Feedback Results

Your CompanyName Here

2025

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.
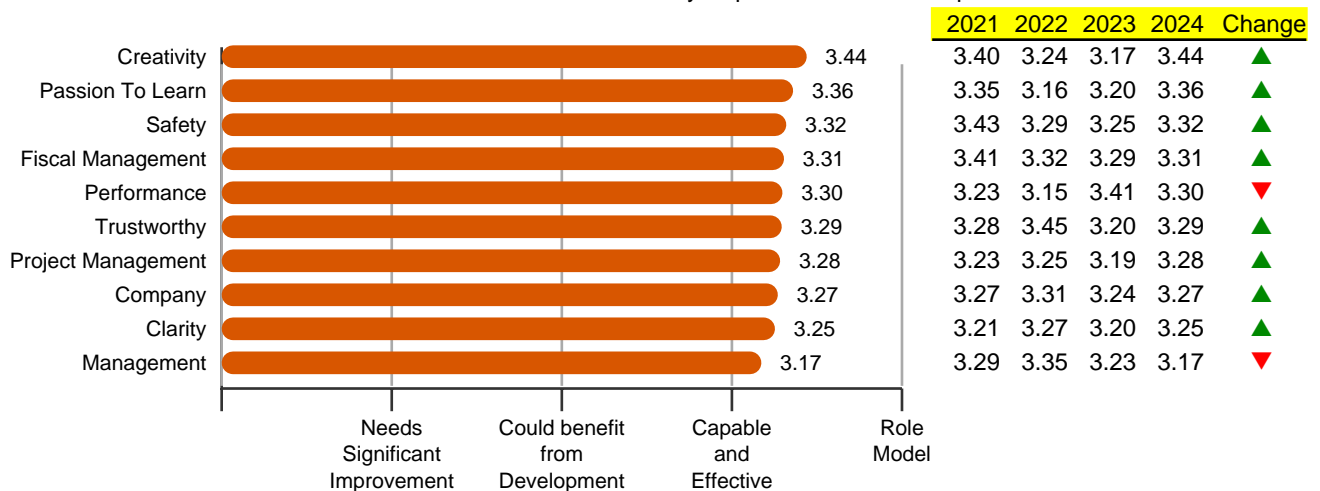
What to Do with Your Feedback

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.
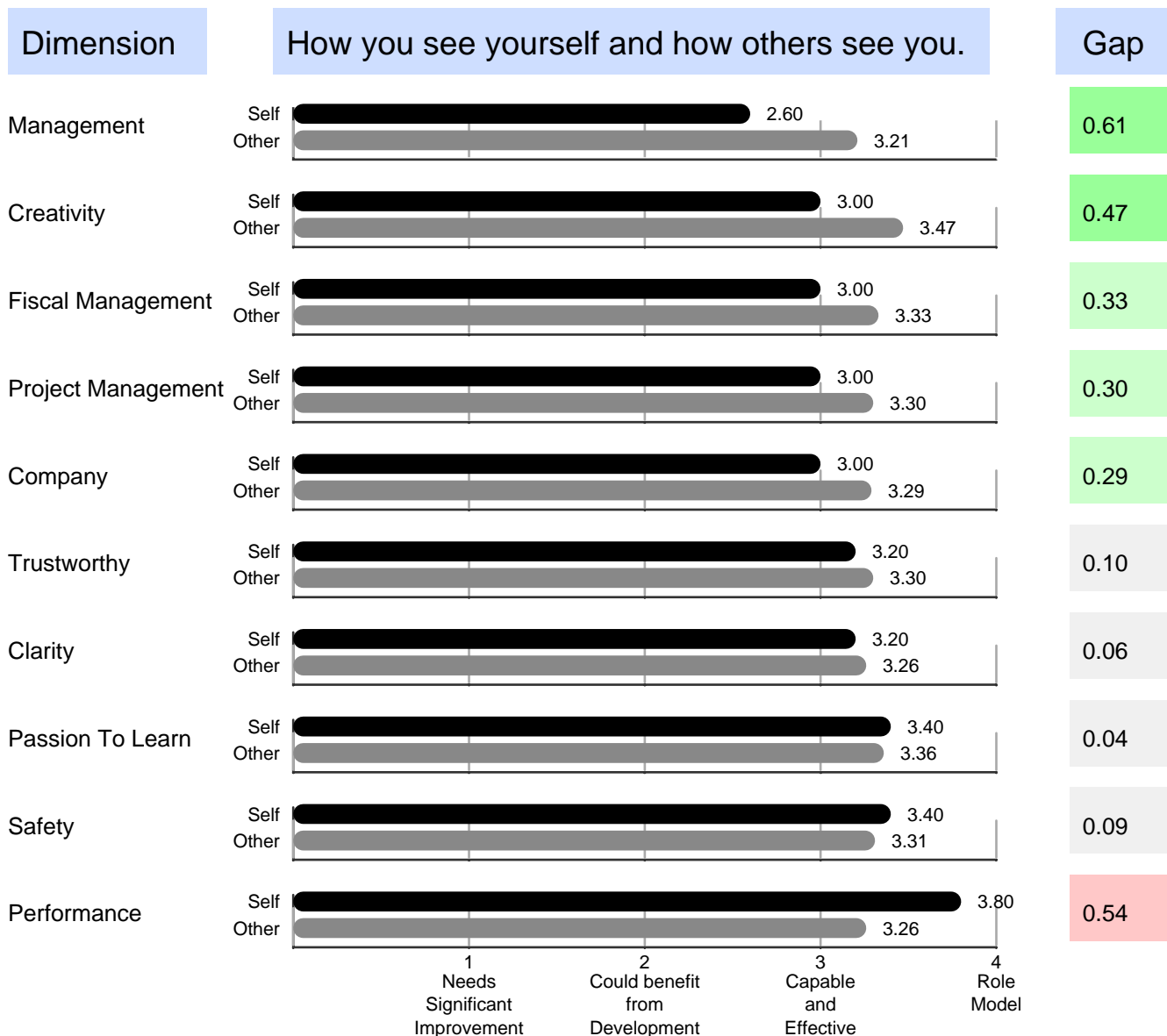
Summary

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.

Dimension	Score	2021	2022	2023	2024	Change
Creativity	3.44	3.40	3.24	3.17	3.44	▲
Passion To Learn	3.36	3.35	3.16	3.20	3.36	▲
Safety	3.32	3.43	3.29	3.25	3.32	▲
Fiscal Management	3.31	3.41	3.32	3.29	3.31	▲
Performance	3.30	3.23	3.15	3.41	3.30	▼
Trustworthy	3.29	3.28	3.45	3.20	3.29	▲
Project Management	3.28	3.23	3.25	3.19	3.28	▲
Company	3.27	3.27	3.31	3.24	3.27	▲
Clarity	3.25	3.21	3.27	3.20	3.25	▲
Management	3.17	3.29	3.35	3.23	3.17	▼

Chart scale: Needs Significant Improvement — Could benefit from 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
Management	Self 2.60 / Other 3.21	0.61
Creativity	Self 3.00 / Other 3.47	0.47
Fiscal Management	Self 3.00 / Other 3.33	0.33
Project Management	Self 3.00 / Other 3.30	0.30
Company	Self 3.00 / Other 3.29	0.29
Trustworthy	Self 3.20 / Other 3.30	0.10
Clarity	Self 3.20 / Other 3.26	0.06
Passion To Learn	Self 3.40 / Other 3.36	0.04
Safety	Self 3.40 / Other 3.31	0.09
Performance	Self 3.80 / Other 3.26	0.54

Scale:
1 Needs Significant Improvement
2 Could benefit from Development
3 Capable and Effective
4 Role Model

Company

Maintains loyalty to the 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
1. Understands the "basics" as to how [Company] functions/operates.	15	3.20	86.7	13%	53%		33%
2. Understands the use of [Company] products and services.	15	3.33	100.0		67%		33%
3. Impresses upon others the important aspects of [Company].	15	3.33	93.3	7%	53%		40%
4. Follows existing procedures and processes.	15	3.27	93.3	7%	60%		33%
5. Expresses loyalty and dedication to [Company] in interactions with others.	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. Understands the "basics" as to how [Company] functions/operates.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Understands the use of [Company] products and services.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Impresses upon others the important aspects of [Company].	3.40	3.40	3.27	3.33	+0.07 ▲
4. Follows existing procedures and processes.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Expresses loyalty and dedication to [Company] in interactions with others.	3.00	3.20	3.13	3.21	+0.08 ▲

Fiscal Management

Maintains appropriate financial controls and budgets.

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. Effective in using Company's resources.	15	3.47	100.0		53%		47%
7. Monitors expenses and verifies the need for items purchased.	15	3.40	93.3	7%	47%		47%
8. Provides budgeting and accounting support to the Company.	15	3.20	86.7	13%	53%		33%
9. Monitors spending.	15	3.27	86.7	13%	47%		40%
10. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	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. Effective in using Company's resources.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Monitors expenses and verifies the need for items purchased.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Provides budgeting and accounting support to the Company.	3.40	3.40	3.20	3.20	
9. Monitors spending.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.33	3.47	3.27	3.20	-0.07 ▼

Creativity

Creates new and innovative solutions to problems and ideas/strategies to be implemented.

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. Creates a lot of new ideas.	15	3.67	100.0		33%	67%	
12. Is creative.	15	3.40	93.3	7%	47%	47%	
13. Is creative and inspirational.	15	3.13	86.7	13%	60%	27%	
14. Develops solutions to challenging problems.	15	3.47	100.0		53%	47%	
15. Inspires creativity in their team.	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. Creates a lot of new ideas.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is creative.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Is creative and inspirational.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Develops solutions to challenging problems.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Inspires creativity in their team.	3.67	3.27	3.20	3.53	+0.33 ▲

Passion To Learn

High level of curiosity and committed to their professional 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
16. Is open to feedback from others.	15	3.47	93.3	7%	40%	53%	
17. Demonstrates a willingness to participate in continuing education courses.	15	2.93	73.3	27%	53%		20%
18. Holds self and associates accountable for goal achievement.	15	3.40	93.3	7%	47%	47%	
19. Constantly enhances product knowledge through experimentation and play.	15	3.53	100.0	47%		53%	
20. Enjoys learning new skills and techniques.	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. Is open to feedback from others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Demonstrates a willingness to participate in continuing education courses.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Holds self and associates accountable for goal achievement.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Constantly enhances product knowledge through experimentation and play.	3.13	2.87	3.53	3.53	
20. Enjoys learning new skills and techniques.	3.40	3.20	2.87	3.47	+0.60 ▲

Management

Effectively manages other employees.   Offers guidance/goals and performance measures.

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. Delegate tasks effectively	15	3.00	80.0	20%	60%		20%
22. Sets an example for others to follow	15	3.53	100.0		47%	53%	
23. Takes responsibility for things that go wrong	15	3.13	86.7	13%	60%		27%
24. Is ready to offer help	15	3.13	80.0	7% 13%	40%	40%	
25. Makes you feel enthusiastic about your work	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. Delegate tasks effectively	3.47	3.13	3.20	3.00	-0.20 ▼
22. Sets an example for others to follow	3.20	3.33	3.07	3.53	+0.47 ▲
23. Takes responsibility for things that go wrong	3.20	3.47	3.27	3.13	-0.13 ▼
24. Is ready to offer help	3.33	3.47	3.33	3.13	-0.20 ▼
25. Makes you feel enthusiastic about your work	3.27	3.33	3.27	3.07	-0.20 ▼

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.
  Several important skills are required including: communication, teamwork, leadership, interpersonal and 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Works with customers and clients to assess their needs and define project parameters.	15	3.20	93.3	7%	60%		33%
27. Understands what software tools are available to be used to manage the project.	15	3.40	93.3	7%	47%		47%
28. Creates the metrics used to measure progress on the project.	15	3.60	93.3	7%	27%	67%	
29. Manages various facets of the project to keep it on track with the delivery date.	15	3.20	86.7	13%	53%		33%
30. Keeps stakeholders informed of progress on the project.	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. Works with customers and clients to assess their needs and define project parameters.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Understands what software tools are available to be used to manage the project.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Creates the metrics used to measure progress on the project.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Manages various facets of the project to keep it on track with the delivery date.	3.21	3.20	3.20	3.20	
30. Keeps stakeholders informed of progress on the project.	2.87	3.27	3.07	3.00	-0.07 ▼

Performance

Maintains high level of performance.

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. Works well in this position.	15	3.33	93.3	7%	53%		40%
32. Works effectively in the department.	14	3.29	100.0		71%		29%
33. Sets a high standard for job performance.	15	3.27	100.0		73%		27%
34. Listens and responds to issues and problems	15	3.47	93.3	7%	40%	53%	
35. Able to organize work.	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. Works well in this position.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Works effectively in the department.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Sets a high standard for job performance.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Listens and responds to issues and problems	3.33	3.00	3.53	3.47	-0.07 ▼
35. Able to organize work.	3.20	3.27	3.13	3.13	

Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations. Able to express ideas effectively.

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. Clearly explains responsibilities to individuals.	15	3.20	93.3	7%	67%		27%
37. Avoids creating ambiguity or mixed messages.	15	3.33	93.3	7%	53%		40%
38. Maintains clarity in goals and objectives.	15	3.07	86.7	13%	67%		20%
39. Avoids stating unclear or conflicting goals.	15	3.33	100.0		67%		33%
40. Uses appropriate grammar and tense in communications.	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. Clearly explains responsibilities to individuals.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Avoids creating ambiguity or mixed messages.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Maintains clarity in goals and objectives.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Avoids stating unclear or conflicting goals.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Uses appropriate grammar and tense in communications.	3.00	3.20	3.27	3.33	+0.07 ▲

Safety

Works in a safe manner and promotes safe working conditions.

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. Keeps accurate safety records.	15	3.33	93.3	7%	53%		40%
42. Develops safety guidelines for the department.	15	3.40	93.3	7%	47%		47%
43. Works to implement corrective safety measures.	15	3.13	86.7	13%	60%		27%
44. Develops a sustainable safety culture.	15	3.27	100.0		73%		27%
45. Creates accurate and effective measures of safety.	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. Keeps accurate safety records.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Develops safety guidelines for the department.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Works to implement corrective safety measures.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Develops a sustainable safety culture.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Creates accurate and effective measures of safety.	3.20	3.33	3.13	3.47	+0.33 ▲

Trustworthy

Is trusted by others.   Builds and maintains trust with others.   Is open and honest.

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. Works in a way that makes others want to work with her/him.	15	3.40	93.3	7%	47%		47%
47. Takes care to maintain confidential information.	15	3.20	93.3	7%	67%		27%
48. Demonstrates congruence between statements and actions.	15	3.20	93.3	7%	60%		33%
49. Delivers on promises made.	15	3.47	100.0		53%		47%
50. Demonstrates a sense of responsibility and commitment to public trust.	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. Works in a way that makes others want to work with her/him.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Takes care to maintain confidential information.	3.33	3.40	3.20	3.20	
48. Demonstrates congruence between statements and actions.	3.60	3.33	3.20	3.20	
49. Delivers on promises made.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Demonstrates a sense of responsibility and commitment to public trust.	3.20	3.67	3.27	3.20	-0.07 ▼