



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.

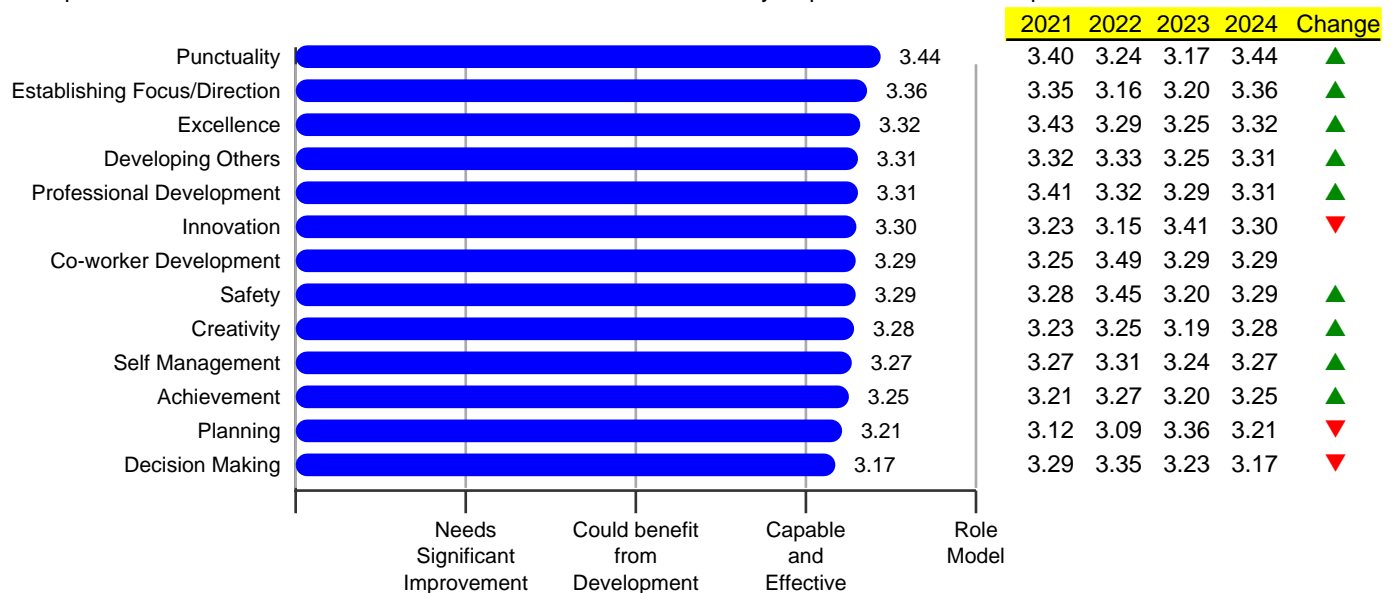
What to Do with Your Feedback

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

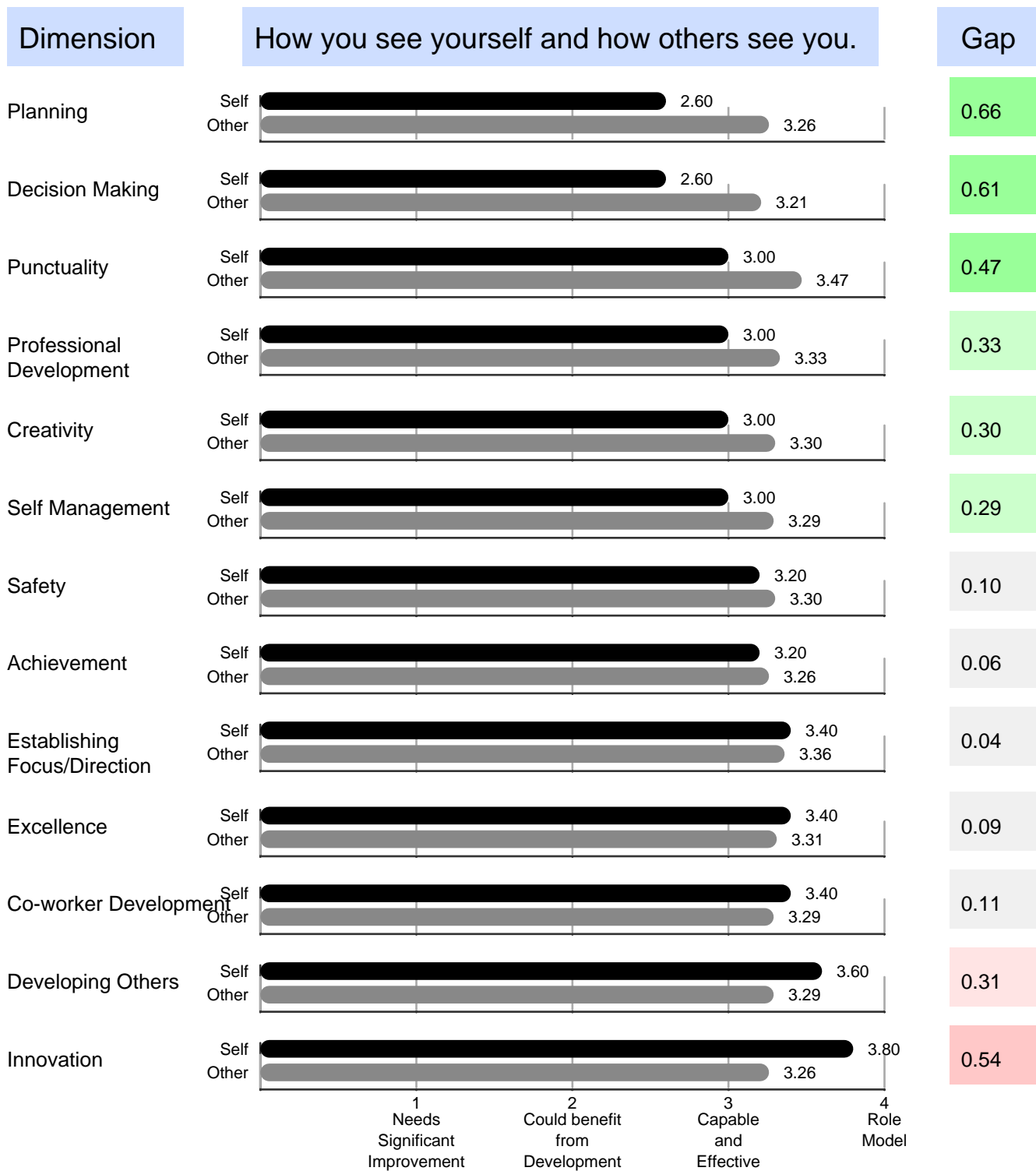
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 13 principal dimensions of leadership.

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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Analyzes interpersonal problems instead of reacting to them.	15	3.20	86.7	13%	53%	33%	
2. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.33	100.0		67%	33%	
3. Does not allow own emotions to interfere with the performance of others.	15	3.33	93.3	7%	53%	40%	
4. Steps away from a situation to process appropriate response.	15	3.27	93.3	7%	60%	33%	
5. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	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. Analyzes interpersonal problems instead of reacting to them.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Does not allow own emotions to interfere with the performance of others.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Steps away from a situation to process appropriate response.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.00	3.20	3.13	3.21	+0.08 ▲

Professional Development

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. Contributing fully to the extent of their skills	15	3.47	100.0		53%	47%	
7. Seeks opportunities for professional development.	15	3.40	93.3	7%	47%	47%	
8. Seeks opportunities for continuous learning.	15	3.20	86.7	13%	53%	33%	
9. Allows employees to fully participate in employee training and professional development.	15	3.27	86.7	13%	47%	40%	
10. Keep themselves up-to-date of technical/professional issues	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. Contributing fully to the extent of their skills	3.40	3.13	3.07	3.47	+0.40 ▲
7. Seeks opportunities for professional development.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Seeks opportunities for continuous learning.	3.40	3.40	3.20	3.20	
9. Allows employees to fully participate in employee training and professional development.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Keep themselves up-to-date of technical/professional issues	3.33	3.47	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Starts meetings on time.	15	3.67	100.0	33%	67%		
12. Conducts appointments at scheduled start time.	15	3.40	93.3	7%	47%	47%	
13. Starts the workday when scheduled.	15	3.13	86.7	13%	60%	27%	
14. Avoids making personal phone calls during working hours.	15	3.47	100.0	53%	47%		
15. Invoices clients on a timely basis.	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. Starts meetings on time.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Conducts appointments at scheduled start time.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Starts the workday when scheduled.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Avoids making personal phone calls during working hours.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Invoices clients on a timely basis.	3.67	3.27	3.20	3.53	+0.33 ▲

Establishing Focus/Direction

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. Functions well under stress, deadlines, and/or significant workloads.	15	3.47	93.3	7%	40%	53%	
17. Maintains focus when handling several problems or tasks simultaneously.	15	2.93	73.3	27%	53%	20%	
18. Makes sure that employees understand and identify with the team's mission.	15	3.40	93.3	7%	47%	47%	
19. Aligns the department's goals with the goals of the organization.	15	3.53	100.0		47%	53%	
20. Makes sure that employees understand how their work relates to organizational goals.	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. Functions well under stress, deadlines, and/or significant workloads.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Maintains focus when handling several problems or tasks simultaneously.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Makes sure that employees understand and identify with the team's mission.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Aligns the department's goals with the goals of the organization.	3.13	2.87	3.53	3.53	
20. Makes sure that employees understand how their work relates to organizational goals.	3.40	3.20	2.87	3.47	+0.60 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Decides which short- and long-term goals should be created.	15	3.00	80.0	20%	60%		20%
22. Understands how their decisions will affect others.	15	3.53	100.0		47%	53%	
23. Is aware of the impact of decisions and informs others about potential outcomes.	15	3.13	86.7	13%	60%		27%
24. Understands what factors are important for deciding if a decision is "worth it"?	15	3.13	80.0	7%	13%	40%	40%
25. Exercises good judgment by making sound and informed decisions.	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. Decides which short- and long-term goals should be created.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Understands how their decisions will affect others.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Is aware of the impact of decisions and informs others about potential outcomes.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Understands what factors are important for deciding if a decision is "worth it"?	3.33	3.47	3.33	3.13	-0.20 ▼
25. Exercises good judgment by making sound and informed decisions.	3.27	3.33	3.27	3.07	-0.20 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Conceives, implements and evaluates ideas.	15	3.20	93.3	7%	60%	33%	
27. Inspires creativity in their team.	15	3.40	93.3	7%	47%	47%	
28. Is creative and inspirational.	15	3.60	93.3	7%	27%	67%	
29. Develops solutions to challenging problems.	15	3.20	86.7	13%	53%	33%	
30. Adds value to the department/organization.	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. Conceives, implements and evaluates ideas.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Inspires creativity in their team.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Is creative and inspirational.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Develops solutions to challenging problems.	3.21	3.20	3.20	3.20	
30. Adds value to the department/organization.	2.87	3.27	3.07	3.00	-0.07 ▼

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
31. Suggests new ideas at meetings.	15	3.33	93.3	7%	53%	40%	
32. Builds upon the ideas and solutions of others.	14	3.29	100.0		71%	29%	
33. Challenges current procedures to develop other alternatives.	15	3.27	100.0		73%	27%	
34. Offers constructive improvements to existing systems.	15	3.47	93.3	7%	40%	53%	
35. Encourages open communication to ensure that all proposals are considered.	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. Suggests new ideas at meetings.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Builds upon the ideas and solutions of others.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Challenges current procedures to develop other alternatives.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Offers constructive improvements to existing systems.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Encourages open communication to ensure that all proposals are considered.	3.20	3.27	3.13	3.13	

Achievement

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. Increased customer satisfaction scores for the quarter.	15	3.20	93.3	7%	67%		27%
37. Works at a quick pace to complete a high volume of work.	15	3.33	93.3	7%	53%		40%
38. Sets challenging goals for the department.	15	3.07	86.7	13%	67%		20%
39. Completed required training and certification.	15	3.33	100.0		67%		33%
40. Highly motivated to achieve or exceed performance standards.	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. Increased customer satisfaction scores for the quarter.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Works at a quick pace to complete a high volume of work.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Sets challenging goals for the department.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Completed required training and certification.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Highly motivated to achieve or exceed performance standards.	3.00	3.20	3.27	3.33	+0.07 ▲

Excellence

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. Is planful and organized.	15	3.33	93.3	7%	53%	40%	
42. Can be counted on to add value wherever they are involved.	15	3.40	93.3	7%	47%	47%	
43. Demonstrates the functional or technical skills necessary to do their job.	15	3.13	86.7	13%	60%	27%	
44. Keeps themselves and others focused on constant improvement.	15	3.27	100.0		73%	27%	
45. Demonstrates the analytical skills to do their job.	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. Is planful and organized.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Can be counted on to add value wherever they are involved.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Demonstrates the functional or technical skills necessary to do their job.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Keeps themselves and others focused on constant improvement.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Demonstrates the analytical skills to do their job.	3.20	3.33	3.13	3.47	+0.33 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Participates in safety training when available.	15	3.40	93.3	7%	47%	47%	
47. Keeps accurate safety records.	15	3.20	93.3	7%	67%		27%
48. Works to implement corrective safety measures.	15	3.20	93.3	7%	60%		33%
49. Performs work safely.	15	3.47	100.0		53%		47%
50. Ensures that all supervisors are aware of regulatory and compliance measures.	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. Participates in safety training when available.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Keeps accurate safety records.	3.33	3.40	3.20	3.20	
48. Works to implement corrective safety measures.	3.60	3.33	3.20	3.20	
49. Performs work safely.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Ensures that all supervisors are aware of regulatory and compliance measures.	3.20	3.67	3.27	3.20	-0.07 ▼

Developing 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
51. Provides constructive feedback to others.	15	3.53	100.0	47%	53%		
52. Sets performance objectives for subordinates that encourages development opportunities.	15	3.27	93.3	7%	60%	33%	
53. Is open to receiving feedback.	15	3.33	100.0	67%	33%		
54. Supports the successes of other employees.	15	3.40	93.3	7%	47%	47%	
55. Encourages employees through recognition of positive changes in behavior.	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. Provides constructive feedback to others.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Sets performance objectives for subordinates that encourages development opportunities.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Is open to receiving feedback.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Supports the successes of other employees.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Encourages employees through recognition of positive changes in behavior.	3.27	3.40	3.27	3.00	-0.27 ▼

Co-worker Development

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. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.53	100.0	47%	53%		
57. Gives others development opportunities through project assignments and increased job responsibilities	15	2.93	86.7	13%	80%	7%	
58. Works to identify root causes of performance problems	15	3.53	93.3	7%	33%	60%	
59. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.33	93.3	7%	53%	40%	
60. Takes immediate action on poor performance	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. Sets and clearly communicates expectations, performance goals, and measurements to others	3.13	3.47	3.13	3.53	+0.40 ▲
57. Gives others development opportunities through project assignments and increased job responsibilities	3.13	3.53	3.20	2.93	-0.27 ▼
58. Works to identify root causes of performance problems	3.27	3.27	3.33	3.53	+0.20 ▲
59. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.33	3.53	3.33	3.33	
60. Takes immediate action on poor performance	3.40	3.67	3.47	3.13	-0.33 ▼

Planning

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. Determines the amount of materials/supplies needed for the project.	15	3.27	86.7	13%	47%	40%	
62. Conducts regular assessments of the project status to ensure adherence to the set schedule.	15	3.27	93.3	7%	60%	33%	
63. Understands the process for developing strategic plans for the organization.	15	3.33	93.3	7%	53%	40%	
64. Divides complex tasks into smaller steps to measure progress toward a goal.	15	3.00	86.7	13%	73%	13%	
65. Prioritizes tasks and allocates resources.	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. Determines the amount of materials/supplies needed for the project.	3.14	3.07	3.20	3.27	+0.07 ▲
62. Conducts regular assessments of the project status to ensure adherence to the set schedule.	3.07	2.93	3.33	3.27	-0.07 ▼
63. Understands the process for developing strategic plans for the organization.	3.00	3.33	3.47	3.33	-0.13 ▼
64. Divides complex tasks into smaller steps to measure progress toward a goal.	3.27	3.00	3.27	3.00	-0.27 ▼
65. Prioritizes tasks and allocates resources.	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?