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.
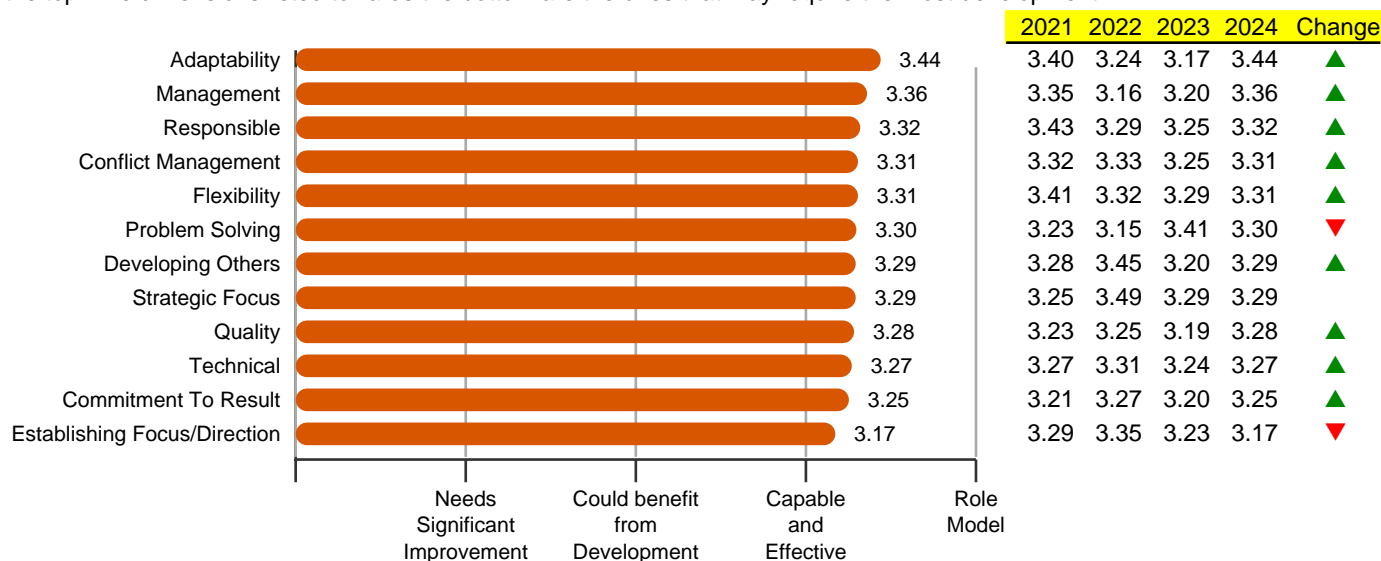
What to Do with Your Feedback

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.
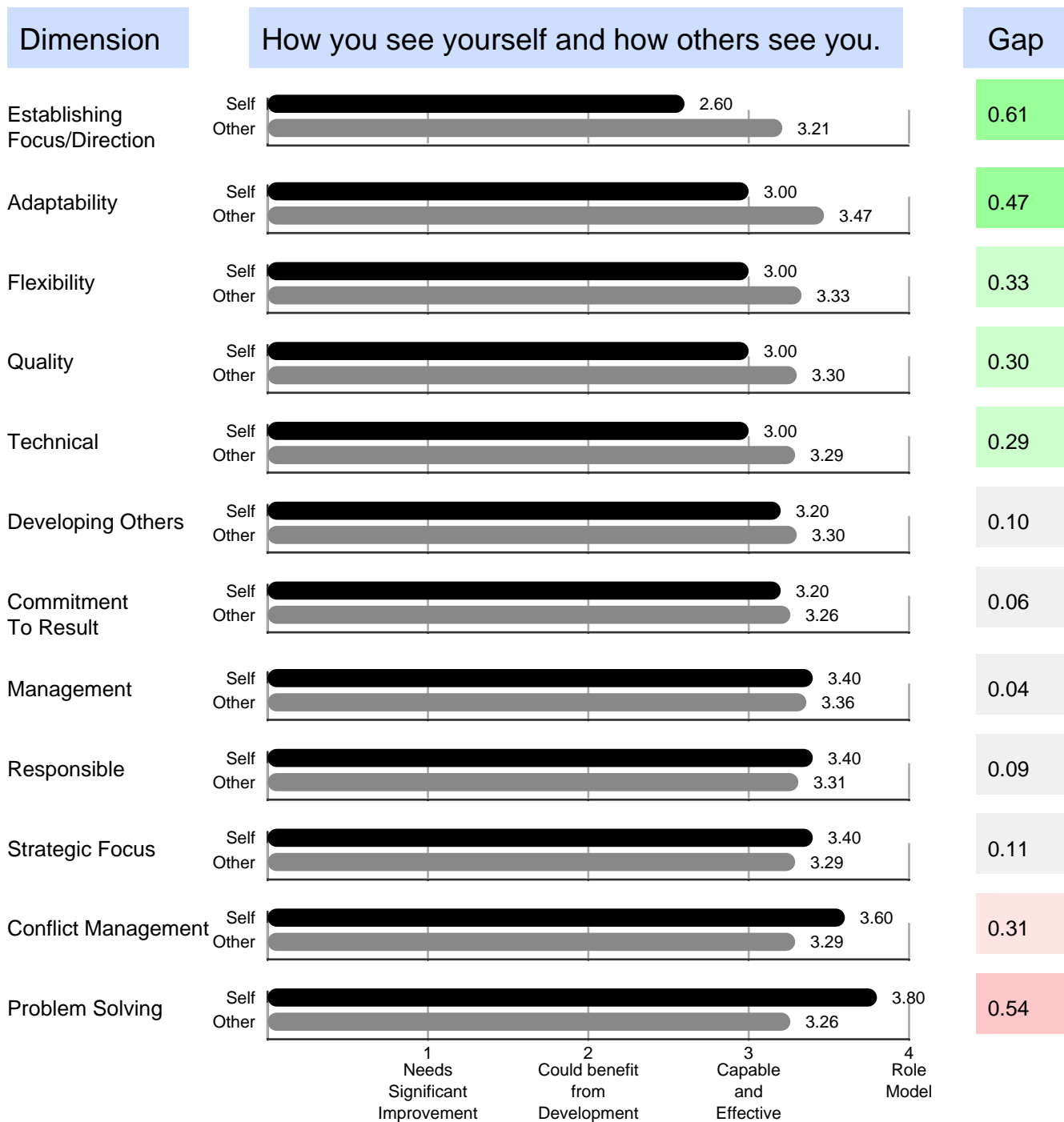
Summary

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 12 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
Adaptability	3.44	3.40	3.24	3.17	3.44	▲
Management	3.36	3.35	3.16	3.20	3.36	▲
Responsible	3.32	3.43	3.29	3.25	3.32	▲
Conflict Management	3.31	3.32	3.33	3.25	3.31	▲
Flexibility	3.31	3.41	3.32	3.29	3.31	▲
Problem Solving	3.30	3.23	3.15	3.41	3.30	▼
Developing Others	3.29	3.28	3.45	3.20	3.29	▲
Strategic Focus	3.29	3.25	3.49	3.29	3.29	
Quality	3.28	3.23	3.25	3.19	3.28	▲
Technical	3.27	3.27	3.31	3.24	3.27	▲
Commitment To Result	3.25	3.21	3.27	3.20	3.25	▲
Establishing Focus/Direction	3.17	3.29	3.35	3.23	3.17	▼

Scale: 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
Establishing Focus/Direction	Self 2.60 / Other 3.21	0.61
Adaptability	Self 3.00 / Other 3.47	0.47
Flexibility	Self 3.00 / Other 3.33	0.33
Quality	Self 3.00 / Other 3.30	0.30
Technical	Self 3.00 / Other 3.29	0.29
Developing Others	Self 3.20 / Other 3.30	0.10
Commitment To Result	Self 3.20 / Other 3.26	0.06
Management	Self 3.40 / Other 3.36	0.04
Responsible	Self 3.40 / Other 3.31	0.09
Strategic Focus	Self 3.40 / Other 3.29	0.11
Conflict Management	Self 3.60 / Other 3.29	0.31
Problem Solving	Self 3.80 / Other 3.26	0.54

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

Technical

An expert in their field.   Employee has the technical expertise to perform their job at a high level.

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. Knows how to produce high quality products/work.	15	3.20	86.7	13%	53%		33%
2. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.33	100.0		67%		33%
3. Demonstrates mastery of the technical competencies required in his/her work.	15	3.33	93.3	7%	53%		40%
4. Willingly shares his/her technical expertise; sought out as resource by others	15	3.27	93.3	7%	60%		33%
5. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	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. Knows how to produce high quality products/work.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Demonstrates mastery of the technical competencies required in his/her work.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Willingly shares his/her technical expertise; sought out as resource by others	3.47	3.33	3.40	3.27	-0.13 ▼
5. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.00	3.20	3.13	3.21	+0.08 ▲

Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

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. Ensures that each employee's unique learning style is accommodated, which maximizes the effectiveness of the training.	15	3.47	100.0		53%	47%	
7. Is flexible in their approach to dealing with unpredictable events.	15	3.40	93.3	7%	47%	47%	
8. Is able to make accommodations needed for changes to the working conditions.	15	3.20	86.7	13%	53%	33%	
9. Allows for flexibility in the agenda for the team meeting.	15	3.27	86.7	13%	47%	40%	
10. Supports a culture that values flexibility, continuous improvement and innovation.	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. Ensures that each employee's unique learning style is accommodated, which maximizes the effectiveness of the training.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Is flexible in their approach to dealing with unpredictable events.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Is able to make accommodations needed for changes to the working conditions.	3.40	3.40	3.20	3.20	
9. Allows for flexibility in the agenda for the team meeting.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Supports a culture that values flexibility, continuous improvement and innovation.	3.33	3.47	3.27	3.20	-0.07 ▼

Adaptability

Adaptability is the ability to work in a dynamic environment, accommodating changes in procedures/priorities/staffing, flexible to change, and is responsive to the needs or others or needs of the situation. To be able to adapt to changes, you need to analyze the situation, be willing to adapt as needed.

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. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	3.67	100.0			33%	67%
12. Adjusts tactics and strategies.	15	3.40	93.3	7%	47%		47%
13. Adapts quickly to new situations.	15	3.13	86.7	13%	60%		27%
14. Responsive to the needs of others.	15	3.47	100.0		53%		47%
15. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	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. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Adjusts tactics and strategies.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Adapts quickly to new situations.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Responsive to the needs of others.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.67	3.27	3.20	3.53	+0.33 ▲

Management

Effectively manages other employees.   Offers guidance/goals and performance measures.

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. Is ready to offer help	15	3.47	93.3	7%	40%	53%	
17. Delegate tasks effectively	15	2.93	73.3	27%	53%		20%
18. Sets an example for others to follow	15	3.40	93.3	7%	47%	47%	
19. Keep staff informed about what is happening in the company	15	3.53	100.0		47%	53%	
20. Makes you feel enthusiastic about your work	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. Is ready to offer help	3.33	3.00	3.07	3.47	+0.40 ▲
17. Delegate tasks effectively	3.40	3.20	3.33	2.93	-0.40 ▼
18. Sets an example for others to follow	3.47	3.53	3.20	3.40	+0.20 ▲
19. Keep staff informed about what is happening in the company	3.13	2.87	3.53	3.53	
20. Makes you feel enthusiastic about your work	3.40	3.20	2.87	3.47	+0.60 ▲

Establishing Focus/Direction

Establishes the focus/direction of employees within the department/division/organization. Aligns mission and goals as needed.

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. Sets appropriate goals for employees.	15	3.00	80.0	20%	60%		20%
22. Maintains focus when handling several problems or tasks simultaneously.	15	3.53	100.0		47%	53%	
23. Functions well under stress, deadlines, and/or significant workloads.	15	3.13	86.7	13%	60%		27%
24. Helps guide employees with prioritizing tasks.	15	3.13	80.0	7% 13%	40%	40%	
25. Makes sure that employees understand how their work relates to organizational goals.	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. Sets appropriate goals for employees.	3.47	3.13	3.20	3.00	-0.20	▼
22. Maintains focus when handling several problems or tasks simultaneously.	3.20	3.33	3.07	3.53	+0.47	▲
23. Functions well under stress, deadlines, and/or significant workloads.	3.20	3.47	3.27	3.13	-0.13	▼
24. Helps guide employees with prioritizing tasks.	3.33	3.47	3.33	3.13	-0.20	▼
25. Makes sure that employees understand how their work relates to organizational goals.	3.27	3.33	3.27	3.07	-0.20	▼

Quality

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

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. Encourages others to produce the highest quality work products.	15	3.20	93.3	7%	60%		33%
27. Establishes timeframes for achieving suitable quality levels.	15	3.40	93.3	7%	47%		47%
28. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.60	93.3	7%	27%	67%	
29. Maintains detailed instructions to ensure consistency and quality in the production line.	15	3.20	86.7	13%	53%		33%
30. Effectively works with Quality Control (QC) engineers.	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. Encourages others to produce the highest quality work products.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Establishes timeframes for achieving suitable quality levels.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Maintains detailed instructions to ensure consistency and quality in the production line.	3.21	3.20	3.20	3.20	
30. Effectively works with Quality Control (QC) engineers.	2.87	3.27	3.07	3.00	-0.07 ▼

Problem Solving

Able to efficiently identify, determine cause, propose and implement solutions to solve problems in the workplace.

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. Understands the root causes of problems.	15	3.33	93.3	7%	53%		40%
32. Able to balance the needs of different people in a solution to a problem.	14	3.29	100.0		71%		29%
33. Skilled at quickly diagnosing issues, identifying root causes, and developing and implementing effective solutions in the workplace.	15	3.27	100.0		73%		27%
34. Is a good problem solver and decision maker	15	3.47	93.3	7%	40%		53%
35. Effective in solving problems.	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. Understands the root causes of problems.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Able to balance the needs of different people in a solution to a problem.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Skilled at quickly diagnosing issues, identifying root causes, and developing and implementing effective solutions in the workplace.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is a good problem solver and decision maker	3.33	3.00	3.53	3.47	-0.07 ▼
35. Effective in solving problems.	3.20	3.27	3.13	3.13	

Commitment To Result

Committed to successfully achieving results.   Goes above and beyond as needed.

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. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.20	93.3	7%	67%		27%
37. Committed to the team.	15	3.33	93.3	7%	53%	40%	
38. Maintains persistence and dedication to achieving results.	15	3.07	86.7	13%	67%		20%
39. Takes immediate action toward goals.	15	3.33	100.0		67%	33%	
40. Encourages commitment in others to obtain results.	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. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Committed to the team.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Maintains persistence and dedication to achieving results.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Takes immediate action toward goals.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Encourages commitment in others to obtain results.	3.00	3.20	3.27	3.33	+0.07 ▲

Responsible

Takes responsibility for actions and sets a good example for 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. Behavior is ethical and honest.	15	3.33	93.3	7%	53%		40%
42. Acts as a resource without removing individual responsibility.	15	3.40	93.3	7%	47%		47%
43. Sets a good example	15	3.13	86.7	13%	60%		27%
44. Sets a good example.	15	3.27	100.0		73%		27%
45. Sets high personal standards of performance.	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. Behavior is ethical and honest.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Acts as a resource without removing individual responsibility.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Sets a good example	3.87	3.13	3.20	3.13	-0.07 ▼
44. Sets a good example.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Sets high personal standards of performance.	3.20	3.33	3.13	3.47	+0.33 ▲

Developing Others

Training and developing members of the team/department.

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. Assigns tasks and responsibilities to develop skills of others.	15	3.40	93.3	7%	47%		47%
47. Encourages employees through recognition of positive changes in behavior.	15	3.20	93.3	7%	67%		27%
48. Provides constructive feedback to others.	15	3.20	93.3	7%	60%		33%
49. Recognizes and celebrates accomplishments of others.	15	3.47	100.0		53%		47%
50. Creates a work environment that fosters positive feedback to employees.	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. Assigns tasks and responsibilities to develop skills of others.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Encourages employees through recognition of positive changes in behavior.	3.33	3.40	3.20	3.20	
48. Provides constructive feedback to others.	3.60	3.33	3.20	3.20	
49. Recognizes and celebrates accomplishments of others.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Creates a work environment that fosters positive feedback to employees.	3.20	3.67	3.27	3.20	-0.07 ▼

Conflict Management

Conflict management is the process of effectively resolving disputes by addressing underlying issues, preventing escalation, and ensuring clear communication. It involves finding common ground, fostering compromise, and actively listening to all parties. Successful conflict managers facilitate collaboration, recognize diverse perspectives, and remain open to change. They are responsive, persuasive, analytical, strategic, and inquisitive, ensuring a balanced and constructive approach to conflict resolution.

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. Investigates opportunities to achieve mutually beneficial solutions to conflicts.	15	3.53	100.0		47%		53%
52. Prepares team members to accept differing view points.	15	3.27	93.3	7%	60%		33%
53. Able to settle disputes equitably.	15	3.33	100.0		67%		33%
54. Uses structured frameworks for resolving conflicts, such as mediation or facilitated discussions.	15	3.40	93.3	7%	47%		47%
55. Avoids being judgmental and micromanaging of employees.	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. Investigates opportunities to achieve mutually beneficial solutions to conflicts.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Prepares team members to accept differing view points.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Able to settle disputes equitably.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Uses structured frameworks for resolving conflicts, such as mediation or facilitated discussions.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Avoids being judgmental and micromanaging of employees.	3.27	3.40	3.27	3.00	-0.27 ▼

Strategic Focus

Strategic Focus is the ability to analyze the business environment, think strategically and identify issues. To create a strategy, implement it, and lead the department/organization in adopting the changes necessary.

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
56. Scans the environment for opportunities to exploit.	15	3.53	100.0		47%	53%	
57. Creates innovative strategies.	15	2.93	86.7	13%	80%		7%
58. Identifies the role of each department in meeting the strategic goals.	15	3.53	93.3	7%	33%	60%	
59. Identifies bottlenecks in the production process and develops strategies to correct these issues.	15	3.33	93.3	7%	53%	40%	
60. Effectively translates strategy into operational decisions.	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
56. Scans the environment for opportunities to exploit.	3.13	3.47	3.13	3.53	+0.40 ▲
57. Creates innovative strategies.	3.13	3.53	3.20	2.93	-0.27 ▼
58. Identifies the role of each department in meeting the strategic goals.	3.27	3.27	3.33	3.53	+0.20 ▲
59. Identifies bottlenecks in the production process and develops strategies to correct these issues.	3.33	3.53	3.33	3.33	
60. Effectively translates strategy into operational decisions.	3.40	3.67	3.47	3.13	-0.33 ▼