

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.

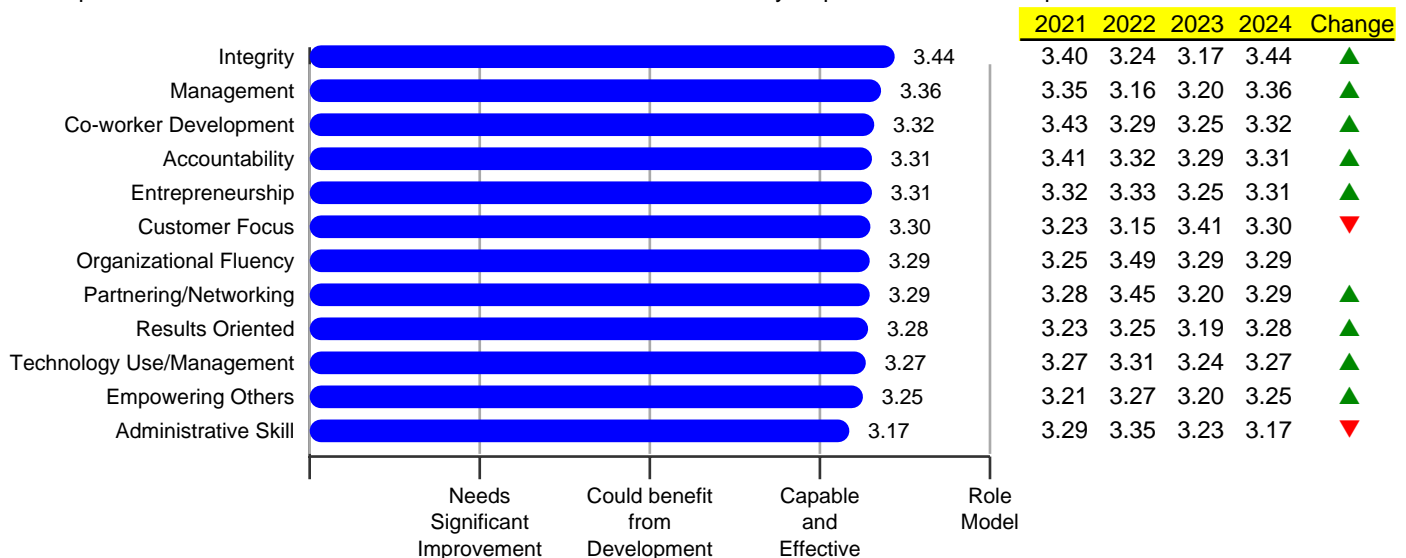
What to Do with Your Feedback

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

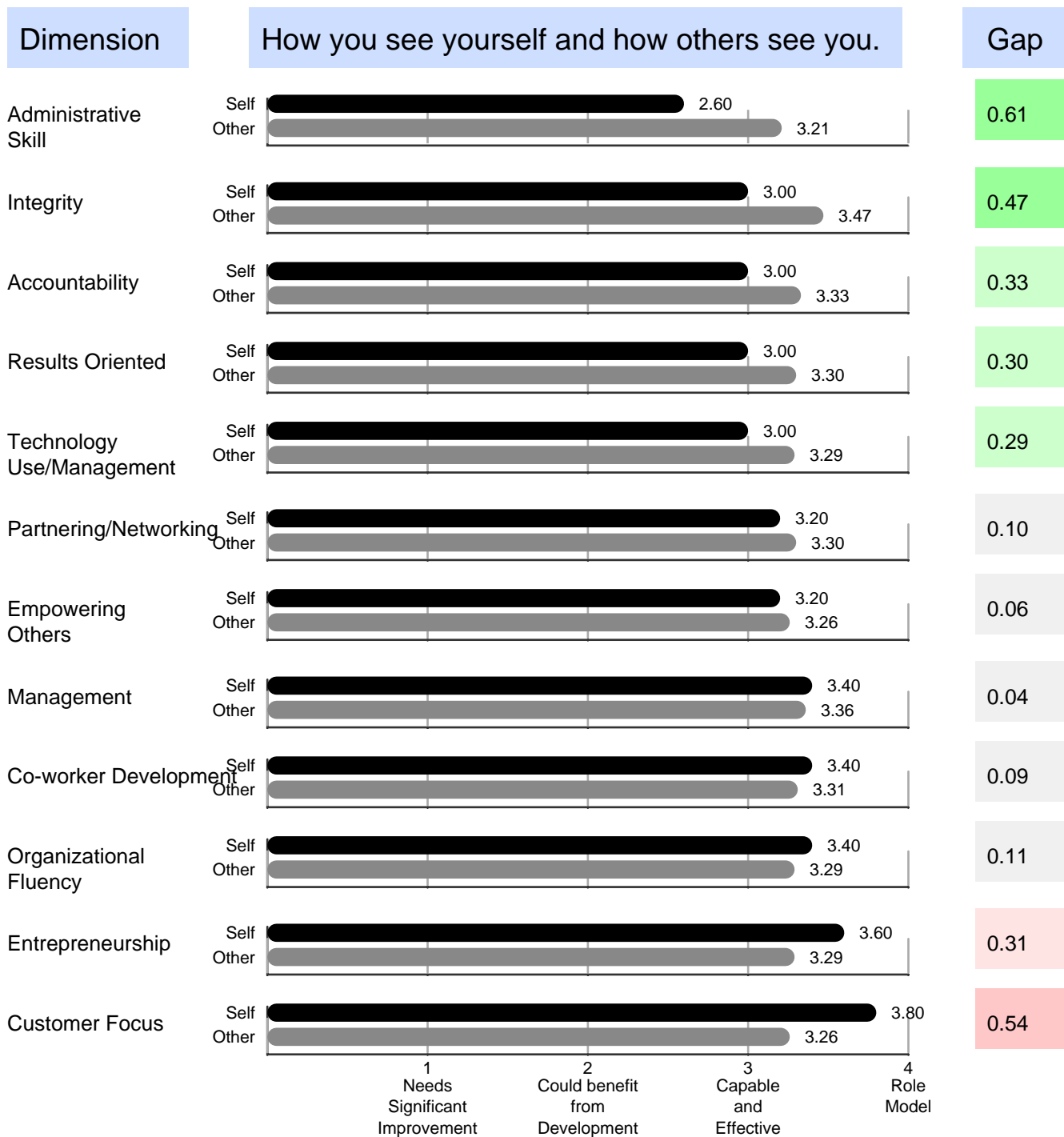
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

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.



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.



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
1. You apply complex rules and regulations to maintain optimal system performance.	15	3.20	86.7	13%	53%	33%	
2. You adopt the implementation of new technology into the workplace.	15	3.33	100.0		67%	33%	
3. You support employee training and development initiatives regarding implementation of technology.	15	3.33	93.3	7%	53%	40%	
4. You are proficient in the use of technical systems and processes.	15	3.27	93.3	7%	60%	33%	
5. You understand and are committed to implementing new technologies.	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. You apply complex rules and regulations to maintain optimal system performance.	3.20	3.20	3.00	3.20	+0.20 ▲
2. You adopt the implementation of new technology into the workplace.	3.27	3.40	3.40	3.33	-0.07 ▼
3. You support employee training and development initiatives regarding implementation of technology.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You are proficient in the use of technical systems and processes.	3.47	3.33	3.40	3.27	-0.13 ▼
5. You understand and are committed to implementing new technologies.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. You willingly accept the obligation to complete the task.	15	3.47	100.0		53%	47%	
7. I set clear expectations for performance.	15	3.40	93.3	7%	47%	47%	
8. I recognize when a mistake is made and work to correct the issue.	15	3.20	86.7	13%	53%	33%	
9. I accept personal responsibility for my actions.	15	3.27	86.7	13%	47%	40%	
10. I provide clear reasons for underperformance.	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. You willingly accept the obligation to complete the task.	3.40	3.13	3.07	3.47	+0.40 ▲
7. I set clear expectations for performance.	3.40	3.20	3.33	3.40	+0.07 ▲
8. I recognize when a mistake is made and work to correct the issue.	3.40	3.40	3.20	3.20	
9. I accept personal responsibility for my actions.	3.53	3.40	3.60	3.27	-0.33 ▼
10. I provide clear reasons for underperformance.	3.33	3.47	3.27	3.20	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. You demonstrate sincerity in actions with others.	15	3.67	100.0	33%	67%		
12. You foster a high standard of ethics and integrity.	15	3.40	93.3	7%	47%	47%	
13. You develop trust and confidence from others.	15	3.13	86.7	13%	60%	27%	
14. You maintain strong relationships with others.	15	3.47	100.0	53%	47%		
15. You accept responsibility for mistakes.	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. You demonstrate sincerity in actions with others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You foster a high standard of ethics and integrity.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You develop trust and confidence from others.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You maintain strong relationships with others.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You accept responsibility for mistakes.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. You delegate tasks effectively	15	3.47	93.3	7%	40%	53%	
17. You make others feel enthusiastic about your work	15	2.93	73.3	27%	53%		20%
18. You set an example for others to follow	15	3.40	93.3	7%	47%		47%
19. You take responsibility for things that go wrong	15	3.53	100.0		47%		53%
20. You keep staff informed about what is happening in the company	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. You delegate tasks effectively	3.33	3.00	3.07	3.47	+0.40 ▲
17. You make others feel enthusiastic about your work	3.40	3.20	3.33	2.93	-0.40 ▼
18. You set an example for others to follow	3.47	3.53	3.20	3.40	+0.20 ▲
19. You take responsibility for things that go wrong	3.13	2.87	3.53	3.53	
20. You keep staff informed about what is happening in the company	3.40	3.20	2.87	3.47	+0.60 ▲

Administrative Skill

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. You have a high attention to detail.	15	3.00	80.0	20%	60%		20%
22. You have strong technical/computer skills.	15	3.53	100.0		47%	53%	
23. You have strong organizational skills to keep the workspace and department in order	15	3.13	86.7	13%	60%		27%
24. You are enthusiastic about taking on challenging projects.	15	3.13	80.0	7%	13%	40%	40%
25. You complete reports on-time.	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. You have a high attention to detail.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You have strong technical/computer skills.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You have strong organizational skills to keep the workspace and department in order	3.20	3.47	3.27	3.13	-0.13 ▼
24. You are enthusiastic about taking on challenging projects.	3.33	3.47	3.33	3.13	-0.20 ▼
25. You complete reports on-time.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. You inspire and motivates co-workers to be productive and energetic at work	15	3.20	93.3	7%	60%	33%	
27. I am flexible in adjusting priorities to meet the demands of changing situations.	15	3.40	93.3	7%	47%	47%	
28. You provide clear expectations for employees.	15	3.60	93.3	7%	27%	67%	
29. You do not become distracted by non-issues or interruptions.	15	3.20	86.7	13%	53%	33%	
30. I views obstacles as opportunities to improve myself.	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. You inspire and motivates co-workers to be productive and energetic at work	3.53	3.33	3.33	3.20	-0.13 ▼
27. I am flexible in adjusting priorities to meet the demands of changing situations.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You provide clear expectations for employees.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You do not become distracted by non-issues or interruptions.	3.21	3.20	3.20	3.20	
30. I views obstacles as opportunities to improve myself.	2.87	3.27	3.07	3.00	-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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. You are aware of what the customer wants to receive.	15	3.33	93.3	7%	53%	40%	
32. I am transparent in all communications with the customer.	14	3.29	100.0		71%	29%	
33. You effectively troubleshoot customer issues.	15	3.27	100.0		73%	27%	
34. You received good feedback from customers.	15	3.47	93.3	7%	40%	53%	
35. You consistently model positive customer service attitudes.	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. You are aware of what the customer wants to receive.	3.13	3.07	3.47	3.33	-0.13 ▼
32. I am transparent in all communications with the customer.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You effectively troubleshoot customer issues.	3.07	3.33	3.33	3.27	-0.07 ▼
34. You received good feedback from customers.	3.33	3.00	3.53	3.47	-0.07 ▼
35. You consistently model positive customer service attitudes.	3.20	3.27	3.13	3.13	

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
36. You give employees input into the decision making process.	15	3.20	93.3	7%	67%		27%
37. I encourage employees to make informed decisions based on their own judgment and reasoning.	15	3.33	93.3	7%	53%		40%
38. I empower employees to structure their work hours to maximize their productivity.	15	3.07	86.7	13%	67%		20%
39. You are willing to share in the decision making process.	15	3.33	100.0		67%		33%
40. You let employees make their own decisions.	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. You give employees input into the decision making process.	3.53	3.20	3.33	3.20	-0.13 ▼
37. I encourage employees to make informed decisions based on their own judgment and reasoning.	3.20	3.27	3.07	3.33	+0.26 ▲
38. I empower employees to structure their work hours to maximize their productivity.	3.13	3.40	3.33	3.07	-0.27 ▼
39. You are willing to share in the decision making process.	3.20	3.27	3.00	3.33	+0.33 ▲
40. You let employees make their own decisions.	3.00	3.20	3.27	3.33	+0.07 ▲

Co-worker Development

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. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	3.33	93.3	7%	53%	40%	
42. You provide ongoing feedback to co-workers on your development progress	15	3.40	93.3	7%	47%	47%	
43. You work to identify root causes of performance problems	15	3.13	86.7	13%	60%	27%	
44. You give others development opportunities through project assignments and increased job responsibilities	15	3.27	100.0		73%	27%	
45. You take immediate action on poor 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. You adapt coaching and mentoring approach to meet the style or needs of individuals	3.47	3.20	2.93	3.33	+0.40 ▲
42. You provide ongoing feedback to co-workers on your development progress	3.27	3.53	3.13	3.40	+0.27 ▲
43. You work to identify root causes of performance problems	3.87	3.13	3.20	3.13	-0.07 ▼
44. You give others development opportunities through project assignments and increased job responsibilities	3.33	3.27	3.87	3.27	-0.60 ▼
45. You take immediate action on poor performance	3.20	3.33	3.13	3.47	+0.33 ▲

Partnering/Networking

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. You develop a sense of trust in subordinates so they can freely interact and share information with others.	15	3.40	93.3	7%	47%	47%	
47. You capitalize on partnerships and networks to enhance the Company's bottom line.	15	3.20	93.3	7%	67%	27%	
48. You build alliances between departments and teams.	15	3.20	93.3	7%	60%	33%	
49. You seek an understanding of diverse functions within the Company.	15	3.47	100.0		53%	47%	
50. You seek to reduce institutional roadblocks to information sharing.	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. You develop a sense of trust in subordinates so they can freely interact and share information with others.	3.27	3.40	3.20	3.40	+0.20 ▲
47. You capitalize on partnerships and networks to enhance the Company's bottom line.	3.33	3.40	3.20	3.20	
48. You build alliances between departments and teams.	3.60	3.33	3.20	3.20	
49. You seek an understanding of diverse functions within the Company.	3.00	3.47	3.13	3.47	+0.33 ▲
50. You seek to reduce institutional roadblocks to information sharing.	3.20	3.67	3.27	3.20	-0.07 ▼

Entrepreneurship

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. You seek and utilize mentors to help guide your professional development.	15	3.53	100.0	47%	53%		
52. You exhibit determination and passion in completion of goals.	15	3.27	93.3	7%	60%	33%	
53. You encourage dynamic growth opportunities.	15	3.33	100.0	67%	33%		
54. You are able to adapt the department to changing business demands and climate.	15	3.40	93.3	7%	47%	47%	
55. You can work effectively in an environment of uncertainty.	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. You seek and utilize mentors to help guide your professional development.	3.47	3.47	3.13	3.53	+0.40 ▲
52. You exhibit determination and passion in completion of goals.	3.47	3.00	3.60	3.27	-0.33 ▼
53. You encourage dynamic growth opportunities.	3.20	3.20	3.13	3.33	+0.20 ▲
54. You are able to adapt the department to changing business demands and climate.	3.20	3.60	3.13	3.40	+0.27 ▲
55. You can work effectively in an environment of uncertainty.	3.27	3.40	3.27	3.00	-0.27 ▼

Organizational Fluency

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. You anticipate problems that may affect the department.	15	3.53	100.0	47%	53%		
57. You are adept at navigating within the culture of the department.	15	2.93	86.7	13%	80%	7%	
58. You are able to use corporate politics to advance department objectives.	15	3.53	93.3	7%	33%	60%	
59. You understand departmental policies and procedures.	15	3.33	93.3	7%	53%	40%	
60. You are able to explain departmental policies and procedures to others.	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. You anticipate problems that may affect the department.	3.13	3.47	3.13	3.53	+0.40 ▲
57. You are adept at navigating within the culture of the department.	3.13	3.53	3.20	2.93	-0.27 ▼
58. You are able to use corporate politics to advance department objectives.	3.27	3.27	3.33	3.53	+0.20 ▲
59. You understand departmental policies and procedures.	3.33	3.53	3.33	3.33	
60. You are able to explain departmental policies and procedures to others.	3.40	3.67	3.47	3.13	-0.33 ▼

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?