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.
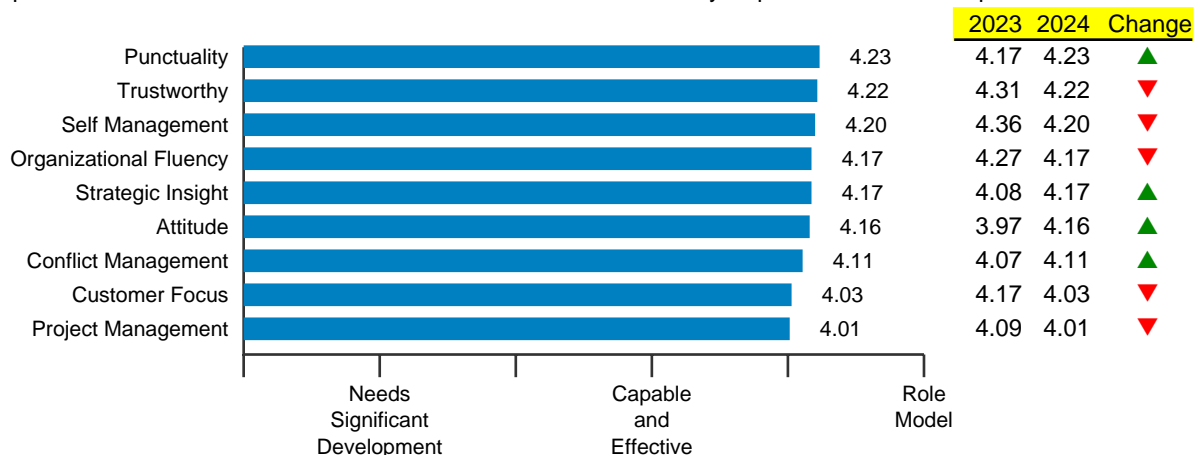
What to Do with Your Feedback

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.
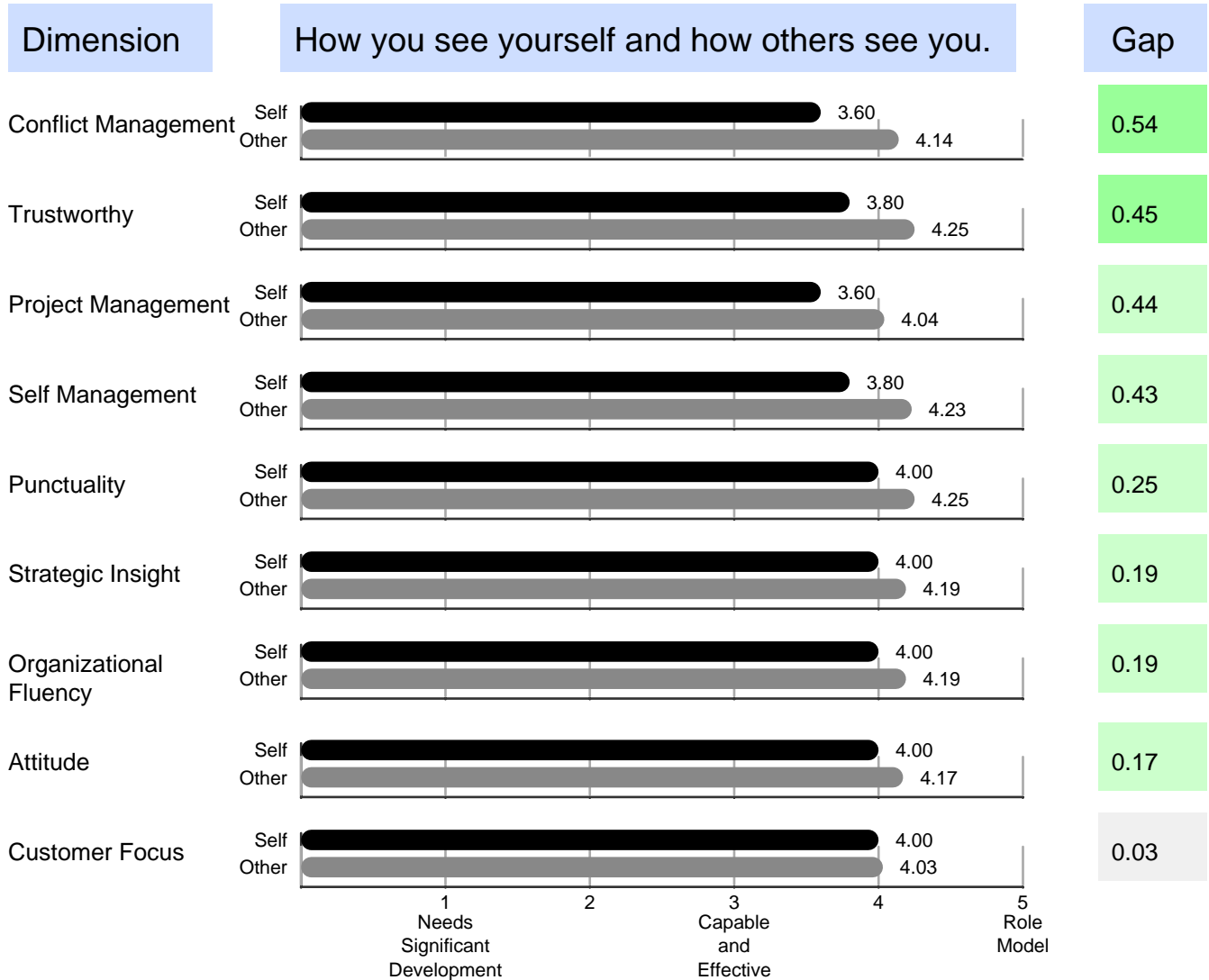
Summary

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
Punctuality	4.23	4.17	4.23	▲
Trustworthy	4.22	4.31	4.22	▼
Self Management	4.20	4.36	4.20	▼
Organizational Fluency	4.17	4.27	4.17	▼
Strategic Insight	4.17	4.08	4.17	▲
Attitude	4.16	3.97	4.16	▲
Conflict Management	4.11	4.07	4.11	▲
Customer Focus	4.03	4.17	4.03	▼
Project Management	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
Conflict Management	Self 3.60 / Other 4.14	0.54
Trustworthy	Self 3,80 / Other 4.25	0.45
Project Management	Self 3.60 / Other 4.04	0.44
Self Management	Self 3,80 / Other 4.23	0.43
Punctuality	Self 4.00 / Other 4.25	0.25
Strategic Insight	Self 4.00 / Other 4.19	0.19
Organizational Fluency	Self 4.00 / Other 4.19	0.19
Attitude	Self 4.00 / Other 4.17	0.17
Customer Focus	Self 4.00 / Other 4.03	0.03

Scale:
1 — Needs Significant Development
3 — Capable and Effective
5 — Role Model

Trustworthy

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. Builds and maintains the trust of others.	15	4.13	80.0		20%	47%		33%
2. Is a person you can trust.	15	4.33	100.0			67%		33%
3. Demonstrates a sense of responsibility and commitment to public trust.	15	4.33	93.3		7%	53%		40%
4. Demonstrates congruence between statements and actions.	15	4.07	86.7		13%	67%		20%
5. Works in a way that makes others want to work with her/him.	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. Builds and maintains the trust of others.	4.00	4.13	+0.13 ▲
2. Is a person you can trust.	4.40	4.33	-0.07 ▼
3. Demonstrates a sense of responsibility and commitment to public trust.	4.47	4.33	-0.13 ▼
4. Demonstrates congruence between statements and actions.	4.47	4.07	-0.40 ▼
5. Works in a way that makes others want to work with her/him.	4.20	4.21	+0.01 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Does not allow own emotions to interfere with the performance of others.	15	4.33	93.3	7%	53%		40%	
7. Steps away from a situation to process appropriate response.	15	4.33	86.7	13%	40%		47%	
8. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.07	80.0	20%	53%		27%	
9. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	4.13	80.0	20%	47%		33%	
10. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	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. Does not allow own emotions to interfere with the performance of others.	4.13	4.33	+0.20 ▲
7. Steps away from a situation to process appropriate response.	4.33	4.33	
8. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	4.20	4.07	-0.13 ▼
9. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	4.67	4.13	-0.53 ▼
10. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	4.47	4.13	-0.33 ▼

Punctuality

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. Maintains an efficient schedule of activities.	15	4.67	100.0			33%		67%
12. Avoids making personal phone calls during working hours.	15	4.20	86.7	7%	7%	47%		40%
13. Conducts appointments at scheduled start time.	14	3.64	57.1	14%		29%	36%	21%
14. Arrives to meetings on time.	14	4.14	85.7	7%	7%	50%		36%
15. Starts the workday when scheduled.	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. Maintains an efficient schedule of activities.	4.20	4.67	+0.47	▲
12. Avoids making personal phone calls during working hours.	3.93	4.20	+0.27	▲
13. Conducts appointments at scheduled start time.	4.47	3.64	-0.82	▼
14. Arrives to meetings on time.	4.00	4.14	+0.14	▲
15. Starts the workday when scheduled.	4.27	4.47	+0.20	▲

Attitude

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. Contributes to a positive and fun work environment.	15	4.00	66.7	7%	27%	27%		40%
17. Visibly supports and encourages diversity in style and background.	15	3.87	66.7		33%	47%		20%
18. Works to eliminate unnecessary work or barriers that get in others' way.	15	4.20	86.7	7%	7%	47%		40%
19. Contributes to a positive work environment.	15	4.33	86.7		13%	40%		47%
20. Builds open and trusting relationships.	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. Contributes to a positive and fun work environment.	3.64	4.00	+0.36 ▲
17. Visibly supports and encourages diversity in style and background.	4.33	3.87	-0.47 ▼
18. Works to eliminate unnecessary work or barriers that get in others' way.	3.93	4.20	+0.27 ▲
19. Contributes to a positive work environment.	4.33	4.33	
20. Builds open and trusting relationships.	3.60	4.40	+0.80 ▲

Project 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
21. Correctly estimates the cost of supplies for the project.	15	3.93	73.3			27%	53%	20%
22. Monitors finances to ensure optimal use of project funds.	15	4.00	66.7	13%	20%	20%		47%
23. Locates the equipment and supplies needed for the project.	15	4.07	80.0		20%	53%		27%
24. Ensures that the project remains at or under budget.	15	4.00	73.3	13%	13%	33%		40%
25. Effective at using video conferencing software to manage remote teams.	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. Correctly estimates the cost of supplies for the project.	4.20	3.93	-0.27 ▼
22. Monitors finances to ensure optimal use of project funds.	4.20	4.00	-0.20 ▼
23. Locates the equipment and supplies needed for the project.	4.13	4.07	-0.07 ▼
24. Ensures that the project remains at or under budget.	3.80	4.00	+0.20 ▲
25. Effective at using video conferencing software to manage remote teams.	4.13	4.07	-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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. ...friendliness and courtesy	15	4.00	80.0	7%	13%	53%		27%
27. Builds products that meet the unique needs of each customer.	15	3.67	66.7	20%	13%	47%		20%
28. Is focused on improving customer services.	15	4.40	86.7	13%		33%	53%	
29. Responds to feedback from customers.	15	4.07	80.0	20%		53%		27%
30. Responsive to customer needs.	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. ...friendliness and courtesy	4.47	4.00	-0.47 ▼
27. Builds products that meet the unique needs of each customer.	4.00	3.67	-0.33 ▼
28. Is focused on improving customer services.	4.33	4.40	+0.07 ▲
29. Responds to feedback from customers.	4.07	4.07	
30. Responsive to customer needs.	4.00	4.00	

Conflict 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
31. Promotes employee engagement to reduce tensions and negativity, creating an environment where conflicts are easily managed.	15	4.27	93.3	7%	60%			33%
32. Seeks to achieve mutually acceptable outcomes.	14	4.14	92.9	7%	71%			21%
33. Facilitates collaborative processes to reduce conflict.	15	4.27	100.0		73%			27%
34. Is responsive to contentious issues.	15	4.40	93.3	7%	47%		47%	
35. Persuades others to accept ideas that may be difficult and uncomfortable.	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. Promotes employee engagement to reduce tensions and negativity, creating an environment where conflicts are easily managed.	4.27	4.27	
32. Seeks to achieve mutually acceptable outcomes.	4.20	4.14	-0.06 ▼
33. Facilitates collaborative processes to reduce conflict.	3.67	4.27	+0.60 ▲
34. Is responsive to contentious issues.	4.00	4.40	+0.40 ▲
35. Persuades others to accept ideas that may be difficult and uncomfortable.	4.20	3.47	-0.73 ▼

Strategic Insight

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. Develops a strategic vision for the future.	15	4.20	93.3	7%	67%			27%
37. Identifies potential problems before they become critical incidents.	15	4.27	93.3	7%	60%			33%
38. Pursues strategic alliances with valued partners.	15	4.00	80.0	20%	60%			20%
39. Observes employees at work to get better insight into the issues they are dealing with.	15	4.07	86.7	7% 7%	60%			27%
40. Develops a plan and strategy for each functional area within the mission statement.	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. Develops a strategic vision for the future.	4.00	4.20	+0.20 ▲
37. Identifies potential problems before they become critical incidents.	4.21	4.27	+0.05 ▲
38. Pursues strategic alliances with valued partners.	4.07	4.00	-0.07 ▼
39. Observes employees at work to get better insight into the issues they are dealing with.	3.87	4.07	+0.20 ▲
40. Develops a plan and strategy for each functional area within the mission statement.	4.27	4.33	+0.07 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Able to deal with sensitive issues with tact and professionalism.	15	3.93	80.0	13%	7%	53%		27%
42. Understands the current organizational culture.	15	4.33	93.3	7%		47%		47%
43. Anticipates problems that may affect the department.	15	4.13	86.7		13%	60%		27%
44. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.20	100.0			80%		20%
45. Gets things done through the department.	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. Able to deal with sensitive issues with tact and professionalism.	3.87	3.93	+0.07 ▲
42. Understands the current organizational culture.	4.13	4.33	+0.20 ▲
43. Anticipates problems that may affect the department.	4.20	4.13	-0.07 ▼
44. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	4.87	4.20	-0.67 ▼
45. Gets things done through the department.	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?