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.
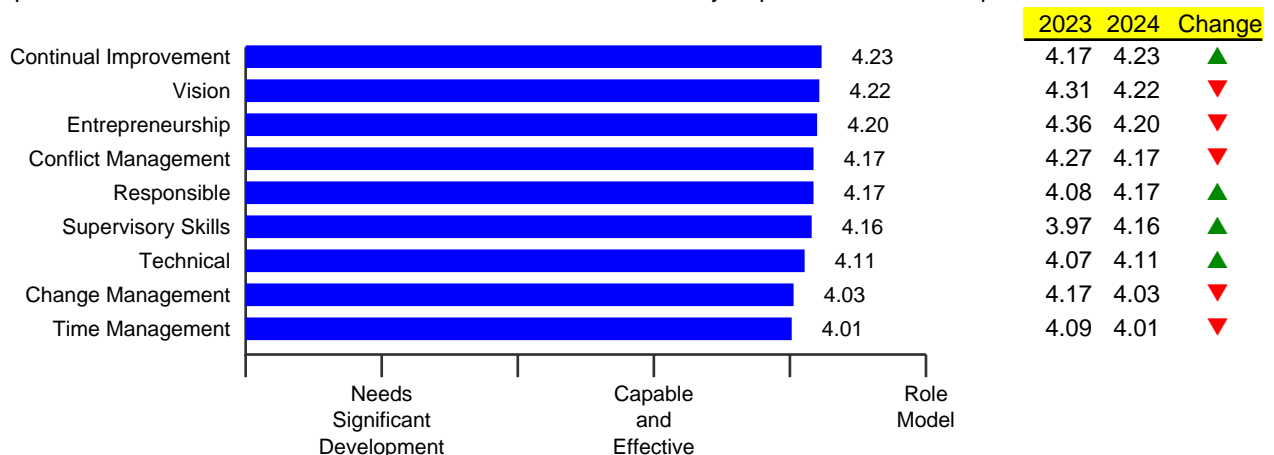
What to Do with Your Feedback

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.
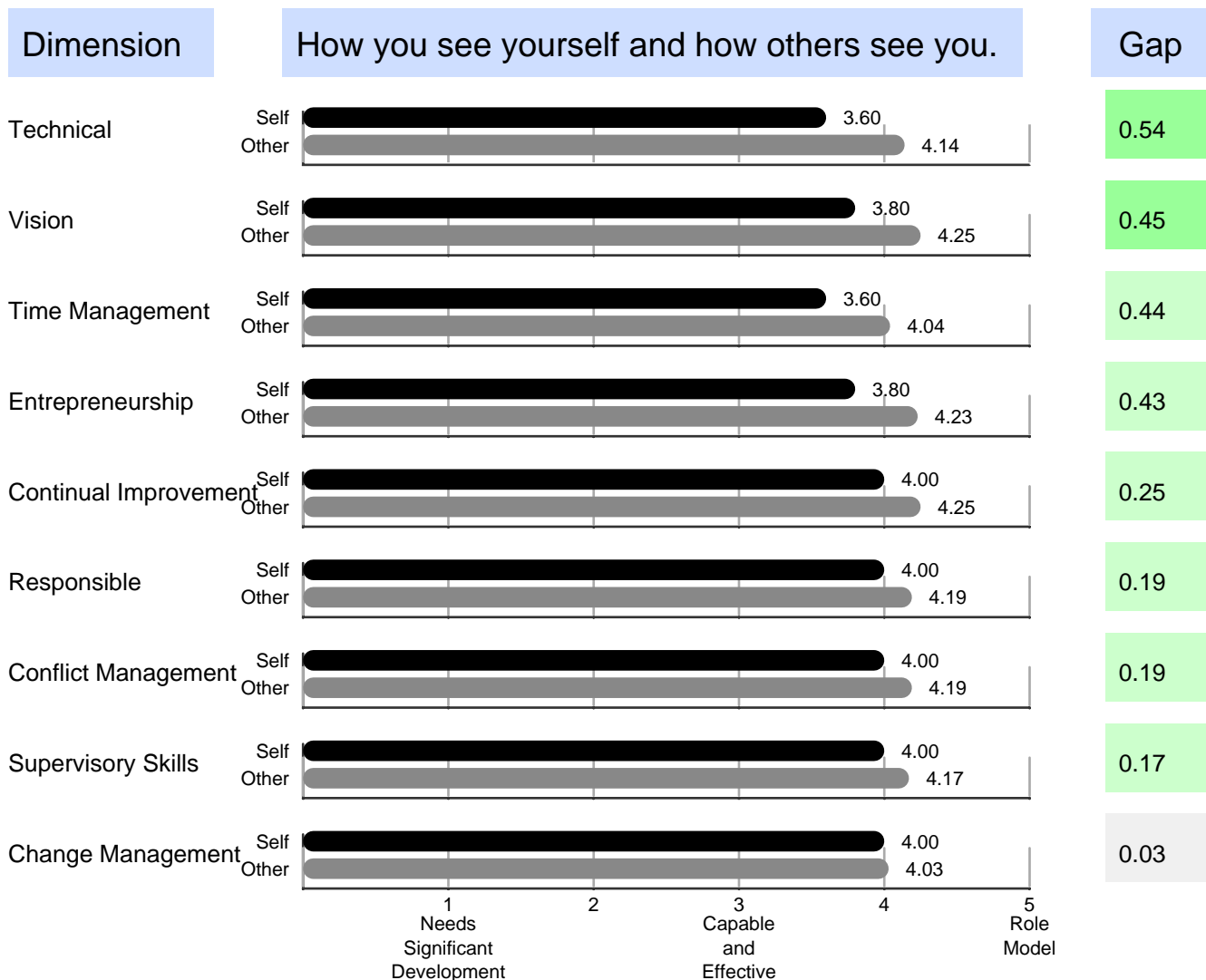
Summary

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.

Dimension	Score	2023	2024	Change
Continual Improvement	4.23	4.17	4.23	▲
Vision	4.22	4.31	4.22	▼
Entrepreneurship	4.20	4.36	4.20	▼
Conflict Management	4.17	4.27	4.17	▼
Responsible	4.17	4.08	4.17	▲
Supervisory Skills	4.16	3.97	4.16	▲
Technical	4.11	4.07	4.11	▲
Change Management	4.03	4.17	4.03	▼
Time 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
Technical	Self 3.60 / Other 4.14	0.54
Vision	Self 3,80 / Other 4.25	0.45
Time Management	Self 3.60 / Other 4.04	0.44
Entrepreneurship	Self 3,80 / Other 4.23	0.43
Continual Improvement	Self 4.00 / Other 4.25	0.25
Responsible	Self 4.00 / Other 4.19	0.19
Conflict Management	Self 4.00 / Other 4.19	0.19
Supervisory Skills	Self 4.00 / Other 4.17	0.17
Change Management	Self 4.00 / Other 4.03	0.03

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

Vision

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. Communicates the vision and strategy of [Company]	15	4.13	80.0		20%	47%		33%
2. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	4.33	100.0			67%		33%
3. Works to support the strategy of [Company]	15	4.33	93.3	7%		53%		40%
4. Creates a positive vision of the future for the Company.	15	4.07	86.7	13%		67%		20%
5. Demonstrates consistency between words and actions	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. Communicates the vision and strategy of [Company]	4.00	4.13	+0.13 ▲
2. Expresses the Company vision in a way that is easily understood and adopted by employees.	4.40	4.33	-0.07 ▼
3. Works to support the strategy of [Company]	4.47	4.33	-0.13 ▼
4. Creates a positive vision of the future for the Company.	4.47	4.07	-0.40 ▼
5. Demonstrates consistency between words and actions	4.20	4.21	+0.01 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Exhibits determination and passion in completion of goals.	15	4.33	93.3	7%	53%			40%
7. Is comfortable operating in an environment of uncertainty.	15	4.33	86.7	13%	40%			47%
8. Encourages dynamic growth opportunities.	15	4.07	80.0	20%	53%			27%
9. Finds unique ways to go around barriers to success.	15	4.13	80.0	20%	47%			33%
10. Devotes a certain amount of time and effort to developing new business opportunities.	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. Exhibits determination and passion in completion of goals.	4.13	4.33	+0.20 ▲
7. Is comfortable operating in an environment of uncertainty.	4.33	4.33	
8. Encourages dynamic growth opportunities.	4.20	4.07	-0.13 ▼
9. Finds unique ways to go around barriers to success.	4.67	4.13	-0.53 ▼
10. Devotes a certain amount of time and effort to developing new business opportunities.	4.47	4.13	-0.33 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	4.67	100.0				33%	67%
12. Looks for ways to expand and learn new job skills.	15	4.20	86.7	7%	7%	47%		40%
13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	14	3.64	57.1		14%	29%	36%	21%
14. Promotes training and development opportunities to enhance job performance.	14	4.14	85.7	7%	7%	50%		36%
15. Analyzes processes to determine areas for improvement.	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. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	4.20	4.67	+0.47 ▲
12. Looks for ways to expand and learn new job skills.	3.93	4.20	+0.27 ▲
13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	4.47	3.64	-0.82 ▼
14. Promotes training and development opportunities to enhance job performance.	4.00	4.14	+0.14 ▲
15. Analyzes processes to determine areas for improvement.	4.27	4.47	+0.20 ▲

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Oversees the work of a group of employees.	15	4.00	66.7	7%	27%	27%		40%
17. Reviews performance against established measures.	15	3.87	66.7		33%	47%		20%
18. Provides useful and constructive feedback to employees.	15	4.20	86.7	7%	7%	47%		40%
19. Is respectful toward employees.	15	4.33	86.7		13%	40%		47%
20. Identifies and maximizes opportunities for continuing education for employees.	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. Oversees the work of a group of employees.	3.64	4.00	+0.36 ▲
17. Reviews performance against established measures.	4.33	3.87	-0.47 ▼
18. Provides useful and constructive feedback to employees.	3.93	4.20	+0.27 ▲
19. Is respectful toward employees.	4.33	4.33	
20. Identifies and maximizes opportunities for continuing education for employees.	3.60	4.40	+0.80 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Effectively uses subordinates to help get more work done by the department.	15	3.93	73.3	27%		53%		20%
22. Avoids spending time on non-work related activities.	15	4.00	66.7	13%	20%	20%	47%	
23. Orders tasks based on impact and urgency.	15	4.07	80.0	20%		53%		27%
24. Tackles major issues head on to reduce the amount of time spent on them.	15	4.00	73.3	13%	13%	33%	40%	
25. Keeps accurate records of time spent on projects for proper billing.	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. Effectively uses subordinates to help get more work done by the department.	4.20	3.93	-0.27 ▼
22. Avoids spending time on non-work related activities.	4.20	4.00	-0.20 ▼
23. Orders tasks based on impact and urgency.	4.13	4.07	-0.07 ▼
24. Tackles major issues head on to reduce the amount of time spent on them.	3.80	4.00	+0.20 ▲
25. Keeps accurate records of time spent on projects for proper billing.	4.13	4.07	-0.07 ▼

Change 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
26. Supports the Company's efforts to implement changes.	15	4.00	80.0	7%	13%	53%		27%
27. Works cooperatively with others to implement changes.	15	3.67	66.7	20%	13%	47%		20%
28. Assists others in understanding changes to the organization.	15	4.40	86.7		13%	33%	53%	
29. Is an inspiration for others to accept the recent changes.	15	4.07	80.0		20%	53%		27%
30. Able to get department employees to accept new changes.	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. Supports the Company's efforts to implement changes.	4.47	4.00	-0.47 ▼
27. Works cooperatively with others to implement changes.	4.00	3.67	-0.33 ▼
28. Assists others in understanding changes to the organization.	4.33	4.40	+0.07 ▲
29. Is an inspiration for others to accept the recent changes.	4.07	4.07	
30. Able to get department employees to accept new changes.	4.00	4.00	

Technical

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. Is knowledgeable of procedures or systems necessary for the job.	15	4.27	93.3	7%	60%			33%
32. Willingly shares information and expertise; sought out as resource by others	14	4.14	92.9	7%	71%			21%
33. Willingly shares his/her technical expertise; sought out as resource by others	15	4.27	100.0		73%			27%
34. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.40	93.3	7%	47%			47%
35. Seeks information from others as needed.	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. Is knowledgeable of procedures or systems necessary for the job.	4.27	4.27	
32. Willingly shares information and expertise; sought out as resource by others	4.20	4.14	-0.06 ▼
33. Willingly shares his/her technical expertise; sought out as resource by others	3.67	4.27	+0.60 ▲
34. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	4.00	4.40	+0.40 ▲
35. Seeks information from others as needed.	4.20	3.47	-0.73 ▼

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Holds herself / himself accountable to goals / objectives	15	4.20	93.3	7%		67%		27%
37. Sets a good example.	15	4.27	93.3	7%		60%		33%
38. Sets a good example	15	4.00	80.0	20%		60%		20%
39. ...takes personal responsibility for results.	15	4.07	86.7	7% 7%		60%		27%
40. Behavior is ethical and honest.	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. Holds herself / himself accountable to goals / objectives	4.00	4.20	+0.20 ▲
37. Sets a good example.	4.21	4.27	+0.05 ▲
38. Sets a good example	4.07	4.00	-0.07 ▼
39. ...takes personal responsibility for results.	3.87	4.07	+0.20 ▲
40. Behavior is ethical and honest.	4.27	4.33	+0.07 ▲

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
41. Discusses conflict situations with supervisor.	15	3.93	80.0	13%	7%	53%		27%
42. Clearly expresses expectations to others.	15	4.33	93.3	7%		47%		47%
43. Tries to understand others' point of view before making judgments	15	4.13	86.7		13%	60%		27%
44. Identifies and takes steps to prevent potential confrontations.	15	4.20	100.0			80%		20%
45. Deals effectively with employee grievances.	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. Discusses conflict situations with supervisor.	3.87	3.93	+0.07 ▲
42. Clearly expresses expectations to others.	4.13	4.33	+0.20 ▲
43. Tries to understand others' point of view before making judgments	4.20	4.13	-0.07 ▼
44. Identifies and takes steps to prevent potential confrontations.	4.87	4.20	-0.67 ▼
45. Deals effectively with employee grievances.	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?