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.
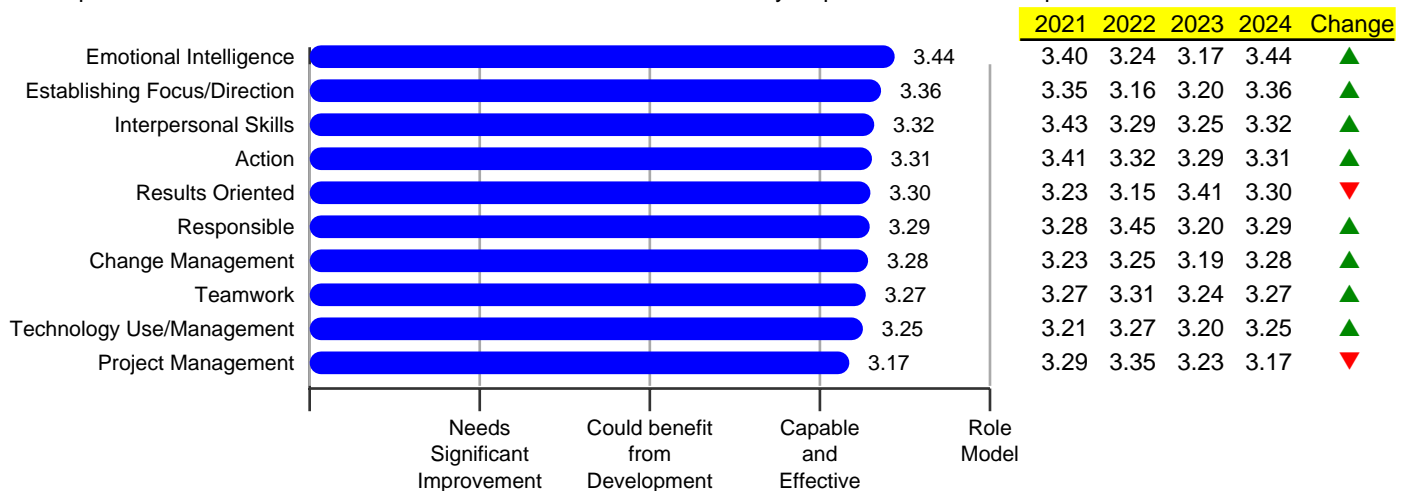
What to Do with Your Feedback

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.
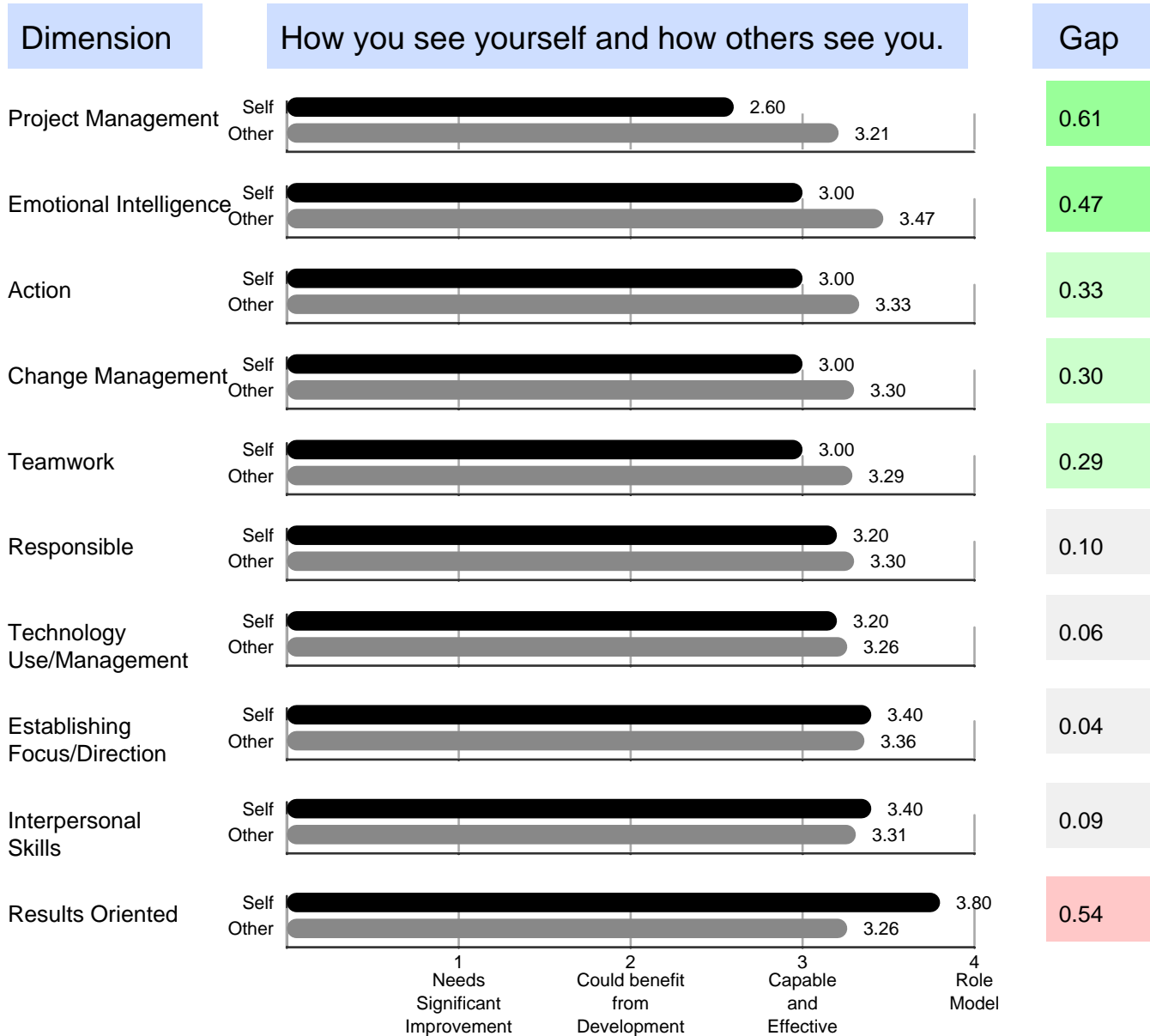
Summary

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.

	Score	2021	2022	2023	2024	Change
Emotional Intelligence	3.44	3.40	3.24	3.17	3.44	▲
Establishing Focus/Direction	3.36	3.35	3.16	3.20	3.36	▲
Interpersonal Skills	3.32	3.43	3.29	3.25	3.32	▲
Action	3.31	3.41	3.32	3.29	3.31	▲
Results Oriented	3.30	3.23	3.15	3.41	3.30	▼
Responsible	3.29	3.28	3.45	3.20	3.29	▲
Change Management	3.28	3.23	3.25	3.19	3.28	▲
Teamwork	3.27	3.27	3.31	3.24	3.27	▲
Technology Use/Management	3.25	3.21	3.27	3.20	3.25	▲
Project Management	3.17	3.29	3.35	3.23	3.17	▼

Needs Significant Improvement — Could benefit from 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
Project Management	Self 2.60 / Other 3.21	0.61
Emotional Intelligence	Self 3.00 / Other 3.47	0.47
Action	Self 3.00 / Other 3.33	0.33
Change Management	Self 3.00 / Other 3.30	0.30
Teamwork	Self 3.00 / Other 3.29	0.29
Responsible	Self 3.20 / Other 3.30	0.10
Technology Use/Management	Self 3.20 / Other 3.26	0.06
Establishing Focus/Direction	Self 3.40 / Other 3.36	0.04
Interpersonal Skills	Self 3.40 / Other 3.31	0.09
Results Oriented	Self 3.80 / Other 3.26	0.54

1 Needs Significant Improvement
2 Could benefit from Development
3 Capable and Effective
4 Role Model

Teamwork

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. Works with other team members on the project.	15	3.20	86.7	13%	53%		33%
2. Helps other team members to research solutions to a problem.	15	3.33	100.0		67%		33%
3. Lets team members know when they have done well.	15	3.33	93.3	7%	53%		40%
4. Encourages other team members to adopt new procedures.	15	3.27	93.3	7%	60%		33%
5. Listens and is attentive to other team members.	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. Works with other team members on the project.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Helps other team members to research solutions to a problem.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Lets team members know when they have done well.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Encourages other team members to adopt new procedures.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Listens and is attentive to other team members.	3.00	3.20	3.13	3.21	+0.08 ▲

Action

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. Displays high energy and enthusiasm on consistent basis.	15	3.47	100.0		53%		47%
7. Gets the job done.	15	3.40	93.3	7%	47%		47%
8. Changes course to meet the needs of a new situation.	15	3.20	86.7	13%	53%		33%
9. Takes the initiative and does not wait for the situation to change.	15	3.27	86.7	13%	47%		40%
10. Addresses safety issues immediately.	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. Displays high energy and enthusiasm on consistent basis.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Gets the job done.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Changes course to meet the needs of a new situation.	3.40	3.40	3.20	3.20	
9. Takes the initiative and does not wait for the situation to change.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Addresses safety issues immediately.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.67	100.0			33%	67%
12. Is able to express themselves clearly.	15	3.40	93.3	7%	47%		47%
13. Accurately perceives the emotional reactions of others.	15	3.13	86.7	13%	60%		27%
14. Is able to control their own emotions.	15	3.47	100.0		53%		47%
15. Is able to manage their own emotions.	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. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is able to express themselves clearly.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Accurately perceives the emotional reactions of others.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Is able to control their own emotions.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Is able to manage their own emotions.	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. Maintains self-control when personally criticized.	15	3.47	93.3	7%	40%	53%	
17. Excellent at managing time.	15	2.93	73.3	27%	53%		20%
18. Helps guide employees with prioritizing tasks.	15	3.40	93.3	7%	47%	47%	
19. Sets appropriate goals for employees.	15	3.53	100.0		47%	53%	
20. Maintains focus when handling several problems or tasks simultaneously.	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. Maintains self-control when personally criticized.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Excellent at managing time.	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. Sets appropriate goals for employees.	3.13	2.87	3.53	3.53	
20. Maintains focus when handling several problems or tasks simultaneously.	3.40	3.20	2.87	3.47	+0.60 ▲

Project 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
21. Presents clear and accurate status information to required constituents.	15	3.00	80.0	20%	60%		20%
22. Understands what software tools are available to be used to manage the project.	15	3.53	100.0		47%	53%	
23. Has detailed knowledge about the project and can adapt the project plan as needed.	15	3.13	86.7	13%	60%		27%
24. Monitors finances to ensure optimal use of project funds.	15	3.13	80.0	7% 13%	40%	40%	
25. Follows progress on the project from initial phase to completion.	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. Presents clear and accurate status information to required constituents.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Understands what software tools are available to be used to manage the project.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Has detailed knowledge about the project and can adapt the project plan as needed.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Monitors finances to ensure optimal use of project funds.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Follows progress on the project from initial phase to completion.	3.27	3.33	3.27	3.07	-0.20 ▼

Change 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
26. Inspires others to want to change.	15	3.20	93.3	7%	60%		33%
27. Effective in dealing with ambiguous and challenging situations.	15	3.40	93.3	7%	47%		47%
28. Inspires others to accept changes.	15	3.60	93.3	7%	27%	67%	
29. Adopts changes to set and example for others to follow.	15	3.20	86.7	13%	53%		33%
30. Able to get department employees to accept new changes.	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. Inspires others to want to change.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Effective in dealing with ambiguous and challenging situations.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Inspires others to accept changes.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Adopts changes to set and example for others to follow.	3.21	3.20	3.20	3.20	
30. Able to get department employees to accept new changes.	2.87	3.27	3.07	3.00	-0.07 ▼

Results Oriented

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. Sets benchmarks and milestones to measure progress toward the objectives.	15	3.33	93.3	7%	53%		40%
32. Quickly analyzes the situation to determine the most pressing needs.	14	3.29	100.0		71%		29%
33. Is considered a high achiever.	15	3.27	100.0		73%		27%
34. Promptly and efficiently completes assigned tasks.	15	3.47	93.3	7%	40%	53%	
35. Flexible in adjusting priorities to meet the demands of changing situations.	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. Sets benchmarks and milestones to measure progress toward the objectives.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Quickly analyzes the situation to determine the most pressing needs.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is considered a high achiever.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Promptly and efficiently completes assigned tasks.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Flexible in adjusting priorities to meet the demands of changing situations.	3.20	3.27	3.13	3.13	

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.20	93.3	7%	67%		27%
37. Uses technology in decision making and problem solving.	15	3.33	93.3	7%	53%		40%
38. Understands and is committed to implementing new technologies.	15	3.07	86.7	13%	67%		20%
39. Proficient in the use of technical systems and processes.	15	3.33	100.0		67%		33%
40. Maximizes the use of new technology to deliver products and services.	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. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Uses technology in decision making and problem solving.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Understands and is committed to implementing new technologies.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Proficient in the use of technical systems and processes.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Maximizes the use of new technology to deliver products and services.	3.00	3.20	3.27	3.33	+0.07 ▲

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
41. Is trusted by peers and co-workers; others are willing to confide in him/her	15	3.33	93.3	7%	53%	40%	
42. Demonstrates willingness to work with others.	15	3.40	93.3	7%	47%	47%	
43. Assists employees that need help.	15	3.13	86.7	13%	60%	27%	
44. Demonstrates positive behaviors for others to follow.	15	3.27	100.0		73%	27%	
45. Is thoughtful and honest about the feedback they give 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. Is trusted by peers and co-workers; others are willing to confide in him/her	3.47	3.20	2.93	3.33	+0.40 ▲
42. Demonstrates willingness to work with others.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Assists employees that need help.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Demonstrates positive behaviors for others to follow.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Is thoughtful and honest about the feedback they give others.	3.20	3.33	3.13	3.47	+0.33 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Completes assigned work tasks.	15	3.40	93.3	7%	47%		47%
47. Responsible for setting the vision of the department.	15	3.20	93.3	7%	67%		27%
48. Is a person you can trust.	15	3.20	93.3	7%	60%		33%
49. Holds herself / himself accountable to goals / objectives	15	3.47	100.0		53%		47%
50. Sets a good example.	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. Completes assigned work tasks.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Responsible for setting the vision of the department.	3.33	3.40	3.20	3.20	
48. Is a person you can trust.	3.60	3.33	3.20	3.20	
49. Holds herself / himself accountable to goals / objectives	3.00	3.47	3.13	3.47	+0.33 ▲
50. Sets a good example.	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?