



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.

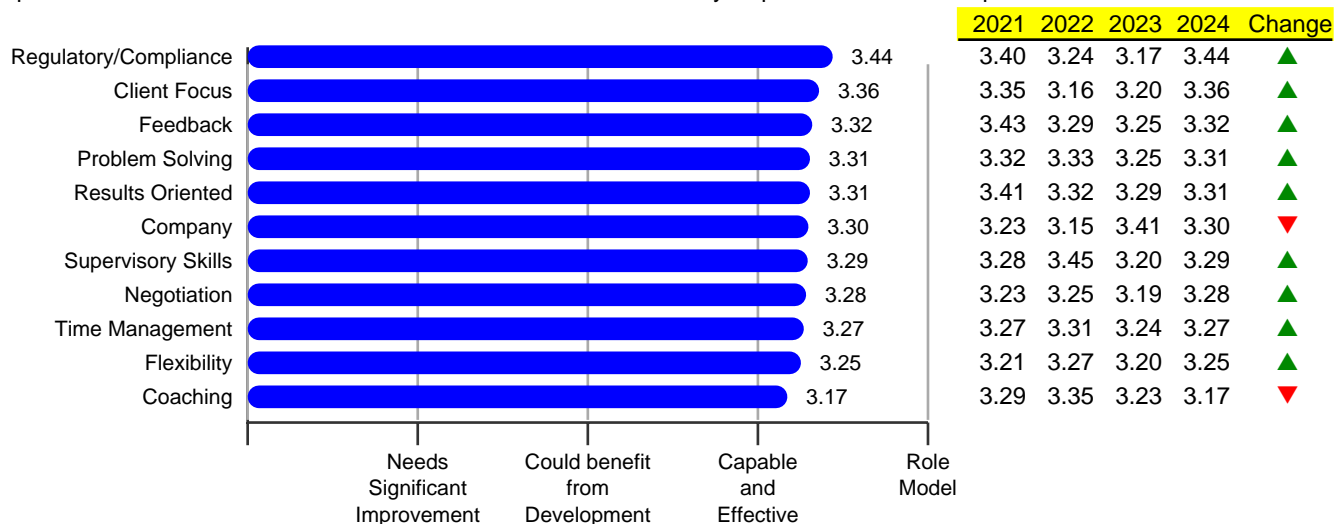
What to Do with Your Feedback

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

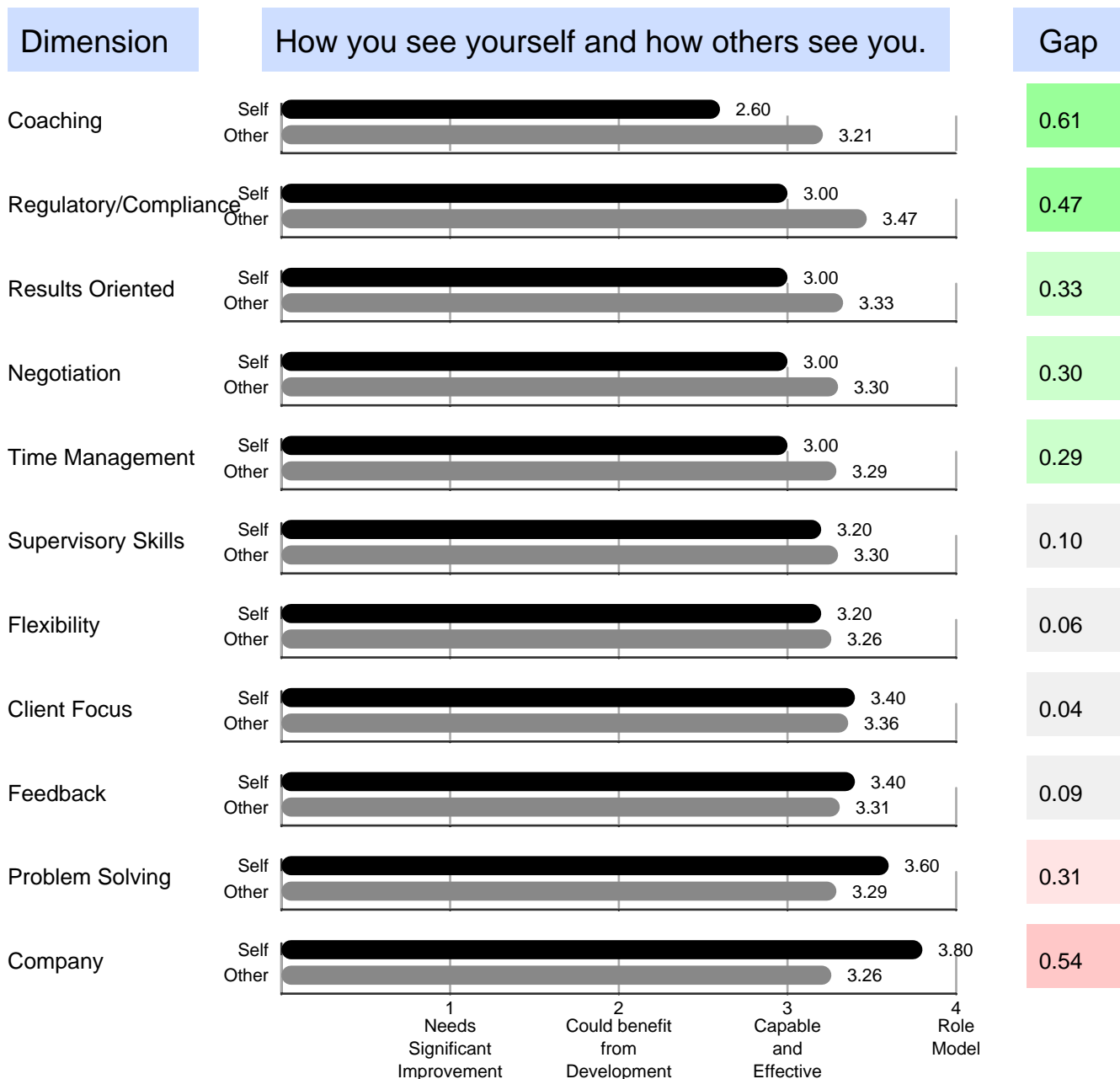
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Often works through lunches instead of going out for lunches.	15	3.20	86.7	13%	53%	33%	
2. Uses time efficiently to achieve higher productivity.	15	3.33	100.0		67%	33%	
3. Performs high-impact work first.	15	3.33	93.3	7%	53%	40%	
4. Is always on time for meetings.	15	3.27	93.3	7%	60%	33%	
5. Wastes very little time.	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. Often works through lunches instead of going out for lunches.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Uses time efficiently to achieve higher productivity.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Performs high-impact work first.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Is always on time for meetings.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Wastes very little time.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Achieves performance benchmarks.	15	3.47	100.0		53%	47%	
7. Focuses on achieving important goals.	15	3.40	93.3	7%	47%	47%	
8. Determines the best approach to achieving the expected results.	15	3.20	86.7	13%	53%	33%	
9. Sets important goals for the department.	15	3.27	86.7	13%	47%	40%	
10. Gives extra effort to solve problems and get work done on time.	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. Achieves performance benchmarks.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Focuses on achieving important goals.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Determines the best approach to achieving the expected results.	3.40	3.40	3.20	3.20	
9. Sets important goals for the department.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Gives extra effort to solve problems and get work done on time.	3.33	3.47	3.27	3.20	-0.07 ▼

Regulatory/Compliance

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 regular compliance audits.	15	3.67	100.0	33%	67%		
12. Ensures the company meets legal requirements/standards regarding employees.	15	3.40	93.3	7%	47%	47%	
13. Ensures regulations are followed as required.	15	3.13	86.7	13%	60%	27%	
14. Complies with regulatory requirements for the state.	15	3.47	100.0	53%	47%		
15. Keeps informed of various regulations and procedures.	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 regular compliance audits.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Ensures the company meets legal requirements/standards regarding employees.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Ensures regulations are followed as required.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Complies with regulatory requirements for the state.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Keeps informed of various regulations and procedures.	3.67	3.27	3.20	3.53	+0.33 ▲

Client 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
16. Identifies the most pressing needs of each client.	15	3.47	93.3	7%	40%	53%	
17. Creates customized solutions for the client.	15	2.93	73.3	27%	53%		20%
18. Is aware of the client's needs.	15	3.40	93.3	7%	47%		47%
19. Creates innovative solutions for the clients.	15	3.53	100.0		47%	53%	
20. Gets feedback from the client on a weekly basis.	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. Identifies the most pressing needs of each client.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Creates customized solutions for the client.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Is aware of the client's needs.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Creates innovative solutions for the clients.	3.13	2.87	3.53	3.53	
20. Gets feedback from the client on a weekly basis.	3.40	3.20	2.87	3.47	+0.60 ▲

Coaching

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. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.00	80.0	20%	60%		20%
22. Develops the skills and capabilities of others.	15	3.53	100.0		47%	53%	
23. Helps employees to maintain high personal standards.	15	3.13	86.7	13%	60%		27%
24. Helps employees to understand responsibilities, authority, and expectations.	15	3.13	80.0	7%	13%	40%	40%
25. Conducts regular performance appraisals and feedback.	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. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Develops the skills and capabilities of others.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Helps employees to maintain high personal standards.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Helps employees to understand responsibilities, authority, and expectations.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Conducts regular performance appraisals and feedback.	3.27	3.33	3.27	3.07	-0.20 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	3.20	93.3	7%	60%	33%	
27. Actively listens to conversations to be able to recall important details later.	15	3.40	93.3	7%	47%	47%	
28. Maintains communication channels between parties in the negotiation.	15	3.60	93.3	7%	27%	67%	
29. Identifies verbal and nonverbal cues to help interpret actions and messages.	15	3.20	86.7	13%	53%	33%	
30. Maintains good interpersonal relationships with representatives from the other party.	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. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Actively listens to conversations to be able to recall important details later.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Maintains communication channels between parties in the negotiation.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Identifies verbal and nonverbal cues to help interpret actions and messages.	3.21	3.20	3.20	3.20	
30. Maintains good interpersonal relationships with representatives from the other party.	2.87	3.27	3.07	3.00	-0.07 ▼

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Understands the use of [Company] products and services.	15	3.33	93.3	7%	53%	40%	
32. Impresses upon others the important aspects of [Company].	14	3.29	100.0		71%	29%	
33. Follows existing procedures and processes.	15	3.27	100.0		73%	27%	
34. Understands the "basics" as to how [Company] functions/operates.	15	3.47	93.3	7%	40%	53%	
35. Expresses loyalty and dedication to [Company] in interactions with 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
31. Understands the use of [Company] products and services.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Impresses upon others the important aspects of [Company].	3.40	3.07	3.60	3.29	-0.31 ▼
33. Follows existing procedures and processes.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Understands the "basics" as to how [Company] functions/operates.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Expresses loyalty and dedication to [Company] in interactions with others.	3.20	3.27	3.13	3.13	

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Open to the perspectives/viewpoints of others.	15	3.20	93.3	7%	67%		27%
37. Identifies new opportunities to achieve goals	15	3.33	93.3	7%	53%		40%
38. Adapts to circumstances as needed.	15	3.07	86.7	13%	67%		20%
39. Willing to try new ideas.	15	3.33	100.0		67%		33%
40. Works effectively during periods of change.	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. Open to the perspectives/viewpoints of others.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Identifies new opportunities to achieve goals	3.20	3.27	3.07	3.33	+0.26 ▲
38. Adapts to circumstances as needed.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Willing to try new ideas.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Works effectively during periods of change.	3.00	3.20	3.27	3.33	+0.07 ▲

Feedback

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. Is easy to approach with ideas and opinions.	15	3.33	93.3	7%	53%	40%	
42. Open to the suggestions of others.	15	3.40	93.3	7%	47%	47%	
43. Seeks feedback to enhance performance.	15	3.13	86.7	13%	60%	27%	
44. Asks others for their ideas and opinions.	15	3.27	100.0		73%	27%	
45. Considers other's opinion and suggestions.	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. Is easy to approach with ideas and opinions.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Open to the suggestions of others.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Seeks feedback to enhance performance.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Asks others for their ideas and opinions.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Considers other's opinion and suggestions.	3.20	3.33	3.13	3.47	+0.33 ▲

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Instructs employees on the proper way to perform tasks.	15	3.40	93.3	7%	47%	47%	
47. Reviews performance against established measures.	15	3.20	93.3	7%	67%	27%	
48. Holds employees accountable for work assignments.	15	3.20	93.3	7%	60%	33%	
49. Makes decisions based on all relevant information.	15	3.47	100.0		53%	47%	
50. Communicates the goals and expectations for the team.	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. Instructs employees on the proper way to perform tasks.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Reviews performance against established measures.	3.33	3.40	3.20	3.20	
48. Holds employees accountable for work assignments.	3.60	3.33	3.20	3.20	
49. Makes decisions based on all relevant information.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Communicates the goals and expectations for the team.	3.20	3.67	3.27	3.20	-0.07 ▼

Problem Solving

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. Ability to solve problems at root cause rather than at symptom level.	15	3.53	100.0		47%	53%	
52. Generates alternative solutions to problems and challenges.	15	3.27	93.3	7%	60%		33%
53. Is a good problem solver and decision maker	15	3.33	100.0		67%		33%
54. Able to balance the needs of different people in a solution to a problem.	15	3.40	93.3	7%	47%		47%
55. Finds creative ways to get things done with limited resources.	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. Ability to solve problems at root cause rather than at symptom level.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Generates alternative solutions to problems and challenges.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Is a good problem solver and decision maker	3.20	3.20	3.13	3.33	+0.20 ▲
54. Able to balance the needs of different people in a solution to a problem.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Finds creative ways to get things done with limited resources.	3.27	3.40	3.27	3.00	-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?