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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.

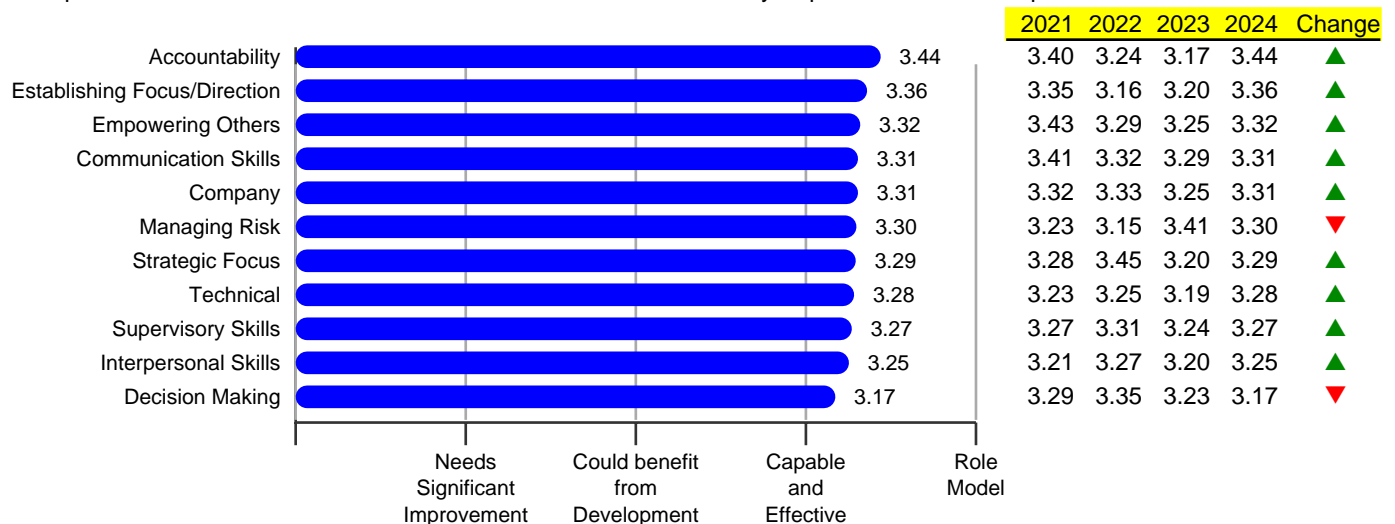
## What to Do with Your Feedback

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

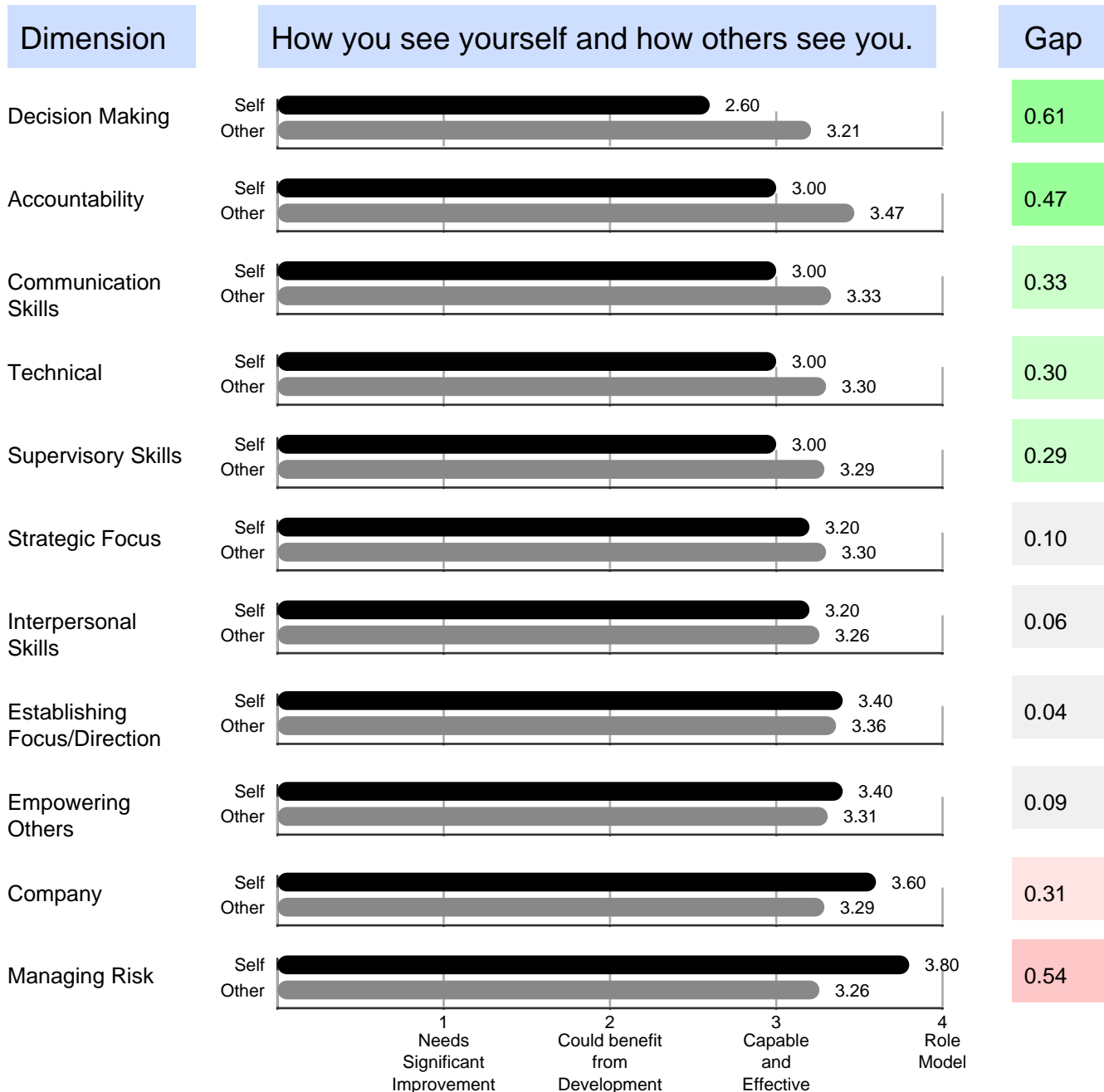
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



## Supervisory 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
1. Effectively determines which issues need immediate attention.	15	3.20	86.7	13%	53%	33%	
2. Introduces targeted training and development initiatives to address and elevate subpar performance.	15	3.33	100.0		67%	33%	
3. Is clear about the expectations that employees will be held accountable for.	15	3.33	93.3	7%	53%	40%	
4. Facilitates open communication between employees.	15	3.27	93.3	7%	60%	33%	
5. Delegates assignments to employees according to seniority.	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. Effectively determines which issues need immediate attention.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Introduces targeted training and development initiatives to address and elevate subpar performance.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Is clear about the expectations that employees will be held accountable for.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Facilitates open communication between employees.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Delegates assignments to employees according to seniority.	3.00	3.20	3.13	3.21	+0.08 ▲

## Communication 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
6. Conducts regular performance feedback discussions with individuals and teams	15	3.47	100.0		53%	47%	
7. Verifies understanding throughout discussions.	15	3.40	93.3	7%	47%	47%	
8. Overcomes barriers that prevent effective communication.	15	3.20	86.7	13%	53%	33%	
9. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	3.27	86.7	13%	47%	40%	
10. Presents issues, ideas, and strategy concisely and clearly.	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. Conducts regular performance feedback discussions with individuals and teams	3.40	3.13	3.07	3.47	+0.40 ▲
7. Verifies understanding throughout discussions.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Overcomes barriers that prevent effective communication.	3.40	3.40	3.20	3.20	
9. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	3.53	3.40	3.60	3.27	-0.33 ▼
10. Presents issues, ideas, and strategy concisely and clearly.	3.33	3.47	3.27	3.20	-0.07 ▼

## Accountability

### 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. Willing to answer for their own actions and performance.	15	3.67	100.0	33%	67%		
12. Takes full responsibility for results.	15	3.40	93.3	7%	47%	47%	
13. Takes full responsibility for project outcomes.	15	3.13	86.7	13%	60%	27%	
14. Informs the supervisor if progress on the task has been delayed.	15	3.47	100.0	53%	47%		
15. Requires employees to submit monthly reports of the work they performed.	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. Willing to answer for their own actions and performance.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Takes full responsibility for results.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Takes full responsibility for project outcomes.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Informs the supervisor if progress on the task has been delayed.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Requires employees to submit monthly reports of the work they performed.	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. Makes sure that employees understand and identify with the team's mission.	15	2.93	73.3	27%	53%		20%
18. Helps guide employees with prioritizing tasks.	15	3.40	93.3	7%	47%	47%	
19. Makes sure that employees understand how their work relates to organizational goals.	15	3.53	100.0		47%	53%	
20. Sets appropriate goals for employees.	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. Makes sure that employees understand and identify with the team's mission.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Helps guide employees with prioritizing tasks.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Makes sure that employees understand how their work relates to organizational goals.	3.13	2.87	3.53	3.53	
20. Sets appropriate goals for employees.	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. Open to the suggestions from subordinates.	15	3.00	80.0	20%	60%		20%
22. Exercises good judgment by making sound and informed decisions.	15	3.53	100.0		47%	53%	
23. Examines for patterns in data to help predict future possibilities.	15	3.13	86.7	13%	60%		27%
24. Defines what constraints must be met for the decision making process.	15	3.13	80.0	7%	13%	40%	40%
25. Seeks input from key people who should be involved in, or will be affected by, 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. Open to the suggestions from subordinates.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Exercises good judgment by making sound and informed decisions.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Examines for patterns in data to help predict future possibilities.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Defines what constraints must be met for the decision making process.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Seeks input from key people who should be involved in, or will be affected by, decisions	3.27	3.33	3.27	3.07	-0.20 ▼



## Technical

### 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. Knows how to produce high quality products/work.	15	3.20	93.3	7%	60%	33%	
27. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.40	93.3	7%	47%	47%	
28. Willingly shares his/her technical expertise; sought out as resource by others	15	3.60	93.3	7%	27%	67%	
29. Seeks information from others as needed.	15	3.20	86.7	13%	53%	33%	
30. Willingly shares information and expertise; sought out as resource by others	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. Knows how to produce high quality products/work.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.20	3.33	2.93	3.40	+0.47 ▲
28. Willingly shares his/her technical expertise; sought out as resource by others	3.33	3.13	3.40	3.60	+0.20 ▲
29. Seeks information from others as needed.	3.21	3.20	3.20	3.20	
30. Willingly shares information and expertise; sought out as resource by others	2.87	3.27	3.07	3.00	-0.07 ▼

## Managing Risk

### 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. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	15	3.33	93.3	7%	53%	40%	
32. Recognizes that small changes may snowball into major events.	14	3.29	100.0		71%	29%	
33. Is concerned about process safety management.	15	3.27	100.0		73%	27%	
34. Maintains open communication with other departments.	15	3.47	93.3	7%	40%	53%	
35. Creates a risk management strategy for the department.	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. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Recognizes that small changes may snowball into major events.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is concerned about process safety management.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Maintains open communication with other departments.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Creates a risk management strategy for the department.	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. Successfully resolves conflicts and grievances to a win-win solution.	15	3.20	93.3	7%	67%		27%
37. Builds a strong rapport with co-workers.	15	3.33	93.3	7%	53%		40%
38. Values the opinions of others.	15	3.07	86.7	13%	67%		20%
39. Communicates well at all levels of the organization.	15	3.33	100.0		67%		33%
40. Easily approachable.	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. Successfully resolves conflicts and grievances to a win-win solution.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Builds a strong rapport with co-workers.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Values the opinions of others.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Communicates well at all levels of the organization.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Easily approachable.	3.00	3.20	3.27	3.33	+0.07 ▲

## Empowering 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
41. Allows subordinates to perform mission critical tasks.	15	3.33	93.3	7%	53%	40%	
42. Lets employees make their own decisions.	15	3.40	93.3	7%	47%	47%	
43. Avoids micromanaging their employees.	15	3.13	86.7	13%	60%	27%	
44. Gives responsibility for making important decisions to employees.	15	3.27	100.0		73%	27%	
45. Values the input from others.	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. Allows subordinates to perform mission critical tasks.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Lets employees make their own decisions.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Avoids micromanaging their employees.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Gives responsibility for making important decisions to employees.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Values the input from others.	3.20	3.33	3.13	3.47	+0.33 ▲

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Makes strategic decisions to optimize the returns on capital investments.	15	3.40	93.3	7%	47%	47%	
47. Identifies and understands competitors in the marketplace.	15	3.20	93.3	7%	67%	27%	
48. Monitors company performance and makes adjustments to the strategic plan as needed.	15	3.20	93.3	7%	60%	33%	
49. Evaluates and reviews the implementation of the strategic plan to ensure achievement of the objectives.	15	3.47	100.0		53%	47%	
50. Creates innovative strategies.	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. Makes strategic decisions to optimize the returns on capital investments.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Identifies and understands competitors in the marketplace.	3.33	3.40	3.20	3.20	
48. Monitors company performance and makes adjustments to the strategic plan as needed.	3.60	3.33	3.20	3.20	
49. Evaluates and reviews the implementation of the strategic plan to ensure achievement of the objectives.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Creates innovative strategies.	3.20	3.67	3.27	3.20	-0.07 ▼

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. Impresses upon others the important aspects of [Company].	15	3.53	100.0	47%	53%		
52. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.27	93.3	7%	60%	33%	
53. Understands the use of [Company] products and services.	15	3.33	100.0	67%	33%		
54. Follows existing procedures and processes.	15	3.40	93.3	7%	47%	47%	
55. Attends [Company] gatherings and social events.	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. Impresses upon others the important aspects of [Company].	3.47	3.47	3.13	3.53	+0.40 ▲
52. Expresses loyalty and dedication to [Company] in interactions with others.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Understands the use of [Company] products and services.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Follows existing procedures and processes.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Attends [Company] gatherings and social events.	3.27	3.40	3.27	3.00	-0.27 ▼

## 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?