

Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

February 2025

# 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.

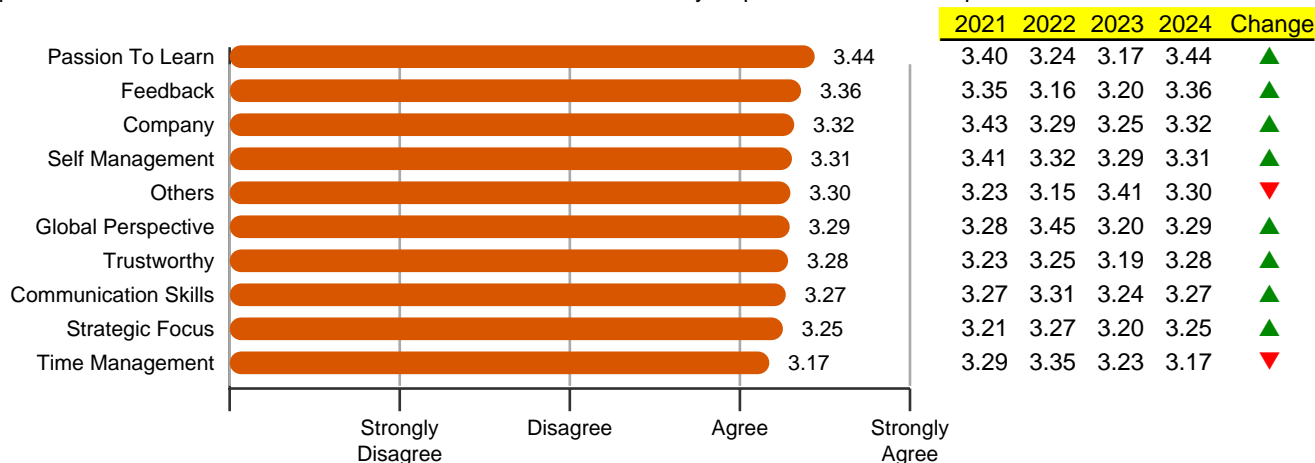
## What to Do with Your Feedback

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

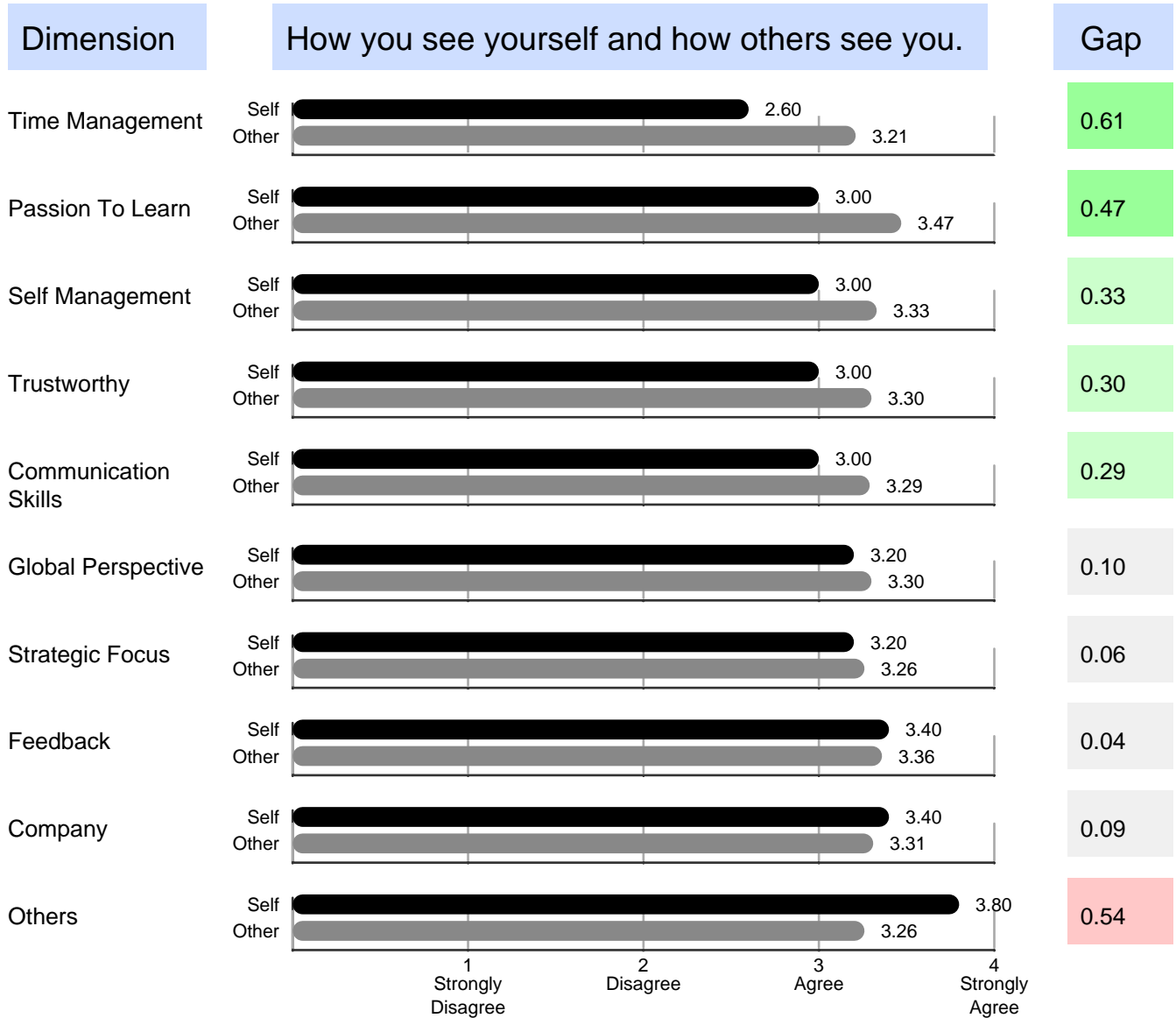
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



## Communication Skills

Communication skills mean being able to adapt your communication to the audience. To be available, attentive, open for feedback, responsive. To be clear, succinct, and effective. To be able to communicate with superiors and to coach subordinates. To share information in a professional and timely manner. To have expertise, energy, and persuasiveness.

### 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Deconstructs complex issues into understandable segments.	15	3.20	86.7	13%	53%	33%	
2. Mentors others on enhancing their written communication.	15	3.33	100.0		67%	33%	
3. Confidently communicates across all organizational levels, including external stakeholders.	15	3.33	93.3	7%	53%	40%	
4. Overcomes barriers that prevent effective communication.	15	3.27	93.3	7%	60%	33%	
5. Delivers effective presentations.	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. Deconstructs complex issues into understandable segments.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Mentors others on enhancing their written communication.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Confidently communicates across all organizational levels, including external stakeholders.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Overcomes barriers that prevent effective communication.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Delivers effective presentations.	3.00	3.20	3.13	3.21	+0.08 ▲

## Self Management

Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
6. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.47	100.0		53%	47%	
7. Steps away from a situation to process appropriate response.	15	3.40	93.3	7%	47%	47%	
8. Does not allow own emotions to interfere with the performance of others.	15	3.20	86.7	13%	53%	33%	
9. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.27	86.7	13%	47%	40%	
10. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	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. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Steps away from a situation to process appropriate response.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Does not allow own emotions to interfere with the performance of others.	3.40	3.40	3.20	3.20	
9. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.33	3.47	3.27	3.20	-0.07 ▼

## 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
11. Will participate in training classes even if offered outside of normal working hours.	15	3.67	100.0	33%	67%		
12. Exhibits willingness to upgrade skills through additional training and education.	15	3.40	93.3	7%	47%	47%	
13. Is open minded and curious about learning new skills.	15	3.13	86.7	13%	60%	27%	
14. Is committed to enhancing their own knowledge and skills.	15	3.47	100.0		53%	47%	
15. Enhances value to the company through additional training and development.	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. Will participate in training classes even if offered outside of normal working hours.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Exhibits willingness to upgrade skills through additional training and education.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Is open minded and curious about learning new skills.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Is committed to enhancing their own knowledge and skills.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Enhances value to the company through additional training and development.	3.67	3.27	3.20	3.53	+0.33 ▲

# Feedback

Accepts and provides evaluative or corrective information to improve 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
16. Accepts the views of others.	15	3.47	93.3	7%	40%	53%	
17. Open to the suggestions of others.	15	2.93	73.3	27%	53%	20%	
18. Seeks feedback to enhance performance.	15	3.40	93.3	7%	47%	47%	
19. Looks to others for input.	15	3.53	100.0		47%	53%	
20. Actively seeks feedback from others.	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. Accepts the views of others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Open to the suggestions of others.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Seeks feedback to enhance performance.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Looks to others for input.	3.13	2.87	3.53	3.53	
20. Actively seeks feedback from others.	3.40	3.20	2.87	3.47	+0.60 ▲

## Time Management

Effective time management means using time wisely, working on tasks that have the maximum value, tackling issues immediately and achieving a high level of productivity.

Time management means being prompt, working at a fast pace, displaying a bias for action and keeping close track of time.

### 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
21. Maximizes time management by multitasking.	15	3.00	80.0	20%	60%		20%
22. Achieves more through effective time management.	15	3.53	100.0		47%	53%	
23. Combines tasks to save time.	15	3.13	86.7	13%	60%		27%
24. Avoids distractions from personal phone or other personal devices.	15	3.13	80.0	7%	13%	40%	40%
25. Understands the importance of being on time.	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. Maximizes time management by multitasking.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Achieves more through effective time management.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Combines tasks to save time.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Avoids distractions from personal phone or other personal devices.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Understands the importance of being on time.	3.27	3.33	3.27	3.07	-0.20 ▼



# 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
26. Communicates an understanding of the other person's interests, needs and concerns.	15	3.20	93.3	7%	60%	33%	
27. Is trustworthy; is someone I can trust.	15	3.40	93.3	7%	47%	47%	
28. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.60	93.3	7%	27%	67%	
29. Takes care to maintain confidential information.	15	3.20	86.7	13%	53%	33%	
30. Works in a way that makes others want to work with her/him.	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. Communicates an understanding of the other person's interests, needs and concerns.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Is trustworthy; is someone I can trust.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Takes care to maintain confidential information.	3.21	3.20	3.20	3.20	
30. Works in a way that makes others want to work with her/him.	2.87	3.27	3.07	3.00	-0.07 ▼

## Others

Works well with other employees.

### 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
31. ...treats others with respect and dignity.	15	3.33	93.3	7%	53%	40%	
32. Helpful	14	3.29	100.0		71%	29%	
33. Forms working relationships with employees from other departments.	15	3.27	100.0		73%	27%	
34. Is able to see issues from others' perspectives.	15	3.47	93.3	7%	40%	53%	
35. Constructively receives criticism and suggestions from 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. ...treats others with respect and dignity.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Helpful	3.40	3.07	3.60	3.29	-0.31 ▼
33. Forms working relationships with employees from other departments.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is able to see issues from others' perspectives.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Constructively receives criticism and suggestions from others.	3.20	3.27	3.13	3.13	

## Strategic Focus

Strategic Focus is the ability to analyze the business environment, think strategically and identify issues. To create a strategy, implement it, and lead the department/organization in adopting the changes necessary.

### 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
36. Identifies the role of each department in meeting the strategic goals.	15	3.20	93.3	7%	67%		27%
37. Pursues strategic alliances with valued partners.	15	3.33	93.3	7%	53%		40%
38. Aligns cross-functional teams to the strategic plan.	15	3.07	86.7	13%	67%		20%
39. Gives adequate consideration to the time and resources available.	15	3.33	100.0		67%		33%
40. Creates a strategy to achieve departmental objectives.	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. Identifies the role of each department in meeting the strategic goals.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Pursues strategic alliances with valued partners.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Aligns cross-functional teams to the strategic plan.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Gives adequate consideration to the time and resources available.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Creates a strategy to achieve departmental objectives.	3.00	3.20	3.27	3.33	+0.07 ▲

# 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
41. Understands the "basics" as to how [Company] functions/operates.	15	3.33	93.3	7%	53%	40%	
42. Impresses upon others the important aspects of [Company].	15	3.40	93.3	7%	47%	47%	
43. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.13	86.7	13%	60%	27%	
44. Attends [Company] gatherings and social events.	15	3.27	100.0		73%	27%	
45. Understands the use of [Company] products and services.	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. Understands the "basics" as to how [Company] functions/operates.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Impresses upon others the important aspects of [Company].	3.27	3.53	3.13	3.40	+0.27 ▲
43. Expresses loyalty and dedication to [Company] in interactions with others.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Attends [Company] gatherings and social events.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Understands the use of [Company] products and services.	3.20	3.33	3.13	3.47	+0.33 ▲

## Global Perspective

Maintains a global perspective on business functions and strategies.

### 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
46. Works well with others from different cultural backgrounds.	15	3.40	93.3	7%	47%	47%	
47. Creates an environment where individual differences are valued and supported.	15	3.20	93.3	7%	67%		27%
48. Facilitates open communication with individuals from other countries.	15	3.20	93.3	7%	60%		33%
49. Analyzes global issues/problems that are having a large impact on the Company.	15	3.47	100.0		53%		47%
50. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	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 well with others from different cultural backgrounds.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Creates an environment where individual differences are valued and supported.	3.33	3.40	3.20	3.20	
48. Facilitates open communication with individuals from other countries.	3.60	3.33	3.20	3.20	
49. Analyzes global issues/problems that are having a large impact on the Company.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	3.20	3.67	3.27	3.20	-0.07 ▼