

Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 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.

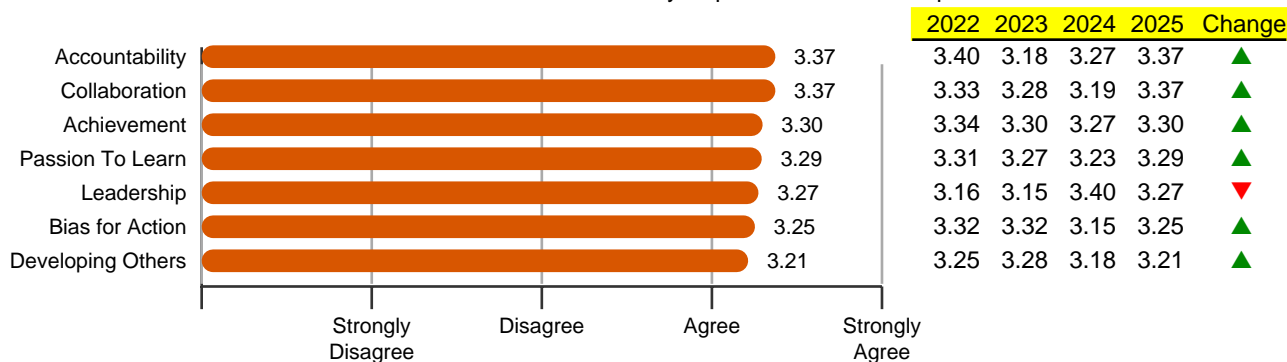
What to Do with Your Feedback

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 7 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.



Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's progress.

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. Is results oriented.	15	3.20	86.7	13%	53%	33%	
2. Takes decisive action on lagging projects to restore momentum and ensure completion.	15	3.33	100.0		67%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
3. Moves decisively in high-risk situations to secure long-term achievements.	15	3.33	93.3	7%	53%	40%	
4. Pushes boundaries with ambitious goals that foster growth and innovation.	15	3.27	93.3	7%	60%	33%	
5. Is determined to complete tasks regardless of obstacles that may occur.	14	3.21	85.7	14%	50%	36%	
6. Driven to complete goals despite obstacles that may arise.	15	3.47	100.0		53%	47%	
7. Accepts setbacks and challenges as improvement opportunities	15	3.40	93.3	7%	47%	47%	
8. Reduced department expenses by 25 percent.	15	3.20	86.7	13%	53%	33%	
9. Completed required training and certification.	15	3.27	86.7	13%	47%	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	2022	2023	2024	2025	Change
1. Is results oriented.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Takes decisive action on lagging projects to restore momentum and ensure completion.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Moves decisively in high-risk situations to secure long-term achievements.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Pushes boundaries with ambitious goals that foster growth and innovation.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Is determined to complete tasks regardless of obstacles that may occur.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Driven to complete goals despite obstacles that may arise.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Accepts setbacks and challenges as improvement opportunities	3.40	3.20	3.33	3.40	+0.07 ▲
8. Reduced department expenses by 25 percent.	3.40	3.40	3.20	3.20	
9. Completed required training and certification.	3.53	3.40	3.60	3.27	-0.33 ▼

Collaboration

Collaboration is the process of fostering open communication, building trust-based relationships, and promoting a cooperative environment where information is shared freely and all team members contribute to shared goals. It involves active participation, consensus-building, and shared decision-making, ensuring diverse perspectives are valued while addressing challenges through teamwork and problem-solving. Strong collaboration is rooted in mutual respect, commitment, and the effective use of digital tools to enhance efficiency, minimize misunderstandings, and create a culture of transparency and innovation.

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
10. Avoids promoting a hyper competitive culture in favor of a more collaborative one.	15	3.20	93.3	7%	67%		27%
11. Promotes a culture of collaboration rather than rivalry.	15	3.67	100.0		33%	67%	
12. Participates in the team's deliberations.	15	3.40	93.3	7%	47%		47%
13. Fosters a cooperative environment rather than a highly competitive one.	15	3.13	86.7	13%	60%		27%
14. Readily shares information with other group members.	15	3.47	100.0		53%		47%

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
10. Avoids promoting a hyper competitive culture in favor of a more collaborative one.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Promotes a culture of collaboration rather than rivalry.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Participates in the team's deliberations.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Fosters a cooperative environment rather than a highly competitive one.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Readily shares information with other group members.	3.20	3.13	3.00	3.47	+0.47 ▲

Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

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
15. Exhibits a sense of ownership of the process.	15	3.53	100.0			47%	53%
16. Reviews performance to determine areas for improvement.	15	3.47	93.3	7%	40%		53%
17. Establishes minimum performance standards.	15	2.93	73.3	27%		53%	20%
18. Takes full responsibility for project outcomes.	15	3.40	93.3	7%	47%		47%
19. Sets clear performance measures.	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	2022	2023	2024	2025	Change
15. Exhibits a sense of ownership of the process.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Reviews performance to determine areas for improvement.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Establishes minimum performance standards.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Takes full responsibility for project outcomes.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Sets clear performance measures.	3.13	2.87	3.53	3.53	

Bias for Action

Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

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
20. Divides large tasks into smaller more manageable steps to maintain momentum.	15	3.47	100.0			53%	47%
21. Always delivers on promises.	15	3.00	80.0	20%		60%	20%
22. Takes the initiative to get things done.	15	3.53	100.0			47%	53%
23. Motivates others to achieve or exceed goals	15	3.13	86.7	13%		60%	27%
24. Communicates clear goals, priorities, and deadlines to the team to ensure progress is maintained.	15	3.13	80.0	7%	13%	40%	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	2022	2023	2024	2025	Change
20. Divides large tasks into smaller more manageable steps to maintain momentum.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Always delivers on promises.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Takes the initiative to get things done.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Motivates others to achieve or exceed goals	3.20	3.47	3.27	3.13	-0.13 ▼
24. Communicates clear goals, priorities, and deadlines to the team to ensure progress is maintained.	3.33	3.47	3.33	3.13	-0.20 ▼

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
25. Embraces new technology and procedures.	15	3.07	86.7	13%	67%	20%	
26. Is open to feedback from others.	15	3.20	93.3	7%	60%	33%	
27. Demonstrates through personal behavior the commitment to high standards of performance.	15	3.40	93.3	7%	47%	47%	
28. Creates an environment that supports personal development and exploration.	15	3.60	93.3	7%	27%	67%	
29. Enhances value to the company through additional training and development.	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	2022	2023	2024	2025	Change
25. Embraces new technology and procedures.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Is open to feedback from others.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Demonstrates through personal behavior the commitment to high standards of performance.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Creates an environment that supports personal development and exploration.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Enhances value to the company through additional training and development.	3.21	3.20	3.20	3.20	

Leadership

Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

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
30. Sits down regularly with employees to review their job performance.	14	3.00	92.9	7%	79%		14%
31. Provides employees with the authority and resources needed to make decisions within their roles.	15	3.33	93.3	7%	53%		40%
32. Provides coaching and guidance when needed but avoids micromanaging.	14	3.29	100.0		71%		29%
33. Encourages mentoring relationships.	15	3.27	100.0		73%		27%
34. Shares information with the employees in the department.	15	3.47	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	2022	2023	2024	2025	Change
30. Sits down regularly with employees to review their job performance.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Provides employees with the authority and resources needed to make decisions within their roles.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Provides coaching and guidance when needed but avoids micromanaging.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Encourages mentoring relationships.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Shares information with the employees in the department.	3.33	3.00	3.53	3.47	-0.07 ▼

Developing Others

Training and developing members of the team/department.

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
35. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.13	86.7	13%	60%		27%
36. Tries to ensure employees are ready to move to the next level.	15	3.20	93.3	7%	67%		27%
37. Creates a work environment that fosters positive feedback to employees.	15	3.33	93.3	7%	53%		40%
38. Assesses employees' developmental needs.	15	3.07	86.7	13%	67%		20%
39. Supports the successes of other employees.	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	2022	2023	2024	2025	Change
35. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.20	3.27	3.13	3.13	
36. Tries to ensure employees are ready to move to the next level.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Creates a work environment that fosters positive feedback to employees.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Assesses employees' developmental needs.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Supports the successes of other employees.	3.20	3.27	3.00	3.33	+0.33 ▲