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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.

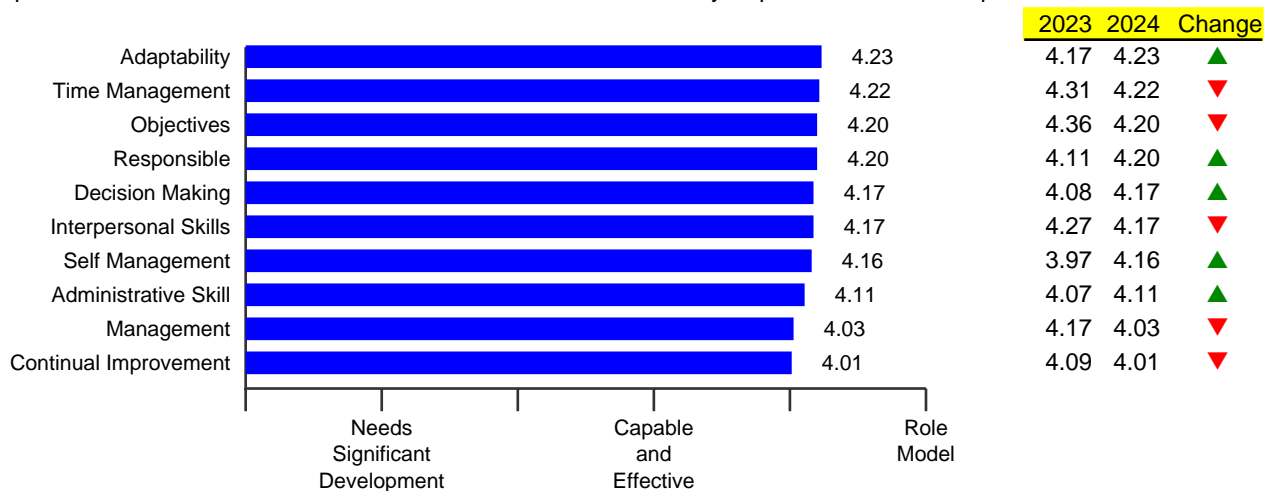
## What to Do with Your Feedback

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

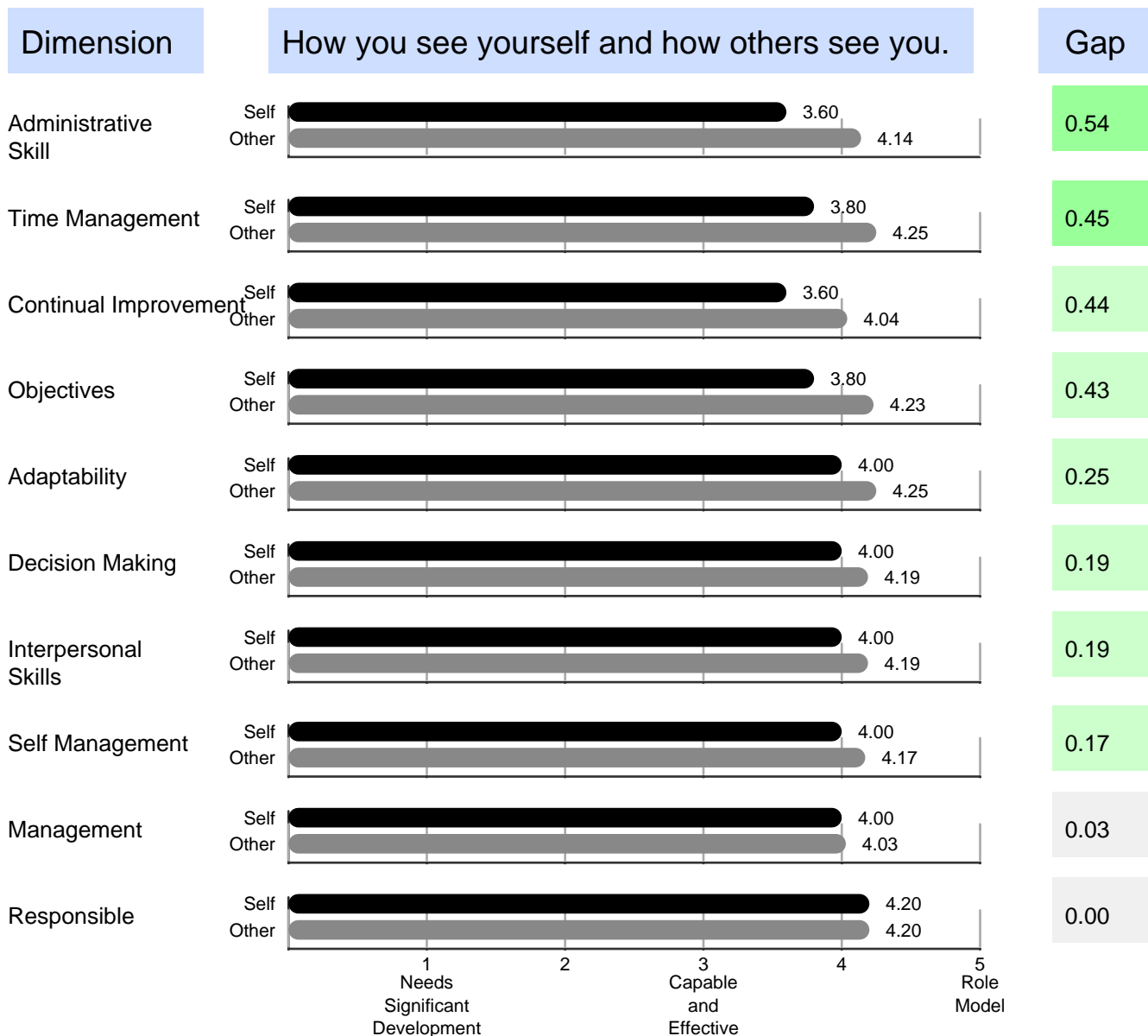
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



# 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.



## Time 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. I delegate simple tasks to employees so I can focus on more complex tasks.	15	4.13	80.0	20%	47%	33%		
2. You stay on track by effectively using the project schedule.	15	4.33	100.0		67%	33%		
3. I take the initiative to tackle critical issues earlier rather than later.	15	4.33	93.3	7%	53%	40%		
4. I efficiently use time available.	15	4.07	86.7	13%	67%	20%		
5. You avoid distractions in 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. I delegate simple tasks to employees so I can focus on more complex tasks.	4.00	4.13	+0.13 ▲
2. You stay on track by effectively using the project schedule.	4.40	4.33	-0.07 ▼
3. I take the initiative to tackle critical issues earlier rather than later.	4.47	4.33	-0.13 ▼
4. I efficiently use time available.	4.47	4.07	-0.40 ▼
5. You avoid distractions in the workplace.	4.20	4.21	+0.01 ▲

## Objectives

### 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. You encourage others to take on greater responsibility.	15	4.33	93.3	7%	53%		40%	
7. You set long-term and short-term goals.	15	4.33	86.7	13%	40%		47%	
8. You effectively organize resources and plans	15	4.07	80.0	20%	53%		27%	
9. You are able to organize work.	15	4.13	80.0	20%	47%		33%	
10. You consistently provide me with timely feedback for improving my performance.	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. You encourage others to take on greater responsibility.	4.13	4.33	+0.20 ▲
7. You set long-term and short-term goals.	4.33	4.33	
8. You effectively organize resources and plans	4.20	4.07	-0.13 ▼
9. You are able to organize work.	4.67	4.13	-0.53 ▼
10. You consistently provide me with timely feedback for improving my performance.	4.47	4.13	-0.33 ▼

## Adaptability

### 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. You adjust plans to meet the needs of new constraints.	15	4.67	100.0			33%	67%	
12. You are able to quickly learn new ways of performing your job.	15	4.20	86.7	7%	7%	47%	40%	
13. You are able to adjust to new plans and procedures.	14	3.64	57.1	14%	29%	36%	21%	
14. You are effective in working with different personnel of the team.	14	4.14	85.7	7%	7%	50%	36%	
15. You are open to changes in policies and procedures.	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. You adjust plans to meet the needs of new constraints.	4.20	4.67	+0.47 ▲
12. You are able to quickly learn new ways of performing your job.	3.93	4.20	+0.27 ▲
13. You are able to adjust to new plans and procedures.	4.47	3.64	-0.82 ▼
14. You are effective in working with different personnel of the team.	4.00	4.14	+0.14 ▲
15. You are open to changes in policies and procedures.	4.27	4.47	+0.20 ▲

## Self 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.00	66.7	7%	27%	27%	40%	
17. You do not allow own emotions to interfere with the performance of others.	15	3.87	66.7		33%	47%	20%	
18. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.20	86.7	7%	7%	47%	40%	
19. You use patience and self-control in working with customers and associates.	15	4.33	86.7		13%	40%	47%	
20. You analyze interpersonal problems instead of reacting to them.	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. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.64	4.00	+0.36 ▲
17. You do not allow own emotions to interfere with the performance of others.	4.33	3.87	-0.47 ▼
18. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.93	4.20	+0.27 ▲
19. You use patience and self-control in working with customers and associates.	4.33	4.33	0.00 ▲
20. You analyze interpersonal problems instead of reacting to them.	3.60	4.40	+0.80 ▲

## Continual Improvement

### 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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. You analyze processes to determine areas for improvement.	15	3.93	73.3	27%		53%		20%
22. You promote training and development opportunities to enhance job performance.	15	4.00	66.7	13%	20%	20%		47%
23. You look for ways to improve work processes and procedures.	15	4.07	80.0	20%		53%		27%
24. You look for ways to expand current job responsibilities.	15	4.00	73.3	13%	13%	33%		40%
25. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	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. You analyze processes to determine areas for improvement.	4.20	3.93	-0.27 ▼
22. You promote training and development opportunities to enhance job performance.	4.20	4.00	-0.20 ▼
23. You look for ways to improve work processes and procedures.	4.13	4.07	-0.07 ▼
24. You look for ways to expand current job responsibilities.	3.80	4.00	+0.20 ▲
25. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	4.13	4.07	-0.07 ▼



## 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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. You keep staff informed about what is happening in the company	15	4.00	80.0	7%	13%	53%	27%	
27. You delegate tasks effectively	15	3.67	66.7	20%	13%	47%	20%	
28. You take responsibility for things that go wrong	15	4.40	86.7	13%	33%	53%		
29. You make others feel enthusiastic about your work	15	4.07	80.0	20%	53%	27%		
30. You are ready to offer help	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. You keep staff informed about what is happening in the company	4.47	4.00	-0.47 ▼
27. You delegate tasks effectively	4.00	3.67	-0.33 ▼
28. You take responsibility for things that go wrong	4.33	4.40	+0.07 ▲
29. You make others feel enthusiastic about your work	4.07	4.07	
30. You are ready to offer help	4.00	4.00	

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. You have strong technical/computer skills.	15	4.27	93.3	7%	60%			33%
32. You accurately implement contract provisions.	14	4.14	92.9	7%	71%			21%
33. You are enthusiastic about taking on challenging projects.	15	4.27	100.0		73%			27%
34. You take responsibility for decisions.	15	4.40	93.3	7%	47%			47%
35. You are able to develop, justify and present a budget.	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. You have strong technical/computer skills.	4.27	4.27	
32. You accurately implement contract provisions.	4.20	4.14	-0.06 ▼
33. You are enthusiastic about taking on challenging projects.	3.67	4.27	+0.60 ▲
34. You take responsibility for decisions.	4.00	4.40	+0.40 ▲
35. You are able to develop, justify and present a budget.	4.20	3.47	-0.73 ▼

## 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	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. You exercise good judgment by making sound and informed decisions.	15	4.20	93.3	7%	67%			27%
37. You are open to the suggestions from subordinates.	15	4.27	93.3	7%	60%			33%
38. You are willing to consider information from other sources.	15	4.00	80.0	20%	60%			20%
39. I perform a cost/benefit analysis before making a decision.	15	4.07	86.7	7%	7%	60%		27%
40. You take into account the impact decisions will have on others.	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. You exercise good judgment by making sound and informed decisions.	4.00	4.20	+0.20 ▲
37. You are open to the suggestions from subordinates.	4.21	4.27	+0.05 ▲
38. You are willing to consider information from other sources.	4.07	4.00	-0.07 ▼
39. I perform a cost/benefit analysis before making a decision.	3.87	4.07	+0.20 ▲
40. You take into account the impact decisions will have on others.	4.27	4.33	+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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. You adapt management style to meet the needs of the individual or situation.	15	3.93	80.0	13%	7%	53%		27%
42. You maintain open and regular communication with others.	15	4.33	93.3	7%		47%		47%
43. You are easily approachable.	15	4.13	86.7	13%		60%		27%
44. You see value in the diversity of individuals on the team.	15	4.20	100.0			80%		20%
45. You value the opinions of others.	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. You adapt management style to meet the needs of the individual or situation.	3.87	3.93	+0.07 ▲
42. You maintain open and regular communication with others.	4.13	4.33	+0.20 ▲
43. You are easily approachable.	4.20	4.13	-0.07 ▼
44. You see value in the diversity of individuals on the team.	4.87	4.20	-0.67 ▼
45. You value the opinions of others.	4.27	4.27	0.00 ▲

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. You set a good example.	15	4.40	93.3	7%	47%	47%		
47. You set high personal standards of performance.	15	4.20	93.3	7%	67%		27%	
48. You are a person others can trust.	15	4.07	86.7	13%	53%		33%	
49. You hold yourself accountable to goals / objectives	15	4.27	93.3	7%	53%		40%	
50. You are responsible for setting the vision of the department.	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. You set a good example.	4.13	4.40	+0.27 ▲
47. You set high personal standards of performance.	4.07	4.20	+0.13 ▲
48. You are a person others can trust.	4.00	4.07	+0.07 ▲
49. You hold yourself accountable to goals / objectives	4.13	4.27	+0.13 ▲
50. You are responsible for setting the vision of the department.	4.20	4.07	-0.13 ▼

## 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?