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.
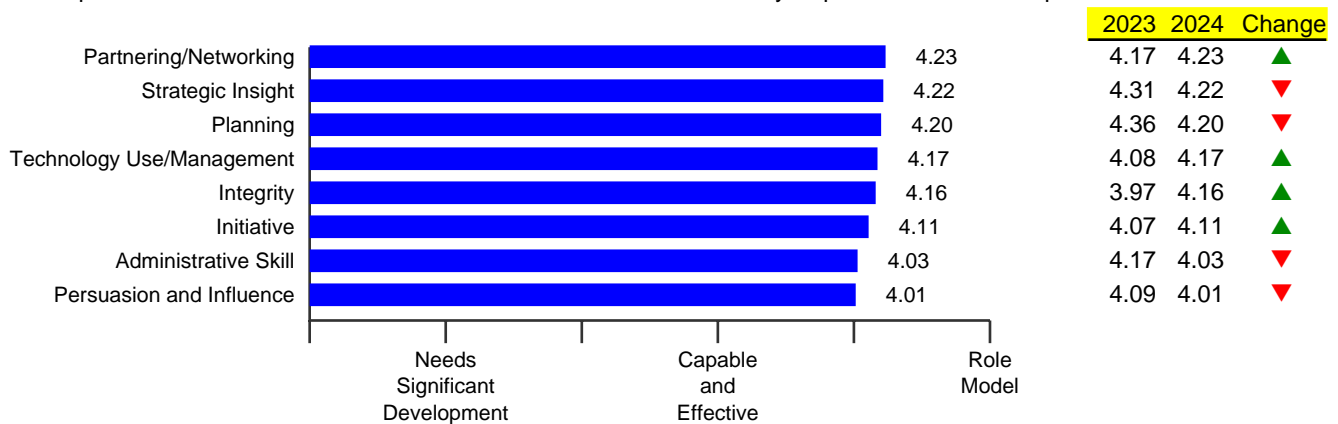
What to Do with Your Feedback

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.
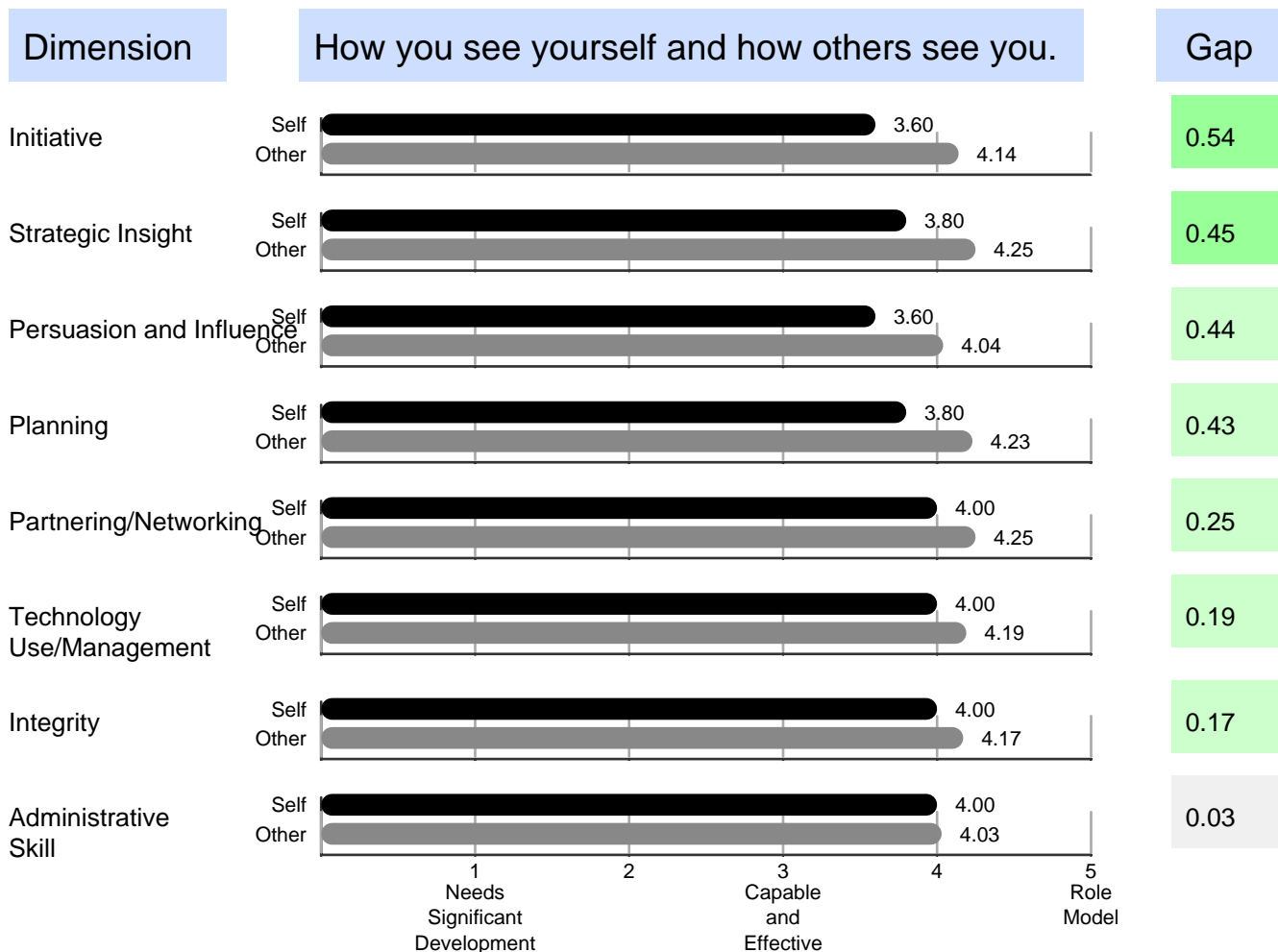
Summary

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 8 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
Partnering/Networking	4.23	4.17	4.23	▲
Strategic Insight	4.22	4.31	4.22	▼
Planning	4.20	4.36	4.20	▼
Technology Use/Management	4.17	4.08	4.17	▲
Integrity	4.16	3.97	4.16	▲
Initiative	4.11	4.07	4.11	▲
Administrative Skill	4.03	4.17	4.03	▼
Persuasion and Influence	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
Initiative	Self 3.60 / Other 4.14	0.54
Strategic Insight	Self 3.80 / Other 4.25	0.45
Persuasion and Influence	Self 3.60 / Other 4.04	0.44
Planning	Self 3.80 / Other 4.23	0.43
Partnering/Networking	Self 4.00 / Other 4.25	0.25
Technology Use/Management	Self 4.00 / Other 4.19	0.19
Integrity	Self 4.00 / Other 4.17	0.17
Administrative Skill	Self 4.00 / Other 4.03	0.03

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

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
1. Pursues strategic alliances with valued partners.	15	4.13	80.0		20%	47%		33%
2. Creates strategies that significantly benefit the Company.	15	4.33	100.0			67%		33%
3. Adjusts strategic plans based on insights gathered from different points of view.	15	4.33	93.3		7%	53%		40%
4. Develops a plan and strategy for each functional area within the mission statement.	15	4.07	86.7		13%	67%		20%
5. Inspires employees to adopt the strategic plan.	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. Pursues strategic alliances with valued partners.	4.00	4.13	+0.13	▲
2. Creates strategies that significantly benefit the Company.	4.40	4.33	-0.07	▼
3. Adjusts strategic plans based on insights gathered from different points of view.	4.47	4.33	-0.13	▼
4. Develops a plan and strategy for each functional area within the mission statement.	4.47	4.07	-0.40	▼
5. Inspires employees to adopt the strategic plan.	4.20	4.21	+0.01	▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Creates effective logistics plans to achieve high operational efficiency.	15	4.33	93.3	7%	53%		40%	
7. Plans for future staffing needs.	15	4.33	86.7	13%	40%		47%	
8. Works in an organized manner	15	4.07	80.0	20%	53%		27%	
9. Encourages others to follow the plan.	15	4.13	80.0	20%	47%		33%	
10. Determines what supplies/equipment will be needed for the project.	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. Creates effective logistics plans to achieve high operational efficiency.	4.13	4.33	+0.20 ▲
7. Plans for future staffing needs.	4.33	4.33	
8. Works in an organized manner	4.20	4.07	-0.13 ▼
9. Encourages others to follow the plan.	4.67	4.13	-0.53 ▼
10. Determines what supplies/equipment will be needed for the project.	4.47	4.13	-0.33 ▼

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
11. Maintains infrastructure to support partnerships and networks.	15	4.67	100.0			33%		67%
12. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	4.20	86.7	7%	7%	47%		40%
13. Creates value within the Company by building networks.	14	3.64	57.1	14%	29%	36%		21%
14. Supports a partnering/networking culture.	14	4.14	85.7	7%	7%	50%		36%
15. Builds alliances between departments and teams.	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. Maintains infrastructure to support partnerships and networks.	4.20	4.67	+0.47 ▲
12. Forges mutually beneficial relationships between individuals with diverse backgrounds.	3.93	4.20	+0.27 ▲
13. Creates value within the Company by building networks.	4.47	3.64	-0.82 ▼
14. Supports a partnering/networking culture.	4.00	4.14	+0.14 ▲
15. Builds alliances between departments and teams.	4.27	4.47	+0.20 ▲

Integrity

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. Demonstrates sincerity in actions with others.	15	4.00	66.7	7%	27%	27%		40%
17. Develops trust and confidence from others.	15	3.87	66.7		33%	47%		20%
18. Does what was promised.	15	4.20	86.7	7%	7%	47%		40%
19. Demonstrates honesty and truthfulness at all times.	15	4.33	86.7		13%	40%		47%
20. Accepts responsibility for mistakes.	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. Demonstrates sincerity in actions with others.	3.64	4.00	+0.36 ▲
17. Develops trust and confidence from others.	4.33	3.87	-0.47 ▼
18. Does what was promised.	3.93	4.20	+0.27 ▲
19. Demonstrates honesty and truthfulness at all times.	4.33	4.33	
20. Accepts responsibility for mistakes.	3.60	4.40	+0.80 ▲

Persuasion and Influence

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. Has excellent influencing/negotiating skills.	15	3.93	73.3			27%	53%	20%
22. Understanding what others need.	15	4.00	66.7	13%	20%	20%	47%	
23. Able to express own goals and needs.	15	4.07	80.0			20%	53%	27%
24. Persuades others to consider alternative points of view.	15	4.00	73.3	13%	13%	33%	40%	
25. Ensures stakeholders are involved in the decision making process.	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. Has excellent influencing/negotiating skills.	4.20	3.93	-0.27 ▼
22. Understanding what others need.	4.20	4.00	-0.20 ▼
23. Able to express own goals and needs.	4.13	4.07	-0.07 ▼
24. Persuades others to consider alternative points of view.	3.80	4.00	+0.20 ▲
25. Ensures stakeholders are involved in the decision making process.	4.13	4.07	-0.07 ▼

Administrative Skill

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. Enthusiastic about taking on challenging projects.	15	4.00	80.0	7%	13%	53%		27%
27. Accurately implements contract provisions.	15	3.67	66.7	20%	13%	47%		20%
28. High attention to detail.	15	4.40	86.7		13%	33%	53%	
29. Implements and uses performance measures.	15	4.07	80.0		20%	53%		27%
30. Completes reports on-time.	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. Enthusiastic about taking on challenging projects.	4.47	4.00	-0.47 ▼
27. Accurately implements contract provisions.	4.00	3.67	-0.33 ▼
28. High attention to detail.	4.33	4.40	+0.07 ▲
29. Implements and uses performance measures.	4.07	4.07	
30. Completes reports on-time.	4.00	4.00	

Initiative

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. Takes the initiative to solve pressing issues.	15	4.27	93.3	7%	60%			33%
32. Acts quickly to address any issues or problems.	14	4.14	92.9	7%	71%			21%
33. Acts independently to solve pressing needs.	15	4.27	100.0		73%			27%
34. Is proactive when preparing for potential problems or critical events.	15	4.40	93.3	7%	47%		47%	
35. Immediately informs the supervisor of any critical incidents.	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. Takes the initiative to solve pressing issues.	4.27	4.27	
32. Acts quickly to address any issues or problems.	4.20	4.14	-0.06 ▼
33. Acts independently to solve pressing needs.	3.67	4.27	+0.60 ▲
34. Is proactive when preparing for potential problems or critical events.	4.00	4.40	+0.40 ▲
35. Immediately informs the supervisor of any critical incidents.	4.20	3.47	-0.73 ▼

Technology Use/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
36. Supports employee training and development initiatives regarding implementation of technology.	15	4.20	93.3	7%		67%		27%
37. Adopts the implementation of new technology into the workplace.	15	4.27	93.3	7%		60%		33%
38. Proficient in the use of technical systems and processes.	15	4.00	80.0	20%		60%		20%
39. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.07	86.7	7%	7%	60%		27%
40. Understands and is committed to implementing new technologies.	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. Supports employee training and development initiatives regarding implementation of technology.	4.00	4.20	+0.20 ▲
37. Adopts the implementation of new technology into the workplace.	4.21	4.27	+0.05 ▲
38. Proficient in the use of technical systems and processes.	4.07	4.00	-0.07 ▼
39. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.87	4.07	+0.20 ▲
40. Understands and is committed to implementing new technologies.	4.27	4.33	+0.07 ▲

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?