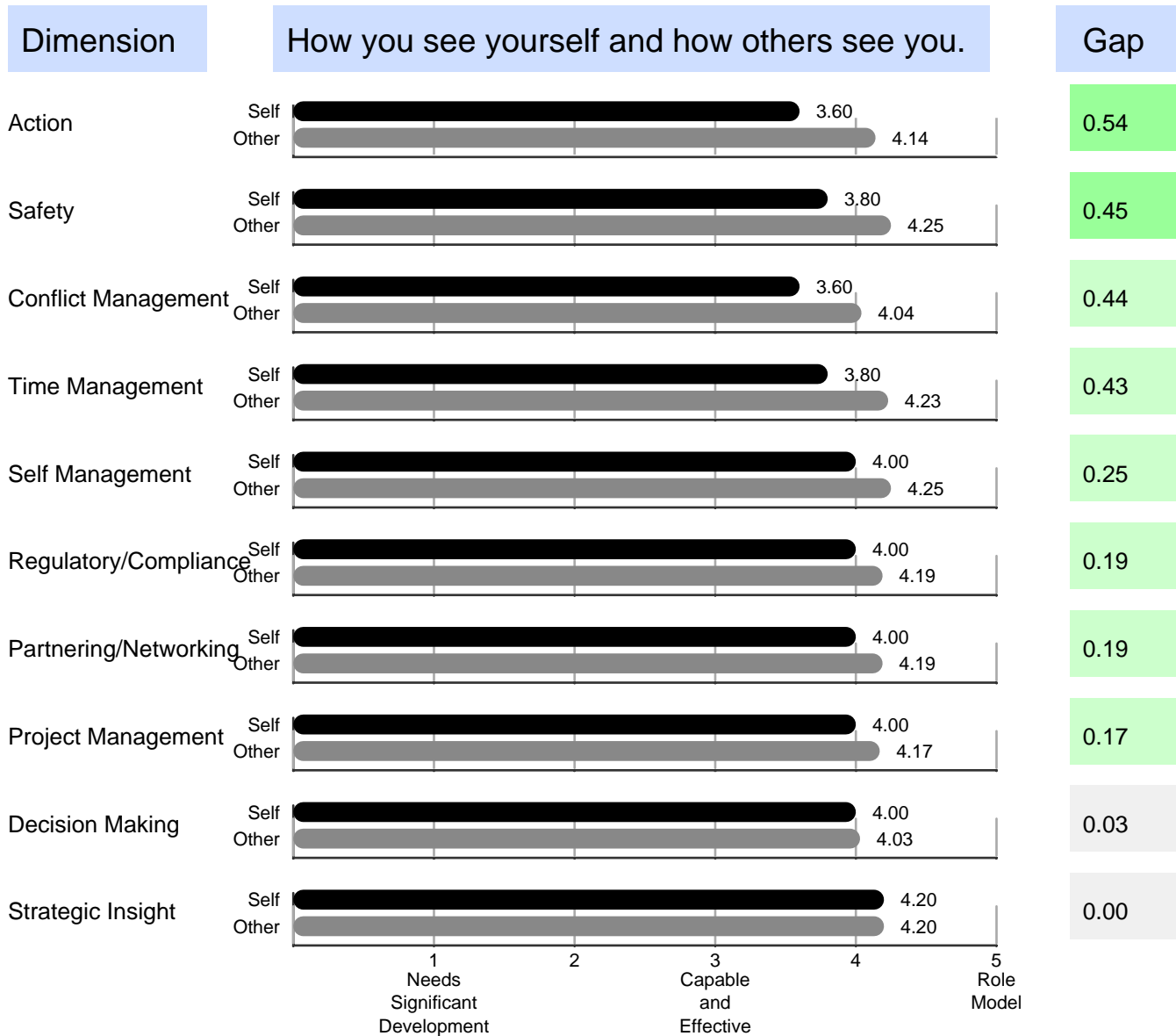
Summary

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
Self Management	4.23	4.17	4.23	▲
Safety	4.22	4.31	4.22	▼
Strategic Insight	4.20	4.11	4.20	▲
Time Management	4.20	4.36	4.20	▼
Partnering/Networking	4.17	4.27	4.17	▼
Regulatory/Compliance	4.17	4.08	4.17	▲
Project Management	4.16	3.97	4.16	▲
Action	4.11	4.07	4.11	▲
Decision Making	4.03	4.17	4.03	▼
Conflict 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
Action	Self 3.60 / Other 4.14	0.54
Safety	Self 3,80 / Other 4.25	0.45
Conflict Management	Self 3.60 / Other 4.04	0.44
Time Management	Self 3,80 / Other 4.23	0.43
Self Management	Self 4.00 / Other 4.25	0.25
Regulatory/Compliance	Self 4.00 / Other 4.19	0.19
Partnering/Networking	Self 4.00 / Other 4.19	0.19
Project Management	Self 4.00 / Other 4.17	0.17
Decision Making	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

Safety

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. Develops a sustainable safety culture.	15	4.13	80.0		20%	47%		33%
2. Develops a culture of safety.	15	4.33	100.0			67%		33%
3. Supports safety programs and procedures.	15	4.33	93.3		7%	53%		40%
4. Works to implement corrective safety measures.	15	4.07	86.7		13%	67%		20%
5. Committed to safety in the workplace.	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. Develops a sustainable safety culture.	4.00	4.13	+0.13 ▲
2. Develops a culture of safety.	4.40	4.33	-0.07 ▼
3. Supports safety programs and procedures.	4.47	4.33	-0.13 ▼
4. Works to implement corrective safety measures.	4.47	4.07	-0.40 ▼
5. Committed to safety in the workplace.	4.20	4.21	+0.01 ▲

Time 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
6. Maintains precise time logs for billing.	15	4.33	93.3	7%		53%		40%
7. Delegates as many repetitive tasks as possible to maximize the amount of work being done.	15	4.33	86.7	13%		40%		47%
8. Deals effectively with interruptions.	15	4.07	80.0	20%		53%		27%
9. Tackles major tasks or problems first before addressing minor issues.	15	4.13	80.0	20%		47%		33%
10. Uses scripts or software tools to automate computer centered processes.	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. Maintains precise time logs for billing.	4.13	4.33	+0.20 ▲
7. Delegates as many repetitive tasks as possible to maximize the amount of work being done.	4.33	4.33	
8. Deals effectively with interruptions.	4.20	4.07	-0.13 ▼
9. Tackles major tasks or problems first before addressing minor issues.	4.67	4.13	-0.53 ▼
10. Uses scripts or software tools to automate computer centered processes.	4.47	4.13	-0.33 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	4.67	100.0				33%	67%
12. Uses patience and self-control in working with customers and associates.	15	4.20	86.7	7%	7%	47%		40%
13. Steps away from a situation to process appropriate response.	14	3.64	57.1		14%	29%	36%	21%
14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	14	4.14	85.7	7%	7%	50%		36%
15. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	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. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	4.20	4.67	+0.47	▲
12. Uses patience and self-control in working with customers and associates.	3.93	4.20	+0.27	▲
13. Steps away from a situation to process appropriate response.	4.47	3.64	-0.82	▼
14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	4.00	4.14	+0.14	▲
15. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	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. Inspires others to accomplish goals and objectives.	15	4.00	66.7	7%	27%	27%		40%
17. Locates the equipment and supplies needed for the project.	15	3.87	66.7		33%	47%		20%
18. Ensures the project is executed on time and on budget.	15	4.20	86.7	7%	7%	47%		40%
19. Coordinates timelines, events and tasks with various sub-groups within the project.	15	4.33	86.7		13%	40%		47%
20. Conducts a risk assessment for each phase of 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. Inspires others to accomplish goals and objectives.	3.64	4.00	+0.36 ▲
17. Locates the equipment and supplies needed for the project.	4.33	3.87	-0.47 ▼
18. Ensures the project is executed on time and on budget.	3.93	4.20	+0.27 ▲
19. Coordinates timelines, events and tasks with various sub-groups within the project.	4.33	4.33	
20. Conducts a risk assessment for each phase of the project.	3.60	4.40	+0.80 ▲

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
21. Helps employees to think through alternative ways to resolve conflict situations.	15	3.93	73.3		27%	53%		20%
22. Clearly expresses expectations to others.	15	4.00	66.7	13%	20%	20%		47%
23. Identifies and takes steps to prevent potential confrontations.	15	4.07	80.0		20%	53%		27%
24. Discusses conflict situations with supervisor.	15	4.00	73.3	13%	13%	33%		40%
25. Assists team members by helping them see the other point of view.	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. Helps employees to think through alternative ways to resolve conflict situations.	4.20	3.93	-0.27 ▼
22. Clearly expresses expectations to others.	4.20	4.00	-0.20 ▼
23. Identifies and takes steps to prevent potential confrontations.	4.13	4.07	-0.07 ▼
24. Discusses conflict situations with supervisor.	3.80	4.00	+0.20 ▲
25. Assists team members by helping them see the other point of view.	4.13	4.07	-0.07 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Learns from previous bad decisions and rarely repeats them.	15	4.00	80.0	7%	13%	53%		27%
27. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.67	66.7	20%	13%	47%		20%
28. Exercises good judgment by making sound and informed decisions.	15	4.40	86.7	13%		33%	53%	
29. Determines constraints that may impact what decisions are acceptable.	15	4.07	80.0	20%		53%		27%
30. Regularly evaluates information before making important decisions.	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. Learns from previous bad decisions and rarely repeats them.	4.47	4.00	-0.47 ▼
27. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	4.00	3.67	-0.33 ▼
28. Exercises good judgment by making sound and informed decisions.	4.33	4.40	+0.07 ▲
29. Determines constraints that may impact what decisions are acceptable.	4.07	4.07	
30. Regularly evaluates information before making important decisions.	4.00	4.00	

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
31. Undertakes actions to achieve specific goals.	15	4.27	93.3	7%	60%			33%
32. Takes the initiative and does not wait for the situation to change.	14	4.14	92.9	7%	71%			21%
33. Works quickly to get the job done.	15	4.27	100.0		73%			27%
34. Takes responsibility for actions.	15	4.40	93.3	7%	47%			47%
35. Works across organizational lines and boundaries to attain goals.	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. Undertakes actions to achieve specific goals.	4.27	4.27	
32. Takes the initiative and does not wait for the situation to change.	4.20	4.14	-0.06 ▼
33. Works quickly to get the job done.	3.67	4.27	+0.60 ▲
34. Takes responsibility for actions.	4.00	4.40	+0.40 ▲
35. Works across organizational lines and boundaries to attain goals.	4.20	3.47	-0.73 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Addresses issues quickly before they develop into major problems.	15	4.20	93.3	7%	67%			27%
37. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	15	4.27	93.3	7%	60%			33%
38. Ensures the company meets legal requirements/standards regarding employees.	15	4.00	80.0	20%	60%			20%
39. Creates documents and reports as needed to maintain compliance with regulations.	15	4.07	86.7	7% 7%	60%			27%
40. Ensures regulations are followed as required.	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. Addresses issues quickly before they develop into major problems.	4.00	4.20	+0.20 ▲
37. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	4.21	4.27	+0.05 ▲
38. Ensures the company meets legal requirements/standards regarding employees.	4.07	4.00	-0.07 ▼
39. Creates documents and reports as needed to maintain compliance with regulations.	3.87	4.07	+0.20 ▲
40. Ensures regulations are followed as required.	4.27	4.33	+0.07 ▲

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
41. Creates the conditions for partnerships to grow and develop.	15	3.93	80.0	13%	7%	53%		27%
42. Supports a partnering/networking culture.	15	4.33	93.3	7%	47%		47%	
43. Seeks an understanding of diverse functions within the Company.	15	4.13	86.7	13%	60%		27%	
44. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	4.20	100.0	80%			20%	
45. Collaborates with others to accomplish goals and objectives.	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. Creates the conditions for partnerships to grow and develop.	3.87	3.93	+0.07 ▲
42. Supports a partnering/networking culture.	4.13	4.33	+0.20 ▲
43. Seeks an understanding of diverse functions within the Company.	4.20	4.13	-0.07 ▼
44. Forges mutually beneficial relationships between individuals with diverse backgrounds.	4.87	4.20	-0.67 ▼
45. Collaborates with others to accomplish goals and objectives.	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. Ensures that the department's goals are strategically aligned with the company's goals.	15	4.40	93.3	7%	47%			47%
47. Attends industry conferences to gain further insight into how other companies deal with similar issues.	15	4.20	93.3	7%	67%			27%
48. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	15	4.07	86.7	13%	53%			33%
49. 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	93.3	7%	53%			40%
50. Analyzes unique issues or problems impacting the Company.	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. Ensures that the department's goals are strategically aligned with the company's goals.	4.13	4.40	+0.27 ▲
47. Attends industry conferences to gain further insight into how other companies deal with similar issues.	4.07	4.20	+0.13 ▲
48. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	4.00	4.07	+0.07 ▲
49. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	4.13	4.27	+0.13 ▲
50. Analyzes unique issues or problems impacting the Company.	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?