



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.

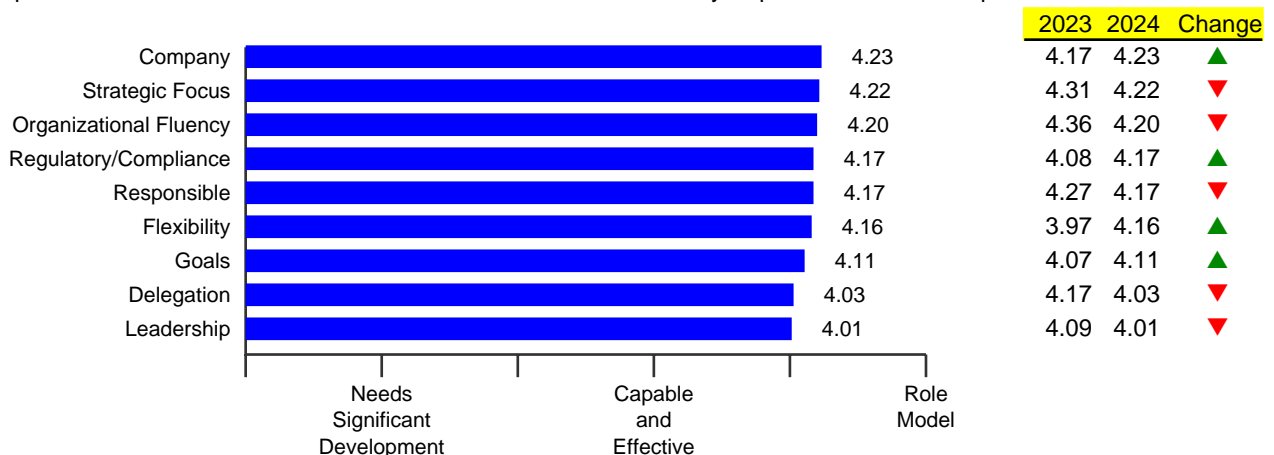
What to Do with Your Feedback

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

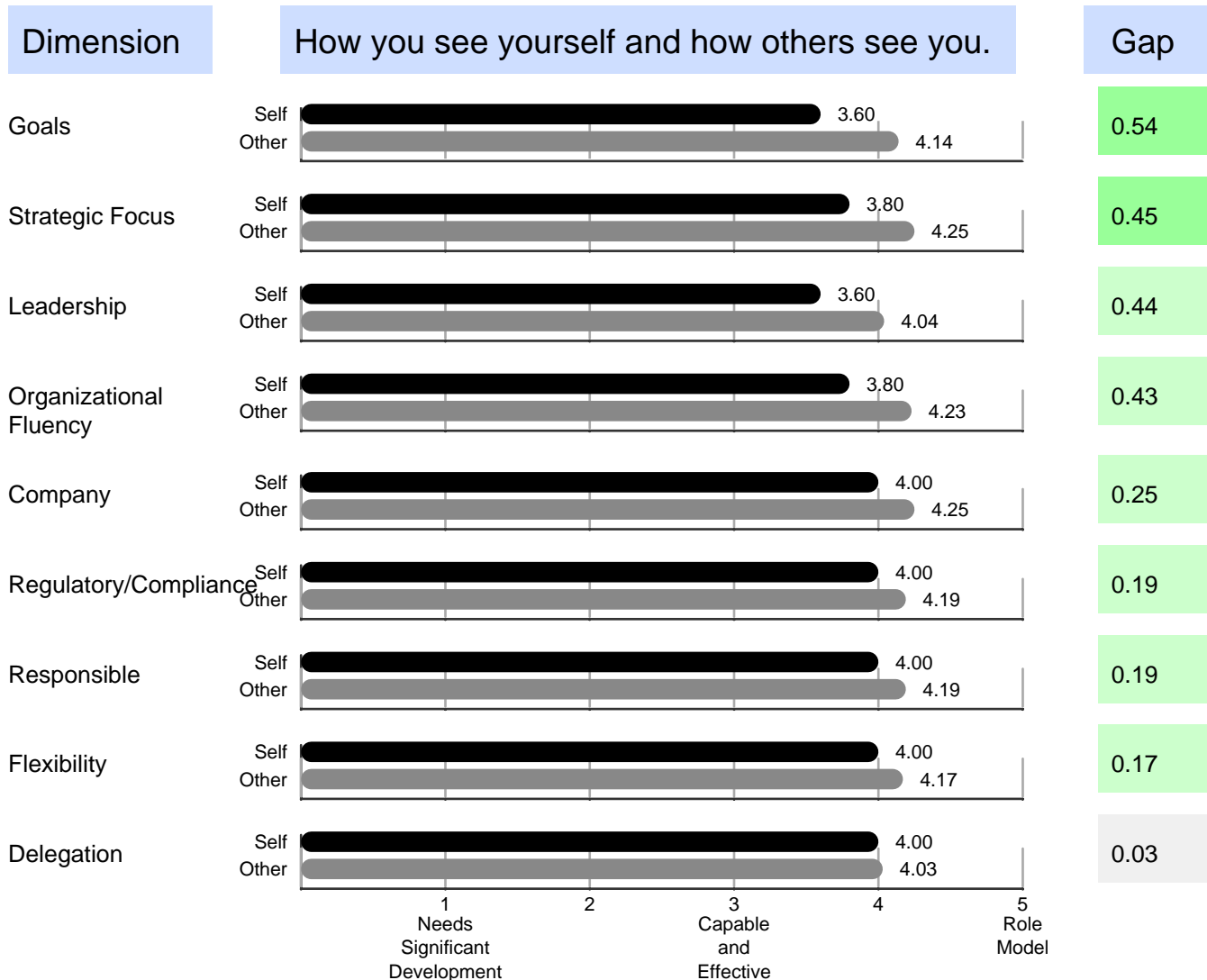
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



Strategic 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
1. Communicates goals and objectives to employees.	15	4.13	80.0	20%	47%	33%		
2. Implements and executes the company's strategy for advancing production capabilities.	15	4.33	100.0		67%	33%		
3. Uses strategic thinking to make better strategic decisions.	15	4.33	93.3	7%	53%	40%		
4. Analyzes the environment to develop strategies to achieve competitive advantage in the marketplace.	15	4.07	86.7	13%	67%	20%		
5. Ensures the department has a viable strategy for moving forward.	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. Communicates goals and objectives to employees.	4.00	4.13	+0.13 ▲
2. Implements and executes the company's strategy for advancing production capabilities.	4.40	4.33	-0.07 ▼
3. Uses strategic thinking to make better strategic decisions.	4.47	4.33	-0.13 ▼
4. Analyzes the environment to develop strategies to achieve competitive advantage in the marketplace.	4.47	4.07	-0.40 ▼
5. Ensures the department has a viable strategy for moving forward.	4.20	4.21	+0.01 ▲

Organizational Fluency

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. Understands the current organizational culture.	15	4.33	93.3	7%	53%		40%	
7. Able to deal with sensitive issues with tact and professionalism.	15	4.33	86.7	13%	40%		47%	
8. Understands departmental policies and procedures.	15	4.07	80.0	20%	53%		27%	
9. Adept at navigating within the culture of the department.	15	4.13	80.0	20%	47%		33%	
10. Gets things done through the department.	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. Understands the current organizational culture.	4.13	4.33	+0.20 ▲
7. Able to deal with sensitive issues with tact and professionalism.	4.33	4.33	
8. Understands departmental policies and procedures.	4.20	4.07	-0.13 ▼
9. Adept at navigating within the culture of the department.	4.67	4.13	-0.53 ▼
10. Gets things done through the department.	4.47	4.13	-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 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
11. Attends [Company] gatherings and social events.	15	4.67	100.0					
12. Understands the use of [Company] products and services.	15	4.20	86.7					
13. Follows existing procedures and processes.	14	3.64	57.1					
14. Understands how decisions impact other business units beyond their immediate department of work group.	14	4.14	85.7					
15. Understands the "basics" as to how [Company] functions/operates.	15	4.47	93.3					

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. Attends [Company] gatherings and social events.	4.20	4.67	+0.47 ▲
12. Understands the use of [Company] products and services.	3.93	4.20	+0.27 ▲
13. Follows existing procedures and processes.	4.47	3.64	-0.82 ▼
14. Understands how decisions impact other business units beyond their immediate department of work group.	4.00	4.14	+0.14 ▲
15. Understands the "basics" as to how [Company] functions/operates.	4.27	4.47	+0.20 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Willing to try new ideas.	15	4.00	66.7	7%	27%	27%	40%	
17. Effective in incorporating new ideas.	15	3.87	66.7		33%	47%	20%	
18. Adapts to new organizational structures, policies, or procedures.	15	4.20	86.7	7%	7%	47%	40%	
19. Implements changes as a result of having listened to employees	15	4.33	86.7		13%	40%	47%	
20. Adapts to circumstances as needed.	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. Willing to try new ideas.	3.64	4.00	+0.36 ▲
17. Effective in incorporating new ideas.	4.33	3.87	-0.47 ▼
18. Adapts to new organizational structures, policies, or procedures.	3.93	4.20	+0.27 ▲
19. Implements changes as a result of having listened to employees	4.33	4.33	
20. Adapts to circumstances as needed.	3.60	4.40	+0.80 ▲

Leadership

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. Motivates and challenges employees to attain a shared vision.	15	3.93	73.3	27%		53%		20%
22. Able to align manpower, design work, an allocate tasks to achieve goals.	15	4.00	66.7	13%	20%	20%		47%
23. Sets specific, measurable, and challenging goals.	15	4.07	80.0	20%		53%		27%
24. Able to influence others.	15	4.00	73.3	13%	13%	33%		40%
25. Leads team to set goals, solve problems, and accomplish tasks.	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. Motivates and challenges employees to attain a shared vision.	4.20	3.93	-0.27 ▼
22. Able to align manpower, design work, an allocate tasks to achieve goals.	4.20	4.00	-0.20 ▼
23. Sets specific, measurable, and challenging goals.	4.13	4.07	-0.07 ▼
24. Able to influence others.	3.80	4.00	+0.20 ▲
25. Leads team to set goals, solve problems, and accomplish tasks.	4.13	4.07	-0.07 ▼

Delegation

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. Defines goals and objectives for subordinates.	15	4.00	80.0	7%	13%	53%		27%
27. Tells subordinates what to do, not how to do it.	15	3.67	66.7	20%	13%	47%		20%
28. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	4.40	86.7	13%	33%	53%		
29. Assigns tasks to create learning opportunities for the employees.	15	4.07	80.0	20%		53%		27%
30. Allows employees to decide how they wish to complete the tasks.	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. Defines goals and objectives for subordinates.	4.47	4.00	-0.47 ▼
27. Tells subordinates what to do, not how to do it.	4.00	3.67	-0.33 ▼
28. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	4.33	4.40	+0.07 ▲
29. Assigns tasks to create learning opportunities for the employees.	4.07	4.07	
30. Allows employees to decide how they wish to complete the tasks.	4.00	4.00	

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Conducts timely follow-up; keeps others informed on a need to know basis.	15	4.27	93.3	7%	60%			33%
32. Understands & contributes to development of strategic goals.	14	4.14	92.9	7%	71%			21%
33. Makes sure that team members have a clear idea of our group's goals.	15	4.27	100.0		73%			27%
34. Sets high expectations and goals; encourages others to support the organization.	15	4.40	93.3	7%	47%			47%
35. Goal Setting	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. Conducts timely follow-up; keeps others informed on a need to know basis.	4.27	4.27	
32. Understands & contributes to development of strategic goals.	4.20	4.14	-0.06 ▼
33. Makes sure that team members have a clear idea of our group's goals.	3.67	4.27	+0.60 ▲
34. Sets high expectations and goals; encourages others to support the organization.	4.00	4.40	+0.40 ▲
35. Goal Setting	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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Maintains compliance with federal, state, and local laws.	15	4.20	93.3	7%	67%			27%
37. Is professional and courteous in interactions with auditors and regulators.	15	4.27	93.3	7%	60%			33%
38. Offers training on various subjects to help ensure employees are aware of regulations.	15	4.00	80.0	20%	60%			20%
39. Keeps track of changes in legislation affecting regulatory compliance.	15	4.07	86.7	7%	7%	60%		27%
40. Is aware of the documents and reports needed to maintain compliance with regulations.	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 compliance with federal, state, and local laws.	4.00	4.20	+0.20 ▲
37. Is professional and courteous in interactions with auditors and regulators.	4.21	4.27	+0.05 ▲
38. Offers training on various subjects to help ensure employees are aware of regulations.	4.07	4.00	-0.07 ▼
39. Keeps track of changes in legislation affecting regulatory compliance.	3.87	4.07	+0.20 ▲
40. Is aware of the documents and reports needed to maintain compliance with regulations.	4.27	4.33	+0.07 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Acts as a resource without removing individual responsibility.	15	3.93	80.0	13%	7%	53%	27%	
42. Is a person you can trust.	15	4.33	93.3	7%		47%	47%	
43. Behavior is ethical and honest.	15	4.13	86.7		13%	60%	27%	
44. Sets a good example	15	4.20	100.0			80%	20%	
45. Works in a way that makes others want to work with her/him.	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. Acts as a resource without removing individual responsibility.	3.87	3.93	+0.07 ▲
42. Is a person you can trust.	4.13	4.33	+0.20 ▲
43. Behavior is ethical and honest.	4.20	4.13	-0.07 ▼
44. Sets a good example	4.87	4.20	-0.67 ▼
45. Works in a way that makes others want to work with her/him.	4.27	4.27	

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?