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.
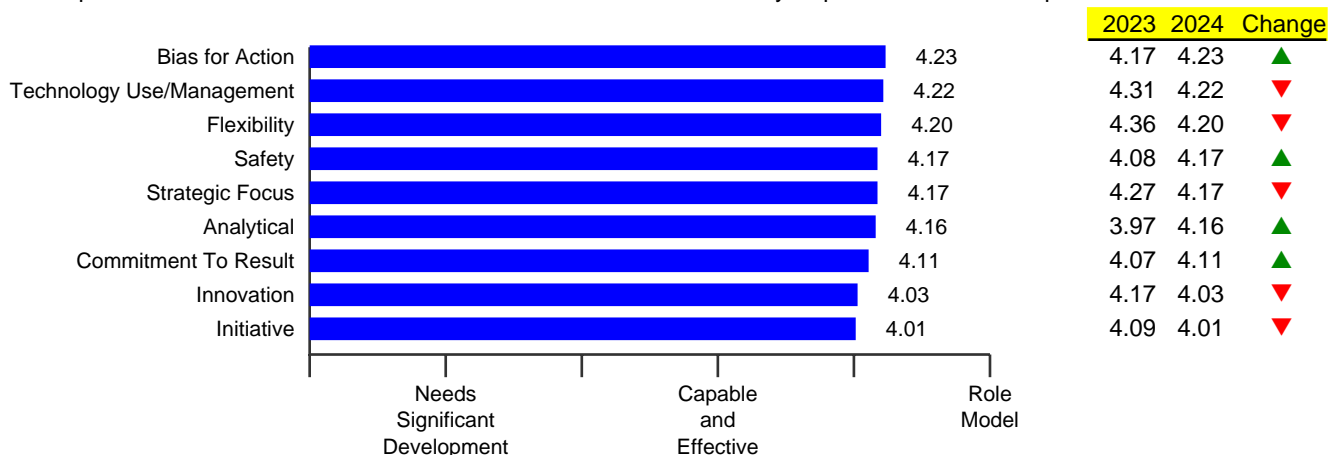
What to Do with Your Feedback

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.
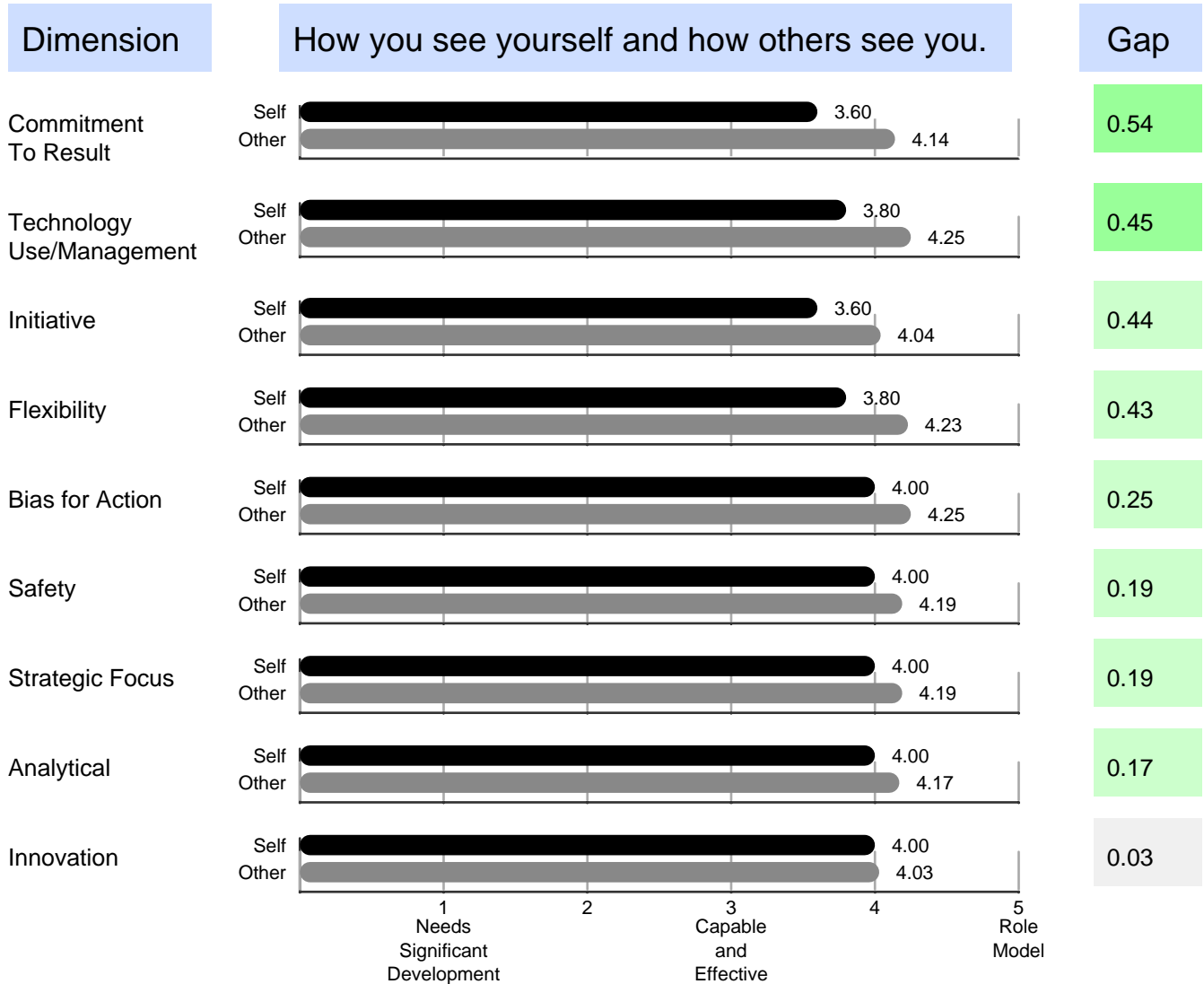
Summary

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 9 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
Bias for Action	4.23	4.17	4.23	▲
Technology Use/Management	4.22	4.31	4.22	▼
Flexibility	4.20	4.36	4.20	▼
Safety	4.17	4.08	4.17	▲
Strategic Focus	4.17	4.27	4.17	▼
Analytical	4.16	3.97	4.16	▲
Commitment To Result	4.11	4.07	4.11	▲
Innovation	4.03	4.17	4.03	▼
Initiative	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
Commitment To Result	Self 3.60 / Other 4.14	0.54
Technology Use/Management	Self 3.80 / Other 4.25	0.45
Initiative	Self 3.60 / Other 4.04	0.44
Flexibility	Self 3.80 / Other 4.23	0.43
Bias for Action	Self 4.00 / Other 4.25	0.25
Safety	Self 4.00 / Other 4.19	0.19
Strategic Focus	Self 4.00 / Other 4.19	0.19
Analytical	Self 4.00 / Other 4.17	0.17
Innovation	Self 4.00 / Other 4.03	0.03

1 Needs Significant Development 2 3 Capable and Effective 4 5 Role Model

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Proficient in the use of technical systems and processes.	15	4.13	80.0	20%	47%			33%
2. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.33	100.0		67%			33%
3. Uses technology in decision making and problem solving.	15	4.33	93.3	7%	53%			40%
4. Supports technical training and development of employees.	15	4.07	86.7	13%	67%			20%
5. Adopts the implementation of new technology into the workplace.	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. Proficient in the use of technical systems and processes.	4.00	4.13	+0.13 ▲
2. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	4.40	4.33	-0.07 ▼
3. Uses technology in decision making and problem solving.	4.47	4.33	-0.13 ▼
4. Supports technical training and development of employees.	4.47	4.07	-0.40 ▼
5. Adopts the implementation of new technology into the workplace.	4.20	4.21	+0.01 ▲

Flexibility

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. Can handle changes without complaining.	15	4.33	93.3	7%	53%		40%	
7. Able to adapt to new situations.	15	4.33	86.7	13%	40%		47%	
8. Adapts to circumstances as needed.	15	4.07	80.0	20%	53%		27%	
9. Is open to alternative ways to accomplish goals	15	4.13	80.0	20%	47%		33%	
10. Effective in incorporating new ideas.	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. Can handle changes without complaining.	4.13	4.33	+0.20 ▲
7. Able to adapt to new situations.	4.33	4.33	
8. Adapts to circumstances as needed.	4.20	4.07	-0.13 ▼
9. Is open to alternative ways to accomplish goals	4.67	4.13	-0.53 ▼
10. Effective in incorporating new ideas.	4.47	4.13	-0.33 ▼

Bias for 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Identifies ways to simplify work processes and reduce cycle times	15	4.67	100.0				33%	67%
12. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.20	86.7	7%	7%	47%		40%
13. Conveys a sense of urgency about addressing problems and opportunities	14	3.64	57.1		14%	29%	36%	21%
14. Motivates others to achieve or exceed goals	14	4.14	85.7	7%	7%	50%		36%
15. Completes work on time	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. Identifies ways to simplify work processes and reduce cycle times	4.20	4.67	+0.47 ▲
12. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.93	4.20	+0.27 ▲
13. Conveys a sense of urgency about addressing problems and opportunities	4.47	3.64	-0.82 ▼
14. Motivates others to achieve or exceed goals	4.00	4.14	+0.14 ▲
15. Completes work on time	4.27	4.47	+0.20 ▲

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
16. Balances risks and costs with the rewards and probabilities of success when decisions.	15	4.00	66.7	7%	27%	27%		40%
17. Identifies opportunities for progress and innovation.	15	3.87	66.7		33%	47%		20%
18. Identifies problems and issues needing resolution.	15	4.20	86.7	7%	7%	47%		40%
19. Selects the appropriate techniques for analysis.	15	4.33	86.7		13%	40%		47%
20. Implements data validation techniques and methods.	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. Balances risks and costs with the rewards and probabilities of success when decisions.	3.64	4.00	+0.36 ▲
17. Identifies opportunities for progress and innovation.	4.33	3.87	-0.47 ▼
18. Identifies problems and issues needing resolution.	3.93	4.20	+0.27 ▲
19. Selects the appropriate techniques for analysis.	4.33	4.33	
20. Implements data validation techniques and methods.	3.60	4.40	+0.80 ▲

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
21. Immediately informs the supervisor of any critical incidents.	15	3.93	73.3	27%		53%		20%
22. Is proactive and gets things done.	15	4.00	66.7	13%	20%	20%		47%
23. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.07	80.0	20%		53%		27%
24. Initiates draft documents for the director.	15	4.00	73.3	13%	13%	33%		40%
25. Acts with urgency when time is of the essence.	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. Immediately informs the supervisor of any critical incidents.	4.20	3.93	-0.27 ▼
22. Is proactive and gets things done.	4.20	4.00	-0.20 ▼
23. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	4.13	4.07	-0.07 ▼
24. Initiates draft documents for the director.	3.80	4.00	+0.20 ▲
25. Acts with urgency when time is of the essence.	4.13	4.07	-0.07 ▼

Innovation

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. Finds creative ways to get things done with limited resources.	15	4.00	80.0	7%	13%	53%		27%
27. Challenges current procedures to develop other alternatives.	15	3.67	66.7	20%	13%	47%		20%
28. Takes risks to advance important ideas.	15	4.40	86.7		13%	33%	53%	
29. Encourages open communication to ensure that all proposals are considered.	15	4.07	80.0		20%	53%		27%
30. Fosters a creative and innovative work environment.	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. Finds creative ways to get things done with limited resources.	4.47	4.00	-0.47	▼
27. Challenges current procedures to develop other alternatives.	4.00	3.67	-0.33	▼
28. Takes risks to advance important ideas.	4.33	4.40	+0.07	▲
29. Encourages open communication to ensure that all proposals are considered.	4.07	4.07		
30. Fosters a creative and innovative work environment.	4.00	4.00		

Commitment To Result

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. Encourages commitment in others to obtain results.	15	4.27	93.3	7%	60%			33%
32. Committed to the team.	14	4.14	92.9	7%	71%			21%
33. Coordinates all department activities into a cohesive team effort.	15	4.27	100.0		73%			27%
34. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.40	93.3	7%	47%		47%	
35. Maintains persistence and dedication to achieving results.	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. Encourages commitment in others to obtain results.	4.27	4.27	
32. Committed to the team.	4.20	4.14	-0.06 ▼
33. Coordinates all department activities into a cohesive team effort.	3.67	4.27	+0.60 ▲
34. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	4.00	4.40	+0.40 ▲
35. Maintains persistence and dedication to achieving results.	4.20	3.47	-0.73 ▼

Safety

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. Participates in safety training when offered.	15	4.20	93.3	7%		67%		27%
37. Develops a sustainable safety culture.	15	4.27	93.3	7%		60%		33%
38. Supports safety programs and procedures.	15	4.00	80.0	20%		60%		20%
39. Performs work safely.	15	4.07	86.7	7%	7%	60%		27%
40. Creates accurate and effective measures of safety.	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. Participates in safety training when offered.	4.00	4.20	+0.20 ▲
37. Develops a sustainable safety culture.	4.21	4.27	+0.05 ▲
38. Supports safety programs and procedures.	4.07	4.00	-0.07 ▼
39. Performs work safely.	3.87	4.07	+0.20 ▲
40. Creates accurate and effective measures of safety.	4.27	4.33	+0.07 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Inspires employees to adopt the strategic plan.	15	3.93	80.0	13%	7%	53%		27%
42. Is effective in using strategic tools such as value chain analysis, business environment analysis, and competitor analysis.	15	4.33	93.3	7%		47%	47%	
43. Develops a corporate strategy to establish business operations in different locations.	15	4.13	86.7	13%		60%	27%	
44. Assigns individuals the responsibility of keeping track of progress toward achieving milestones.	15	4.20	100.0			80%	20%	
45. Strategically deploys resources to areas of the greatest need.	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. Inspires employees to adopt the strategic plan.	3.87	3.93	+0.07 ▲
42. Is effective in using strategic tools such as value chain analysis, business environment analysis, and competitor analysis.	4.13	4.33	+0.20 ▲
43. Develops a corporate strategy to establish business operations in different locations.	4.20	4.13	-0.07 ▼
44. Assigns individuals the responsibility of keeping track of progress toward achieving milestones.	4.87	4.20	-0.67 ▼
45. Strategically deploys resources to areas of the greatest need.	4.27	4.27	

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?