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.
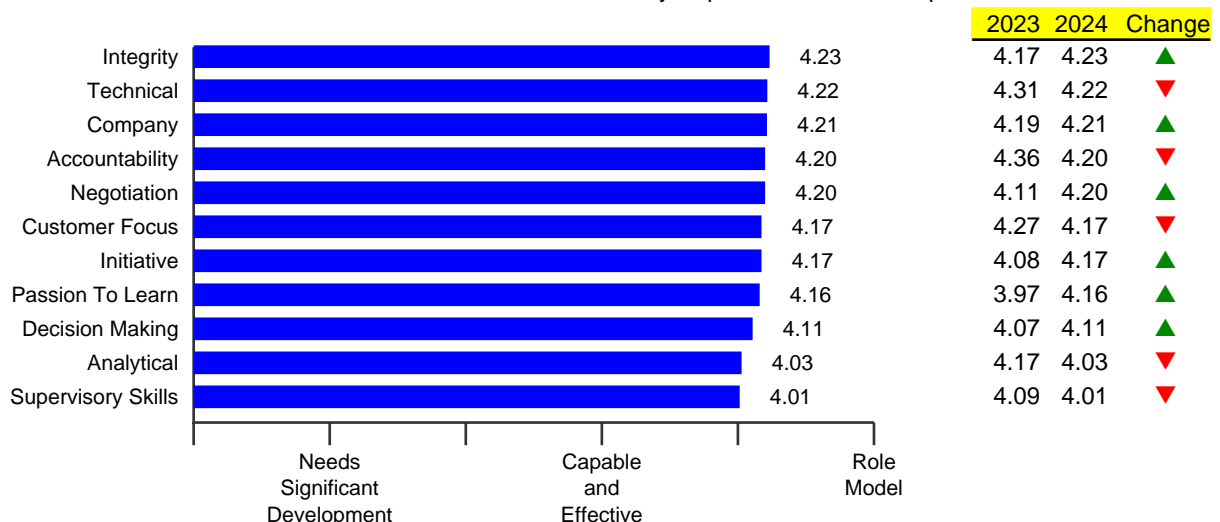
What to Do with Your Feedback

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.
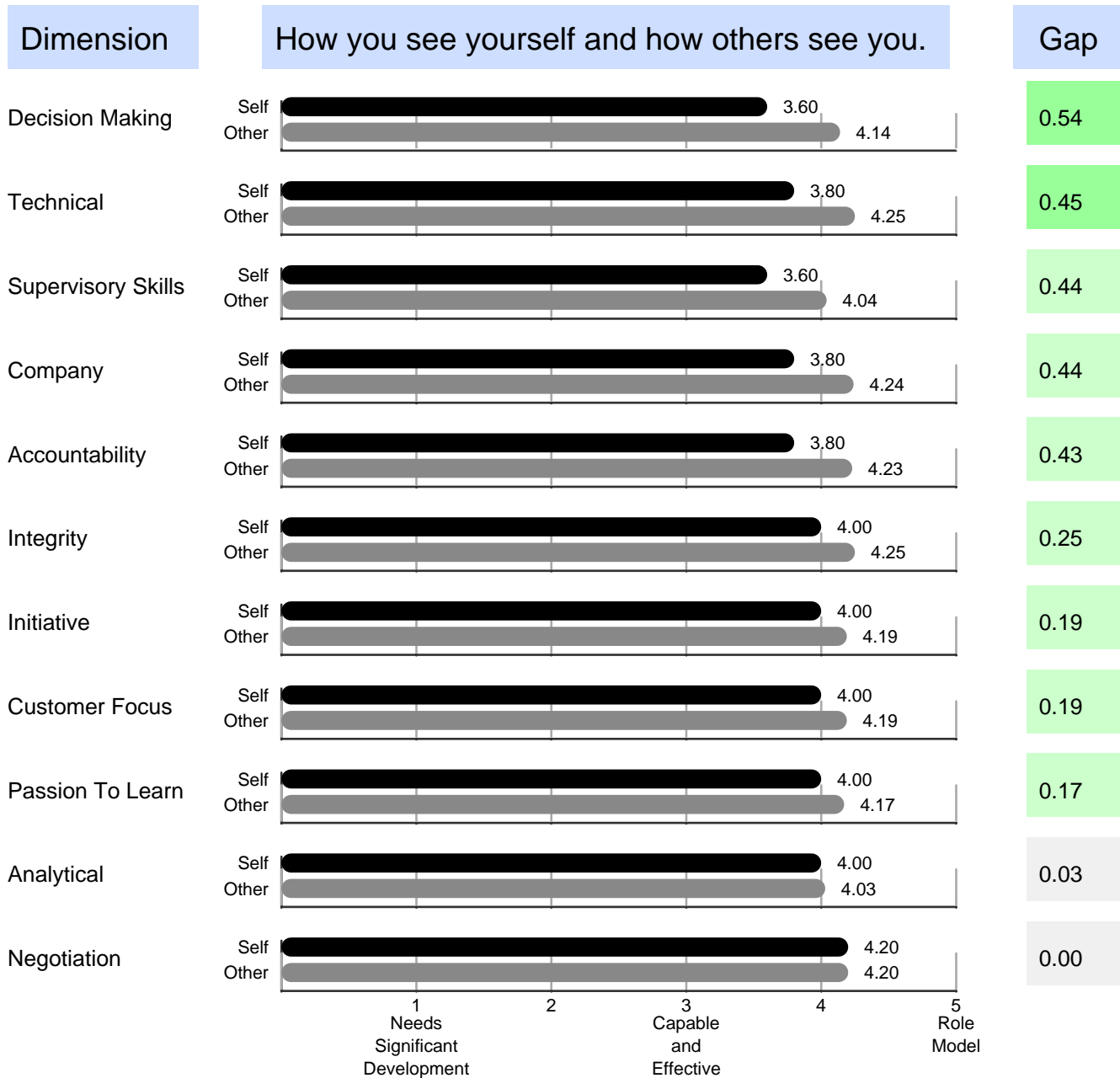
Summary

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.

		2023	2024	Change
Integrity	4.23	4.17	4.23	▲
Technical	4.22	4.31	4.22	▼
Company	4.21	4.19	4.21	▲
Accountability	4.20	4.36	4.20	▼
Negotiation	4.20	4.11	4.20	▲
Customer Focus	4.17	4.27	4.17	▼
Initiative	4.17	4.08	4.17	▲
Passion To Learn	4.16	3.97	4.16	▲
Decision Making	4.11	4.07	4.11	▲
Analytical	4.03	4.17	4.03	▼
Supervisory Skills	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
Decision Making	Self 3.60 / Other 4.14	0.54
Technical	Self 3,80 / Other 4.25	0.45
Supervisory Skills	Self 3.60 / Other 4.04	0.44
Company	Self 3,80 / Other 4.24	0.44
Accountability	Self 3,80 / Other 4.23	0.43
Integrity	Self 4.00 / Other 4.25	0.25
Initiative	Self 4.00 / Other 4.19	0.19
Customer Focus	Self 4.00 / Other 4.19	0.19
Passion To Learn	Self 4.00 / Other 4.17	0.17
Analytical	Self 4.00 / Other 4.03	0.03
Negotiation	Self 4.20 / Other 4.20	0.00

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

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Is knowledgeable of procedures or systems necessary for the job.	15	4.13	80.0		20%	47%		33%
2. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.33	100.0			67%		33%
3. Demonstrates mastery of the technical competencies required in his/her work.	15	4.33	93.3		7%	53%		40%
4. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.07	86.7		13%	67%		20%
5. Willingly shares his/her technical expertise; sought out as resource by others	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. Is knowledgeable of procedures or systems necessary for the job.	4.00	4.13	+0.13 ▲
2. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	4.40	4.33	-0.07 ▼
3. Demonstrates mastery of the technical competencies required in his/her work.	4.47	4.33	-0.13 ▼
4. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	4.47	4.07	-0.40 ▼
5. Willingly shares his/her technical expertise; sought out as resource by others	4.20	4.21	+0.01 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Expects employees to accept the consequences of their actions.	15	4.33	93.3	7%	53%		40%	
7. Sets clear performance measures.	15	4.33	86.7	13%	40%		47%	
8. Takes responsibility for the direction of the team.	15	4.07	80.0	20%	53%		27%	
9. Follows through on commitments made.	15	4.13	80.0	20%	47%		33%	
10. Takes responsibility for errors in the production line.	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. Expects employees to accept the consequences of their actions.	4.13	4.33	+0.20 ▲
7. Sets clear performance measures.	4.33	4.33	
8. Takes responsibility for the direction of the team.	4.20	4.07	-0.13 ▼
9. Follows through on commitments made.	4.67	4.13	-0.53 ▼
10. Takes responsibility for errors in the production line.	4.47	4.13	-0.33 ▼

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
11. Demonstrates honesty and truthfulness at all times.	15	4.67	100.0			33%		67%
12. Protects the integrity and confidentiality of information	15	4.20	86.7	7%	7%	47%		40%
13. Accepts responsibility for mistakes.	14	3.64	57.1	14%	29%	36%		21%
14. Maintains strong relationships with others.	14	4.14	85.7	7%	7%	50%		36%
15. Fosters a high standard of ethics and integrity.	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. Demonstrates honesty and truthfulness at all times.	4.20	4.67	+0.47 ▲
12. Protects the integrity and confidentiality of information	3.93	4.20	+0.27 ▲
13. Accepts responsibility for mistakes.	4.47	3.64	-0.82 ▼
14. Maintains strong relationships with others.	4.00	4.14	+0.14 ▲
15. Fosters a high standard of ethics and integrity.	4.27	4.47	+0.20 ▲

Passion To Learn

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. Takes initiative for own learning and development.	15	4.00	66.7	7%	27%	27%		40%
17. Takes advantage of training opportunities when they arise.	15	3.87	66.7		33%	47%		20%
18. Stays up-to-date on emerging technologies.	15	4.20	86.7	7%	7%	47%		40%
19. Inspires others to learn new things.	15	4.33	86.7		13%	40%		47%
20. Enjoys learning new skills and techniques.	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. Takes initiative for own learning and development.	3.64	4.00	+0.36	▲
17. Takes advantage of training opportunities when they arise.	4.33	3.87	-0.47	▼
18. Stays up-to-date on emerging technologies.	3.93	4.20	+0.27	▲
19. Inspires others to learn new things.	4.33	4.33		
20. Enjoys learning new skills and techniques.	3.60	4.40	+0.80	▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Maintains good working relationships with employees.	15	3.93	73.3		27%	53%		20%
22. Resolves disputes in a way that quickly reaches mutual agreement.	15	4.00	66.7	13%	20%	20%	47%	
23. Shows consistency between what they say and do.	15	4.07	80.0		20%	53%		27%
24. Meets with employees at the end of the job to debrief them.	15	4.00	73.3	13%	13%	33%	40%	
25. Effectively uses rewards to help motivate employees.	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. Maintains good working relationships with employees.	4.20	3.93	-0.27 ▼
22. Resolves disputes in a way that quickly reaches mutual agreement.	4.20	4.00	-0.20 ▼
23. Shows consistency between what they say and do.	4.13	4.07	-0.07 ▼
24. Meets with employees at the end of the job to debrief them.	3.80	4.00	+0.20 ▲
25. Effectively uses rewards to help motivate employees.	4.13	4.07	-0.07 ▼

Analytical

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. Analyzes issues and reduces them to their component parts.	15	4.00	80.0	7%	13%	53%		27%
27. Asks the "right" questions to size up or evaluate situations.	15	3.67	66.7	20%	13%	47%		20%
28. Prioritizes various actions to be taken when solving a problem.	15	4.40	86.7		13%	33%	53%	
29. Identifies opportunities for progress and innovation.	15	4.07	80.0		20%	53%		27%
30. Selects the appropriate techniques for analysis.	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. Analyzes issues and reduces them to their component parts.	4.47	4.00	-0.47 ▼
27. Asks the "right" questions to size up or evaluate situations.	4.00	3.67	-0.33 ▼
28. Prioritizes various actions to be taken when solving a problem.	4.33	4.40	+0.07 ▲
29. Identifies opportunities for progress and innovation.	4.07	4.07	
30. Selects the appropriate techniques for analysis.	4.00	4.00	

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Determines constraints that may impact what decisions are acceptable.	15	4.27	93.3	7%	60%		33%	
32. Is confident in the decisions they make.	14	4.14	92.9	7%	71%		21%	
33. Formulates imaginative decisions.	15	4.27	100.0	73%			27%	
34. Is open to listening to others who may have different ideas.	15	4.40	93.3	7%	47%		47%	
35. Seeks input from key people who should be involved in, or will be affected by, decisions	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. Determines constraints that may impact what decisions are acceptable.	4.27	4.27	
32. Is confident in the decisions they make.	4.20	4.14	-0.06 ▼
33. Formulates imaginative decisions.	3.67	4.27	+0.60 ▲
34. Is open to listening to others who may have different ideas.	4.00	4.40	+0.40 ▲
35. Seeks input from key people who should be involved in, or will be affected by, decisions	4.20	3.47	-0.73 ▼

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
36. Encourages others on the team to suggest process improvements.	15	4.20	93.3	7%		67%		27%
37. Initiates draft reports for consideration.	15	4.27	93.3	7%		60%		33%
38. Informs the manager of any important changes in the equipment operation.	15	4.00	80.0	20%		60%		20%
39. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	15	4.07	86.7	7%	7%	60%		27%
40. Takes action without being asked.	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. Encourages others on the team to suggest process improvements.	4.00	4.20	+0.20 ▲
37. Initiates draft reports for consideration.	4.21	4.27	+0.05 ▲
38. Informs the manager of any important changes in the equipment operation.	4.07	4.00	-0.07 ▼
39. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	3.87	4.07	+0.20 ▲
40. Takes action without being asked.	4.27	4.33	+0.07 ▲

Customer 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
41. Makes sure team members understand the issues faced by the customer.	15	3.93	80.0	13%	7%	53%		27%
42. Is competent in handling difficult customers.	15	4.33	93.3	7%		47%		47%
43. Makes sure customer needs are understood by the team members.	15	4.13	86.7		13%	60%		27%
44. Anticipates and proactively resolves issues that the customer may face.	15	4.20	100.0			80%		20%
45. Identifies opportunities that will enhance the customer's experience.	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. Makes sure team members understand the issues faced by the customer.	3.87	3.93	+0.07 ▲
42. Is competent in handling difficult customers.	4.13	4.33	+0.20 ▲
43. Makes sure customer needs are understood by the team members.	4.20	4.13	-0.07 ▼
44. Anticipates and proactively resolves issues that the customer may face.	4.87	4.20	-0.67 ▼
45. Identifies opportunities that will enhance the customer's experience.	4.27	4.27	

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Leverages relationships with others to achieve goals.	15	4.40	93.3	7%	47%			47%
47. Is able to decline bad ideas to avoid making poor decisions.	15	4.20	93.3	7%	67%			27%
48. Conducts necessary preparations before engaging in negotiations.	15	4.07	86.7	13%	53%			33%
49. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	4.27	93.3	7%	53%			40%
50. Changes communication styles to meet the listener's needs.	15	4.07	80.0	20%	53%			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
46. Leverages relationships with others to achieve goals.	4.13	4.40	+0.27 ▲
47. Is able to decline bad ideas to avoid making poor decisions.	4.07	4.20	+0.13 ▲
48. Conducts necessary preparations before engaging in negotiations.	4.00	4.07	+0.07 ▲
49. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	4.13	4.27	+0.13 ▲
50. Changes communication styles to meet the listener's needs.	4.20	4.07	-0.13 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
51. Understands the use of [Company] products and services.	15	4.33	93.3	7%	47%		47%	
52. Understands how decisions impact other business units beyond their immediate department of work group.	15	4.13	86.7	13%	60%		27%	
53. Attends [Company] gatherings and social events.	15	4.33	100.0		67%		33%	
54. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.27	93.3	7%	60%		33%	
55. Impresses upon others the important aspects of [Company].	15	4.00	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	2023	2024	Change
51. Understands the use of [Company] products and services.	4.13	4.33	+0.20 ▲
52. Understands how decisions impact other business units beyond their immediate department of work group.	4.40	4.13	-0.27 ▼
53. Attends [Company] gatherings and social events.	4.07	4.33	+0.27 ▲
54. Expresses loyalty and dedication to [Company] in interactions with others.	4.07	4.27	+0.20 ▲
55. Impresses upon others the important aspects of [Company].	4.27	4.00	-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?