



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

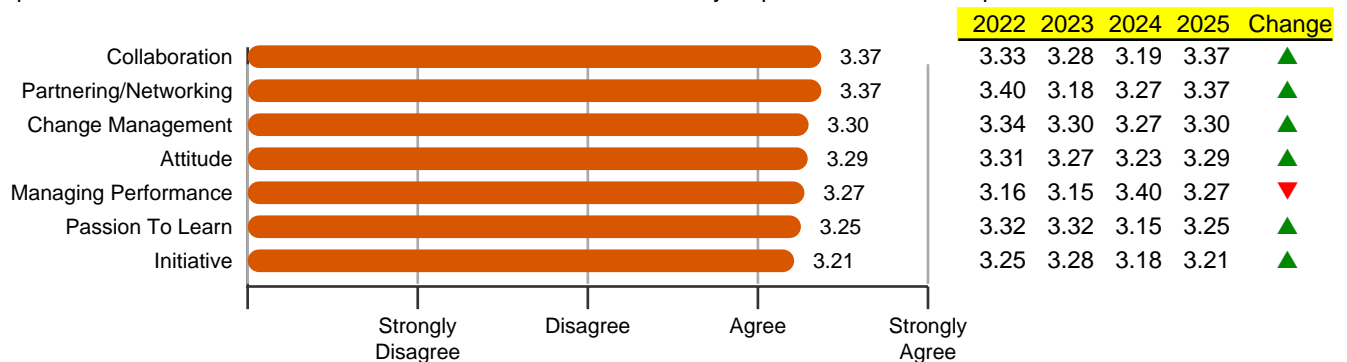
## What to Do with Your Feedback

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

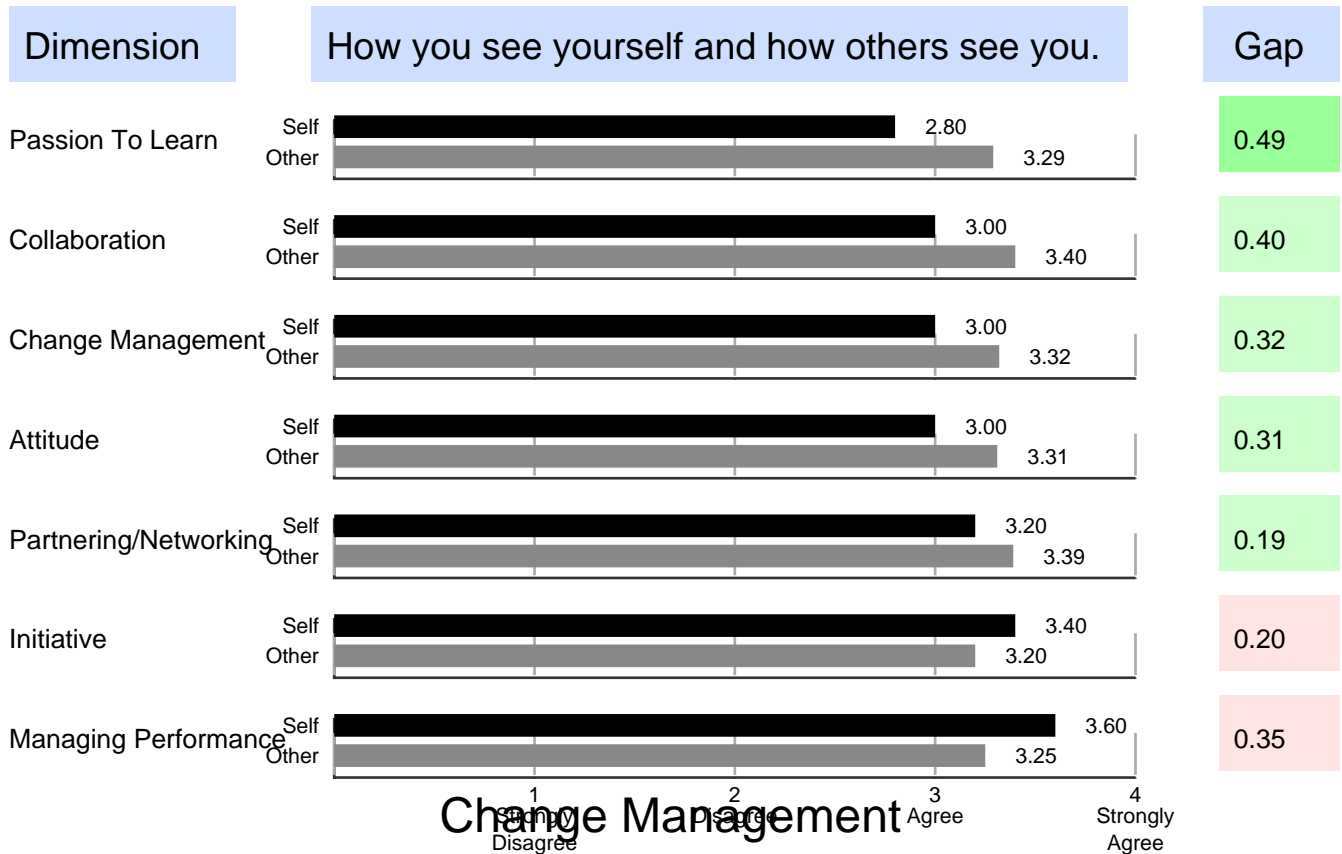
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments. Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational growth.

## 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. Assesses market trends to determine the changes needed to maintain profitability.	15	3.20	86.7	13%	53%	33%	
2. Succinctly conveys a vision of the changes in a way that is easy for employees to understand.	15	3.33	100.0		67%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
3. Supports new initiatives for organizational changes to improve effectiveness.	15	3.33	93.3	7%	53%	40%	
4. Communicates a vision for the future.	15	3.27	93.3	7%	60%	33%	
5. Understands that changes may be needed to advance the organization.	14	3.21	85.7	14%	50%	36%	
6. Addresses personnel issues that may impede progress on implementing changes.	15	3.47	100.0		53%	47%	
7. Champions and implements organizational change.	15	3.40	93.3	7%	47%	47%	
8. Effectively manages change in a dynamic business environment.	15	3.20	86.7	13%	53%	33%	
9. Is aware of changes in the work environment.	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. Assesses market trends to determine the changes needed to maintain profitability.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Succinctly conveys a vision of the changes in a way that is easy for employees to understand.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Supports new initiatives for organizational changes to improve effectiveness.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Communicates a vision for the future.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Understands that changes may be needed to advance the organization.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Addresses personnel issues that may impede progress on implementing changes.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Champions and implements organizational change.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Effectively manages change in a dynamic business environment.	3.40	3.40	3.20	3.20	
9. Is aware of changes in the work environment.	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. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	15	3.20	93.3	7%	67%		27%
11. Respects and utilizes diverse perspectives in addressing challenges.	15	3.67	100.0		33%	67%	
12. Fosters a cooperative environment rather than a highly competitive one.	15	3.40	93.3	7%	47%		47%
13. Develops networks and builds alliances across departments.	15	3.13	86.7	13%	60%		27%
14. Defines shared goals with the committee members.	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. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Respects and utilizes diverse perspectives in addressing challenges.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Fosters a cooperative environment rather than a highly competitive one.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Develops networks and builds alliances across departments.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Defines shared goals with the committee members.	3.20	3.13	3.00	3.47	+0.47 ▲

## Partnering/Networking

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication. Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry impact.

### 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. Leverages core competencies of partners to the benefit of both parties.	15	3.53	100.0			47%	53%
16. Defines a partnering strategy for identifying and selecting a partner.	15	3.47	93.3	7%	40%		53%
17. Develops internal alliances with others in the department.	15	2.93	73.3	27%		53%	20%
18. Facilitates the formation of collaborative relationships with suppliers and vendors.	15	3.40	93.3	7%	47%		47%
19. Communicates with others in an open manner.	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. Leverages core competencies of partners to the benefit of both parties.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Defines a partnering strategy for identifying and selecting a partner.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Develops internal alliances with others in the department.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Facilitates the formation of collaborative relationships with suppliers and vendors.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Communicates with others in an open manner.	3.13	2.87	3.53	3.53	

## 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
20. Will participate in training classes even if offered outside of normal working hours.	15	3.47	100.0			53%	47%
21. Demonstrates a willingness to participate in continuing education courses.	15	3.00	80.0	20%		60%	20%
22. Creates an environment that supports personal development and exploration.	15	3.53	100.0			47%	53%
23. Inspires others to learn new things.	15	3.13	86.7	13%		60%	27%
24. Enjoys learning new skills and techniques.	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. Will participate in training classes even if offered outside of normal working hours.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Demonstrates a willingness to participate in continuing education courses.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Creates an environment that supports personal development and exploration.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Inspires others to learn new things.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Enjoys learning new skills and techniques.	3.33	3.47	3.33	3.13	-0.20 ▼

## Attitude

Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

### 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. Makes space for others to share perspectives on change, incorporating feedback into real-time decisions.	15	3.07	86.7	13%	67%		20%
26. Accommodates differing work styles and needs when planning team interactions.	15	3.20	93.3	7%	60%		33%
27. Seeks opportunities to be helpful to others.	15	3.40	93.3	7%	47%		47%
28. Participates in planning and facilitating team-building activities or staff recognition events.	15	3.60	93.3	7%	27%	67%	
29. Contributes to a positive and fun work environment.	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. Makes space for others to share perspectives on change, incorporating feedback into real-time decisions.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Accommodates differing work styles and needs when planning team interactions.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Seeks opportunities to be helpful to others.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Participates in planning and facilitating team-building activities or staff recognition events.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Contributes to a positive and fun work environment.	3.21	3.20	3.20	3.20	

## Managing Performance

Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if 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
30. Monitors performance on a regular basis.	14	3.00	92.9	7%	79%		14%
31. Ensures employees understand their performance expectations.	15	3.33	93.3	7%	53%	40%	
32. Sets and maintains high standards for self and others.	14	3.29	100.0		71%		29%
33. Regularly conducts performance reviews of all employees.	15	3.27	100.0		73%		27%
34. Rewards individuals who show imagination in developing creative solutions to problems.	15	3.47	93.3	7%	40%	53%	

### Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
30. Monitors performance on a regular basis.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Ensures employees understand their performance expectations.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Sets and maintains high standards for self and others.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Regularly conducts performance reviews of all employees.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Rewards individuals who show imagination in developing creative solutions to problems.	3.33	3.00	3.53	3.47	-0.07 ▼

## Initiative

Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

### 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. Takes the initiative to complete tasks ahead of schedule.	15	3.13	86.7	13%	60%		27%
36. Initiates draft documents for the director.	15	3.20	93.3	7%	67%		27%
37. Initiates projects that have an impact on the department.	15	3.33	93.3	7%	53%		40%
38. Seeks alternative methods or resources when initial approaches fail or are unavailable.	15	3.07	86.7	13%	67%		20%
39. Proactively identifies and removes barriers that inhibit progress without waiting for direction.	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. Takes the initiative to complete tasks ahead of schedule.	3.20	3.27	3.13	3.13	
36. Initiates draft documents for the director.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Initiates projects that have an impact on the department.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Seeks alternative methods or resources when initial approaches fail or are unavailable.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Proactively identifies and removes barriers that inhibit progress without waiting for direction.	3.20	3.27	3.00	3.33	+0.33 ▲