

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.

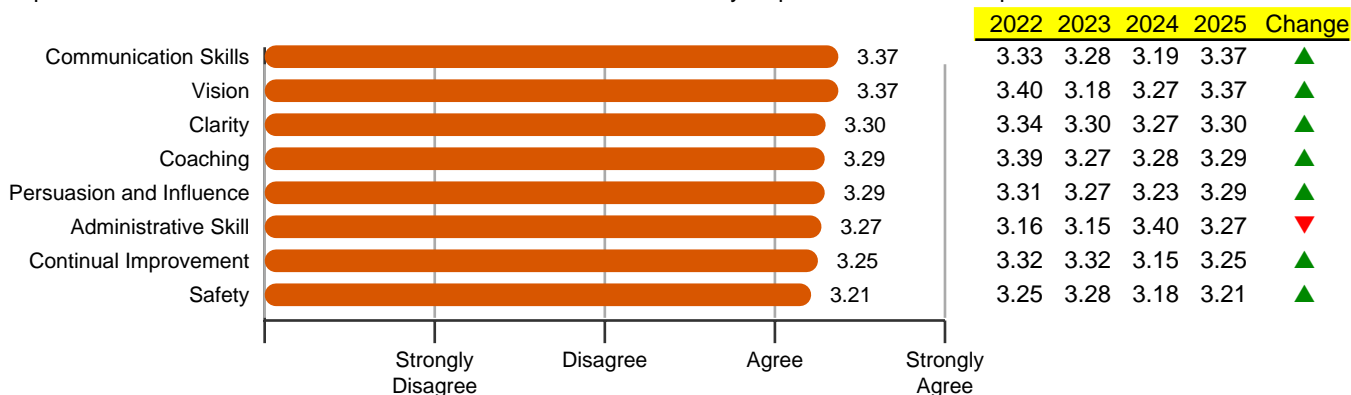
What to Do with Your Feedback

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

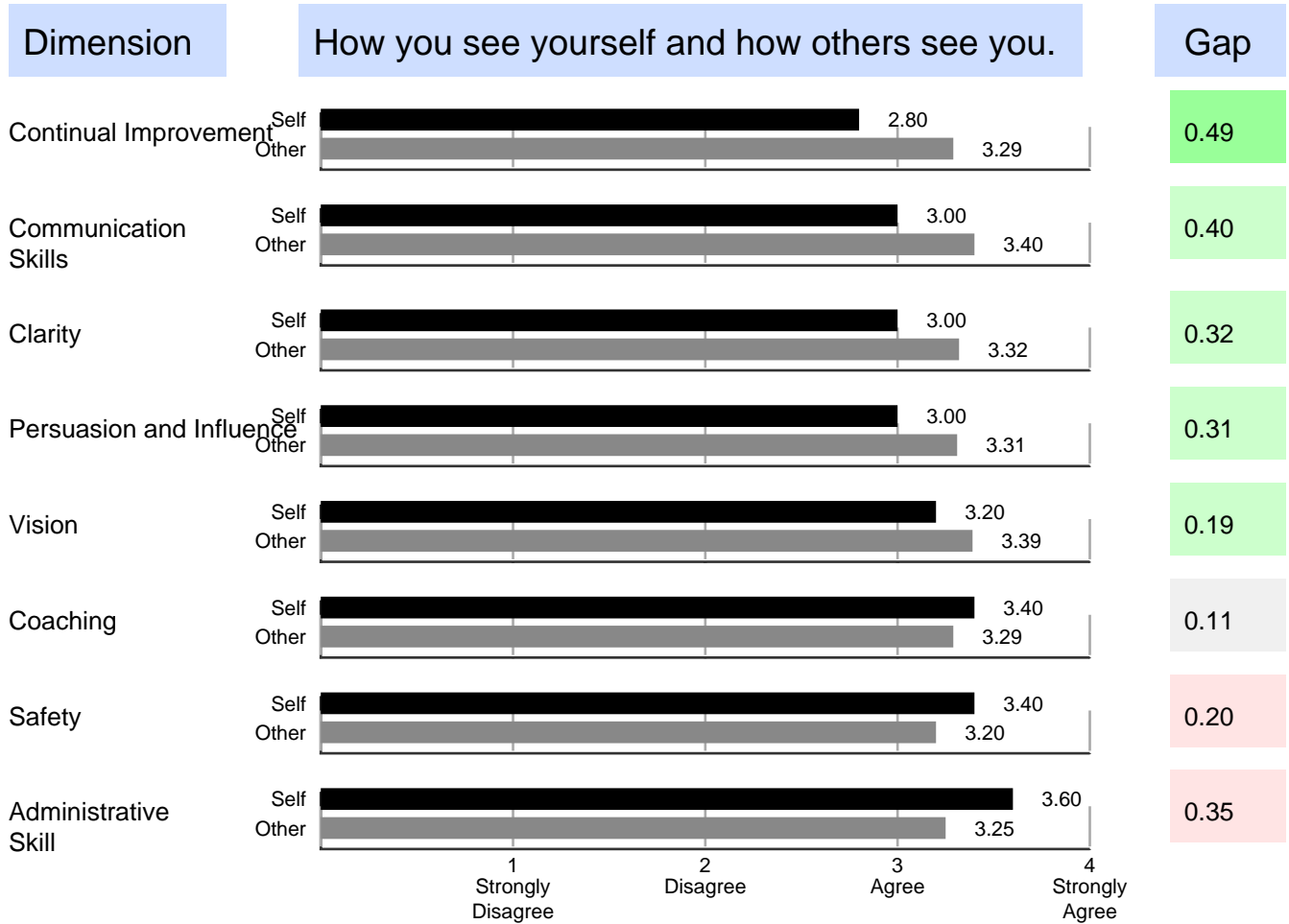
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Is clear about the roles and duties of team members.	15	3.20	86.7	13%	53%	33%	
2. Provides a clear vision for the future.	15	3.33	100.0		67%	33%	
3. Clearly explains the vision and goals of the company.	15	3.33	93.3	7%	53%	40%	
4. Uses appropriate grammar and tense in communications.	15	3.27	93.3	7%	60%	33%	
5. Checks details thoroughly.	14	3.21	85.7	14%	50%	36%	
6. Clarifies problems and their causes to help employees correct them.	15	3.47	100.0		53%	47%	
7. Maintains clarity in goals and objectives.	15	3.40	93.3	7%	47%	47%	
8. Writes clear job descriptions for positions in the organization.	15	3.20	86.7	13%	53%	33%	
9. Seeks to reduce ambiguity in messaging and documents.	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 clear about the roles and duties of team members.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Provides a clear vision for the future.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Clearly explains the vision and goals of the company.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Uses appropriate grammar and tense in communications.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Checks details thoroughly.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Clarifies problems and their causes to help employees correct them.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Maintains clarity in goals and objectives.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Writes clear job descriptions for positions in the organization.	3.40	3.40	3.20	3.20	
9. Seeks to reduce ambiguity in messaging and documents.	3.53	3.40	3.60	3.27	-0.33 ▼

Communication Skills

Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational 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
10. Listens to others' points of view with an open mind	15	3.20	93.3	7%	67%		27%
11. Makes eye contact with the person they are speaking with.	15	3.67	100.0		33%	67%	
12. Welcomes input and suggestions from others.	15	3.40	93.3	7%	47%		47%
13. Provides the reasoning behind choices and actions.	15	3.13	86.7	13%	60%		27%
14. Responds to questions with accurate and complete answers	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. Listens to others' points of view with an open mind	3.33	3.47	3.27	3.20	-0.07 ▼
11. Makes eye contact with the person they are speaking with.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Welcomes input and suggestions from others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Provides the reasoning behind choices and actions.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Responds to questions with accurate and complete answers	3.20	3.13	3.00	3.47	+0.47 ▲

Vision

Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal execution and team empowerment. Visionary leaders inspire and influence others by modeling consistency, celebrating progress, and fostering a growth-oriented environment that reflects organizational values. Through strategic clarity and motivational leadership, vision becomes a unifying force that drives innovation, alignment, and sustained 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
15. Charts a bold course for the department's rapid evolution and expansion.	15	3.53	100.0			47%	53%
16. Creates a common vision for others.	15	3.47	93.3	7%	40%		53%
17. Fosters an environment where the vision is not only understood but lived.	15	2.93	73.3	27%		53%	20%
18. Articulates a vision for the department that is aligned with the division/company's vision.	15	3.40	93.3	7%	47%		47%
19. Sets a schedule for achieving the organization's vision.	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. Charts a bold course for the department's rapid evolution and expansion.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Creates a common vision for others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Fosters an environment where the vision is not only understood but lived.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Articulates a vision for the department that is aligned with the division/company's vision.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Sets a schedule for achieving the organization's vision.	3.13	2.87	3.53	3.53	

Continual Improvement

Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

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. Looks for ways to expand and learn new job skills.	15	3.47	100.0		53%	47%	
21. Fosters a culture of open communication and continuous improvement.	15	3.00	80.0	20%	60%		20%
22. Looks for ways to expand current job responsibilities.	15	3.53	100.0		47%	53%	
23. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.13	86.7	13%	60%		27%
24. Promotes training and development opportunities to enhance job performance.	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. Looks for ways to expand and learn new job skills.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Fosters a culture of open communication and continuous improvement.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Looks for ways to expand current job responsibilities.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Promotes training and development opportunities to enhance job performance.	3.33	3.47	3.33	3.13	-0.20 ▼

Persuasion and Influence

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational goals.

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. Demonstrates deep subject matter knowledge through clear, confident explanations that build trust.	15	3.07	86.7	13%	67%		20%
26. Is an excellent spokesperson for the department/company.	15	3.20	93.3	7%	60%		33%
27. Develops key messages and timing to maximize receptivity and impact across different stakeholders.	15	3.40	93.3	7%	47%		47%
28. Assesses power dynamics and informal influencers to determine the most effective pathways to obtain buy-in.	15	3.60	93.3	7%	27%	67%	
29. Always provides specifics and facts to backup arguments.	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. Demonstrates deep subject matter knowledge through clear, confident explanations that build trust.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Is an excellent spokesperson for the department/company.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Develops key messages and timing to maximize receptivity and impact across different stakeholders.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Assesses power dynamics and informal influencers to determine the most effective pathways to obtain buy-in.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Always provides specifics and facts to backup arguments.	3.21	3.20	3.20	3.20	

Administrative Skill

Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

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. Takes time to grasp the points being made, and ensures individuals feel heard.	14	3.00	92.9	7%	79%		14%
31. Formats and produces a variety of business related documents/reports.	15	3.33	93.3	7%	53%		40%
32. Organizes schedules, including departure and arrival times, check-in details, and reservation confirmations.	14	3.29	100.0		71%		29%
33. Performs basic logistics such as arranging transfers, shuttles, taxis, or rideshares, to and from airports or event locations.	15	3.27	100.0		73%		27%
34. Enters data as needed.	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. Takes time to grasp the points being made, and ensures individuals feel heard.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Formats and produces a variety of business related documents/reports.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Organizes schedules, including departure and arrival times, check-in details, and reservation confirmations.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Performs basic logistics such as arranging transfers, shuttles, taxis, or rideshares, to and from airports or event locations.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Enters data as needed.	3.33	3.00	3.53	3.47	-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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Works to implement corrective safety measures.	15	3.13	86.7	13%	60%	27%	
36. Develops a culture of safety.	15	3.20	93.3	7%	67%	27%	
37. Seeks to reduce the likelihood of accidents.	15	3.33	93.3	7%	53%	40%	
38. Points out behaviors in others that may be unsafe.	15	3.07	86.7	13%	67%	20%	
39. Develops safety guidelines for the department.	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. Works to implement corrective safety measures.	3.20	3.27	3.13	3.13	
36. Develops a culture of safety.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Seeks to reduce the likelihood of accidents.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Points out behaviors in others that may be unsafe.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Develops safety guidelines for the department.	3.20	3.27	3.00	3.33	+0.33 ▲

Coaching

Coaching is an essential leadership skill that enhances performance by fostering dialogue and active listening, asking open-ended questions, challenging assumptions, and tailoring approaches to individual needs. It involves reframing challenges as opportunities, broadening perspectives, providing constructive feedback, empowering employees, and emphasizing future potential. Effective coaching supports growth and development by creating a receptive environment, encouraging introspection and self-reflection, demonstrating empathy, investing time, and driving meaningful 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
40. Knows the capabilities and motivations of the individuals in the work group.	15	3.33	100.0		67%		33%
41. Empowers employees to take ownership of their growth and decisions.	15	3.33	93.3	7%	53%		40%
42. Allocates sufficient time for coaching.	15	3.40	93.3	7%	47%		47%
43. Understands the issues that the employee may be experiencing at work.	15	3.13	86.7	13%	60%		27%
44. Addresses employee behavior problems effectively.	15	3.27	100.0		73%		27%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
40. Knows the capabilities and motivations of the individuals in the work group.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Empowers employees to take ownership of their growth and decisions.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Allocates sufficient time for coaching.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Understands the issues that the employee may be experiencing at work.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Addresses employee behavior problems effectively.	3.33	3.27	3.87	3.27	-0.60 ▼