



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.

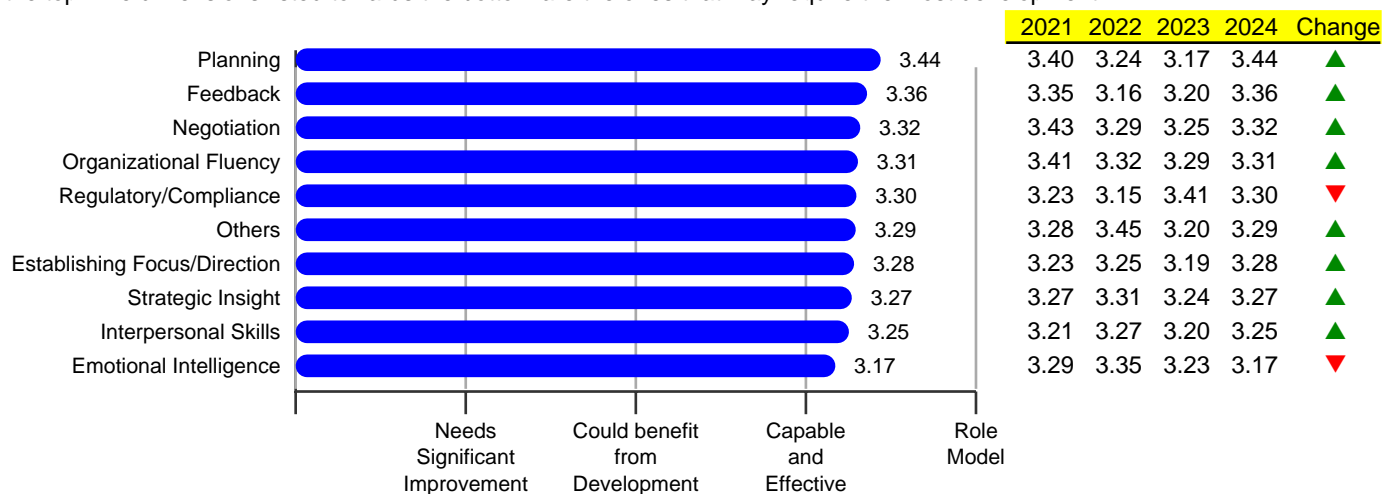
What to Do with Your Feedback

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.



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 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.20	86.7	13%	53%	33%	
2. Inspires employees to adopt the strategic plan.	15	3.33	100.0		67%	33%	
3. Works with others to develop insights into the resources and actions required to produce desired results.	15	3.33	93.3	7%	53%	40%	
4. Meets with customers to gain insight into their core needs and how best to serve them.	15	3.27	93.3	7%	60%	33%	
5. Observes employees at work to get better insight into the issues they are dealing with.	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. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Inspires employees to adopt the strategic plan.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Works with others to develop insights into the resources and actions required to produce desired results.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Meets with customers to gain insight into their core needs and how best to serve them.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Observes employees at work to get better insight into the issues they are dealing with.	3.00	3.20	3.13	3.21	+0.08 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Gets things done through the department.	15	3.47	100.0		53%	47%	
7. Understands the current organizational culture.	15	3.40	93.3	7%	47%	47%	
8. Able to deal with sensitive issues with tact and professionalism.	15	3.20	86.7	13%	53%	33%	
9. Able to use corporate politics to advance department objectives.	15	3.27	86.7	13%	47%	40%	
10. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	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. Gets things done through the department.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Understands the current organizational culture.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Able to deal with sensitive issues with tact and professionalism.	3.40	3.40	3.20	3.20	
9. Able to use corporate politics to advance department objectives.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Has developed an effective strategic plan.	15	3.67	100.0	33%	67%		
12. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.40	93.3	7%	47%	47%	
13. Prioritizes tasks based on urgency/need.	15	3.13	86.7	13%	60%	27%	
14. Open to input from others into the plan for development of the strategic plan.	15	3.47	100.0	53%	47%		
15. Determines what supplies/equipment will be needed for the job.	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. Has developed an effective strategic plan.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Prioritizes tasks based on urgency/need.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Open to input from others into the plan for development of the strategic plan.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Determines what supplies/equipment will be needed for the job.	3.67	3.27	3.20	3.53	+0.33 ▲

Feedback

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. Actively seeks feedback from others.	15	3.47	93.3	7%	40%	53%	
17. Is easy to approach with ideas and opinions.	15	2.93	73.3	27%	53%		20%
18. Looks to others for input.	15	3.40	93.3	7%	47%		47%
19. Asks others for their ideas and opinions.	15	3.53	100.0		47%	53%	
20. Shares past experiences with others as learning opportunities.	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. Actively seeks feedback from others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Is easy to approach with ideas and opinions.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Looks to others for input.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Asks others for their ideas and opinions.	3.13	2.87	3.53	3.53	
20. Shares past experiences with others as learning opportunities.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Able to understand others' points of view.	15	3.00	80.0	20%	60%		20%
22. Is able to control their own emotions.	15	3.53	100.0		47%	53%	
23. Is able to express themselves clearly.	15	3.13	86.7	13%	60%		27%
24. Accurately perceives the emotional reactions of others.	15	3.13	80.0	7%	13%	40%	40%
25. Is able to manage their own emotions.	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. Able to understand others' points of view.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Is able to control their own emotions.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Is able to express themselves clearly.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Accurately perceives the emotional reactions of others.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Is able to manage their own emotions.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Helps guide employees with prioritizing tasks.	15	3.20	93.3	7%	60%	33%	
27. Stays focused even when under pressure and stress.	15	3.40	93.3	7%	47%	47%	
28. Aligns the department's goals with the goals of the organization.	15	3.60	93.3	7%	27%	67%	
29. Makes sure that employees understand how their work relates to organizational goals.	15	3.20	86.7	13%	53%	33%	
30. Maintains self-control when personally criticized.	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. Helps guide employees with prioritizing tasks.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Stays focused even when under pressure and stress.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Aligns the department's goals with the goals of the organization.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Makes sure that employees understand how their work relates to organizational goals.	3.21	3.20	3.20	3.20	
30. Maintains self-control when personally criticized.	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. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	15	3.33	93.3	7%	53%	40%	
32. Ensures the company meets legal requirements/standards regarding employees.	14	3.29	100.0		71%	29%	
33. Offers training on various subjects to help ensure employees are aware of regulations.	15	3.27	100.0		73%	27%	
34. Keeps up-to-date with legislation affecting employees.	15	3.47	93.3	7%	40%	53%	
35. Is aware of federal and local laws affecting employees.	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. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Ensures the company meets legal requirements/standards regarding employees.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Offers training on various subjects to help ensure employees are aware of regulations.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Keeps up-to-date with legislation affecting employees.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Is aware of federal and local laws affecting employees.	3.20	3.27	3.13	3.13	

Interpersonal Skills

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. Respects other members of the team/department.	15	3.20	93.3	7%	67%		27%
37. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	15	3.33	93.3	7%	53%		40%
38. Gives credit where credit is due.	15	3.07	86.7	13%	67%		20%
39. Honest about owning up to mistakes made.	15	3.33	100.0		67%		33%
40. Respectful of the opinions and ideas of others.	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. Respects other members of the team/department.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Gives credit where credit is due.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Honest about owning up to mistakes made.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Respectful of the opinions and ideas of others.	3.00	3.20	3.27	3.33	+0.07 ▲

Negotiation

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. Establishes good working relationships with others.	15	3.33	93.3	7%	53%	40%	
42. Changes communication styles to meet the listener's needs.	15	3.40	93.3	7%	47%	47%	
43. Leverages relationships with others to achieve goals.	15	3.13	86.7	13%	60%	27%	
44. Able to say "no" when it is essential to maintaining quality and high standards.	15	3.27	100.0		73%	27%	
45. Able to clearly express thoughts and concerns.	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. Establishes good working relationships with others.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Changes communication styles to meet the listener's needs.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Leverages relationships with others to achieve goals.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Able to say "no" when it is essential to maintaining quality and high standards.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Able to clearly express thoughts and concerns.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. Forms working relationships with employees from other departments.	15	3.40	93.3	7%	47%	47%	
47. Constructively receives criticism and suggestions from others.	15	3.20	93.3	7%	67%	27%	
48. ...treats others with respect and dignity.	15	3.20	93.3	7%	60%	33%	
49. Works across boundaries within the organization.	15	3.47	100.0		53%	47%	
50. Supports the efforts of other employees in implementing solutions to problems.	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. Forms working relationships with employees from other departments.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Constructively receives criticism and suggestions from others.	3.33	3.40	3.20	3.20	
48. ...treats others with respect and dignity.	3.60	3.33	3.20	3.20	
49. Works across boundaries within the organization.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Supports the efforts of other employees in implementing solutions to problems.	3.20	3.67	3.27	3.20	-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?