

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.

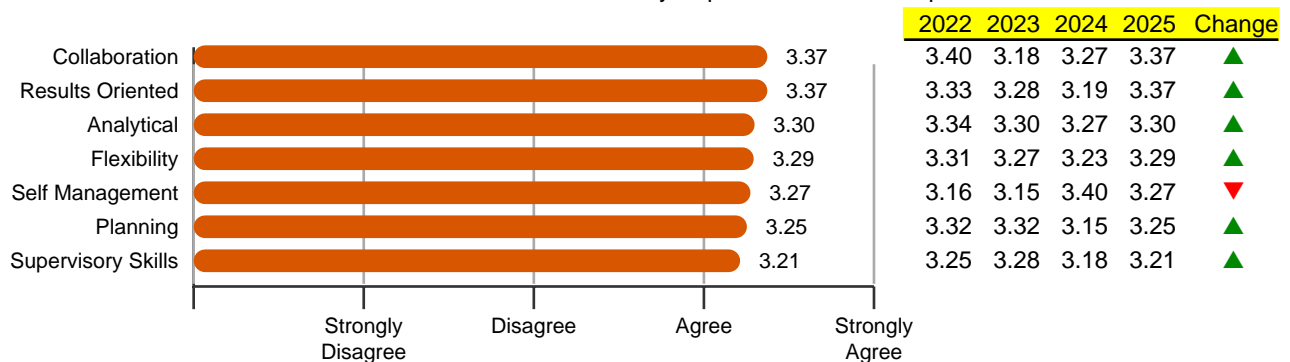
What to Do with Your Feedback

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

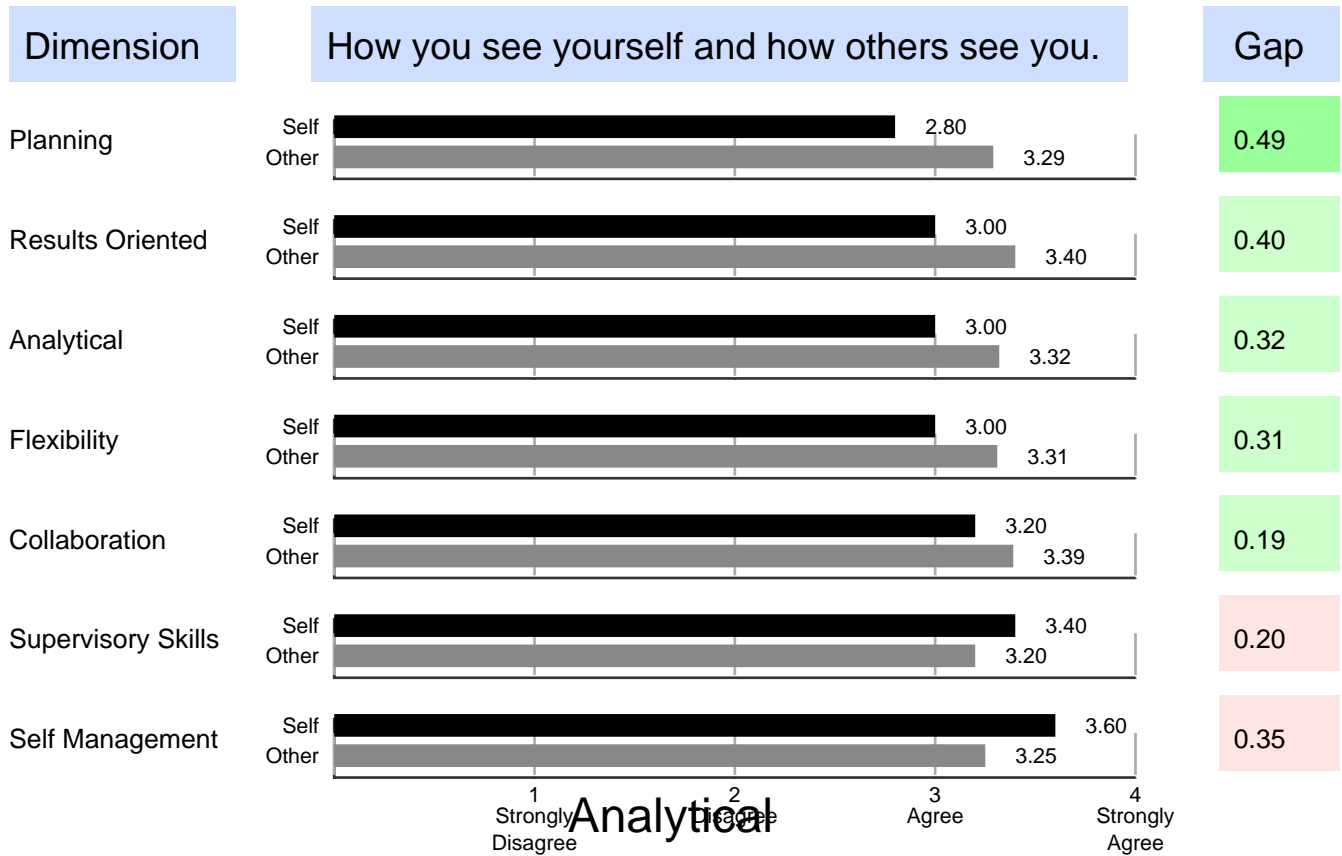
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Analytical skills are the ability to think critically, be open-minded, and reduce complex issues into more manageable parts. The ability to collect, validate, and analyze data is important for making decisions, forecasting, and developing models. Attention to detail and a willingness to work with quantitative data are needed. Having a good understanding of systems, how to present data, and how to conduct research is useful. Analytical skills also require a certain degree of curiosity.

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. Identifies the part of the business value chain that is affected by a particular decision or action, diagnoses the situation, and prioritize what needs to be done and who needs to be involved.	15	3.20	86.7	13%	53%	33%	
2. Formats data to facilitate easy comparisons.	15	3.33	100.0		67%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
3. Is willing to listen to different perspectives.	15	3.33	93.3	7%	53%	40%	
4. Understands the importance of maintaining current, accurate information.	15	3.27	93.3	7%	60%	33%	
5. Is willing to seek out and consider alternative viewpoints.	14	3.21	85.7	14%	50%	36%	
6. Critically examines the information presented to determine its truthfulness and applicability to the topic at hand.	15	3.47	100.0		53%	47%	
7. Able to project future data points based on historical data.	15	3.40	93.3	7%	47%	47%	
8. Calculates and interprets financial ratios (such as liquidity ratios, profitability ratios, and leverage ratios) to assess the financial health of the company.	15	3.20	86.7	13%	53%	33%	
9. Is precise in the measurement of variables, leading to more accurate data collection.	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. Identifies the part of the business value chain that is affected by a particular decision or action, diagnoses the situation, and prioritize what needs to be done and who needs to be involved.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Formats data to facilitate easy comparisons.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Is willing to listen to different perspectives.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Understands the importance of maintaining current, accurate information.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Is willing to seek out and consider alternative viewpoints.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Critically examines the information presented to determine its truthfulness and applicability to the topic at hand.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Able to project future data points based on historical data.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Calculates and interprets financial ratios (such as liquidity ratios, profitability ratios, and leverage ratios) to assess the financial health of the company.	3.40	3.40	3.20	3.20	
9. Is precise in the measurement of variables, leading to more accurate data collection.	3.53	3.40	3.60	3.27	-0.33 ▼

Results Oriented

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes. Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

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. Reinforces a "can-do" attitude that helps overcome inertia or resistance.	15	3.20	93.3	7%	67%		27%
11. Concentrates efforts on the most urgent needs.	15	3.67	100.0		33%	67%	
12. Is considered a high achiever.	15	3.40	93.3	7%	47%		47%
13. Quickly analyzes the situation to determine the most pressing needs.	15	3.13	86.7	13%	60%		27%
14. Builds a supportive environment where enthusiasm and collaboration thrive.	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	2022	2023	2024	2025	Change
10. Reinforces a "can-do" attitude that helps overcome inertia or resistance.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Concentrates efforts on the most urgent needs.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is considered a high achiever.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Quickly analyzes the situation to determine the most pressing needs.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Builds a supportive environment where enthusiasm and collaboration thrive.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Listens to the ideas and suggestions from others.	15	3.53	100.0			47%	53%
16. Facilitates resolving differences to strengthen team unity.	15	3.47	93.3	7%	40%		53%
17. Promotes open participation and communication within department and throughout the organization.	15	2.93	73.3	27%		53%	20%
18. Participates in collaborative/team decision-making.	15	3.40	93.3	7%	47%		47%
19. Includes all stakeholders in the decision making process.	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. Listens to the ideas and suggestions from others.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Facilitates resolving differences to strengthen team unity.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Promotes open participation and communication within department and throughout the organization.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Participates in collaborative/team decision-making.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Includes all stakeholders in the decision making process.	3.13	2.87	3.53	3.53	

Planning

Planning is a comprehensive process that integrates strategic foresight, organization, and adaptability to ensure efficient execution and resource utilization. It involves forecasting future needs, prioritizing tasks, managing logistics and time constraints, and adjusting strategies in response to evolving circumstances. Effective planning aligns departmental goals with stakeholder expectations while optimizing staffing, scheduling, and implementation to drive sustained success.

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. Works in an organized manner	15	3.47	100.0			53%	47%
21. Develops a strategic plan to reduce costs in the department.	15	3.00	80.0	20%		60%	20%
22. Develops good plans used for logistics.	15	3.53	100.0			47%	53%
23. Sets up and monitors timeframes and plans	15	3.13	86.7	13%		60%	27%
24. Has plans to handle unexpected events.	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. Works in an organized manner	3.40	3.20	2.87	3.47	+0.60 ▲
21. Develops a strategic plan to reduce costs in the department.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Develops good plans used for logistics.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Sets up and monitors timeframes and plans	3.20	3.47	3.27	3.13	-0.13 ▼
24. Has plans to handle unexpected events.	3.33	3.47	3.33	3.13	-0.20 ▼

Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

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. Encourages adaptability to utilize more efficient processes.	15	3.07	86.7	13%	67%	20%	
26. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	15	3.20	93.3	7%	60%	33%	
27. Performs more and varied processes on the production line.	15	3.40	93.3	7%	47%	47%	
28. Flexible in effectively handling changes in production volumes.	15	3.60	93.3	7%	27%	67%	
29. Adapts to different learning styles of employees as required to make sure employees receive the highest level of training.	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. Encourages adaptability to utilize more efficient processes.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Performs more and varied processes on the production line.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Flexible in effectively handling changes in production volumes.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Adapts to different learning styles of employees as required to make sure employees receive the highest level of training.	3.21	3.20	3.20	3.20	

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
30. Consciously controls own negative emotions in order to keep team morale up.	14	3.00	92.9	7%	79%		14%
31. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.33	93.3	7%	53%		40%
32. Steps away from a situation to process appropriate response.	14	3.29	100.0		71%		29%
33. Does not allow own emotions to interfere with the performance of others.	15	3.27	100.0		73%		27%
34. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	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. Consciously controls own negative emotions in order to keep team morale up.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Steps away from a situation to process appropriate response.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Does not allow own emotions to interfere with the performance of others.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.33	3.00	3.53	3.47	-0.07 ▼

Supervisory Skills

Supervisory skills encompass a broad set of leadership competencies that enable managers to effectively guide and support their teams. These skills involve clear communication, decision-making, and interpersonal abilities to foster collaboration, accountability, and professional growth, while also ensuring structured performance management, disciplinary action, and conflict resolution when necessary. Strong supervisors lead by example, empower employees through delegation, provide constructive feedback, and create a positive, high-performing work environment built on teamwork, recognition, and stability.

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. Others emulate this supervisor's enthusiasm for work.	15	3.13	86.7	13%	60%		27%
36. Identifies and maximizes opportunities for continuing education for employees.	15	3.20	93.3	7%	67%		27%
37. Shows consistency between what they say and do.	15	3.33	93.3	7%	53%		40%
38. Resolves personnel problems quickly and effectively.	15	3.07	86.7	13%	67%		20%
39. Works well with the team members.	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. Others emulate this supervisor's enthusiasm for work.	3.20	3.27	3.13	3.13	
36. Identifies and maximizes opportunities for continuing education for employees.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Shows consistency between what they say and do.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Resolves personnel problems quickly and effectively.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Works well with the team members.	3.20	3.27	3.00	3.33	+0.33 ▲