

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.

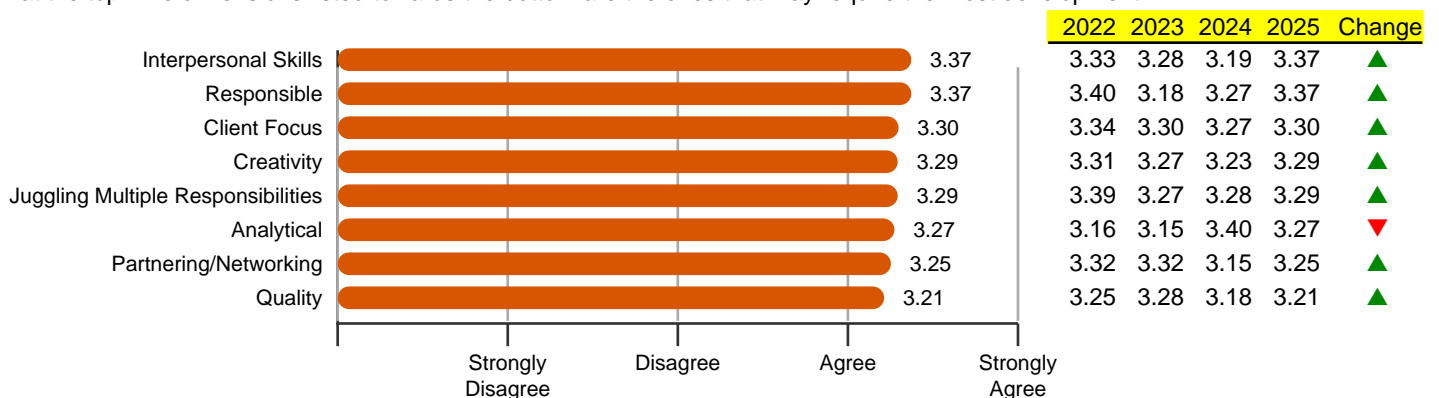
What to Do with Your Feedback

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

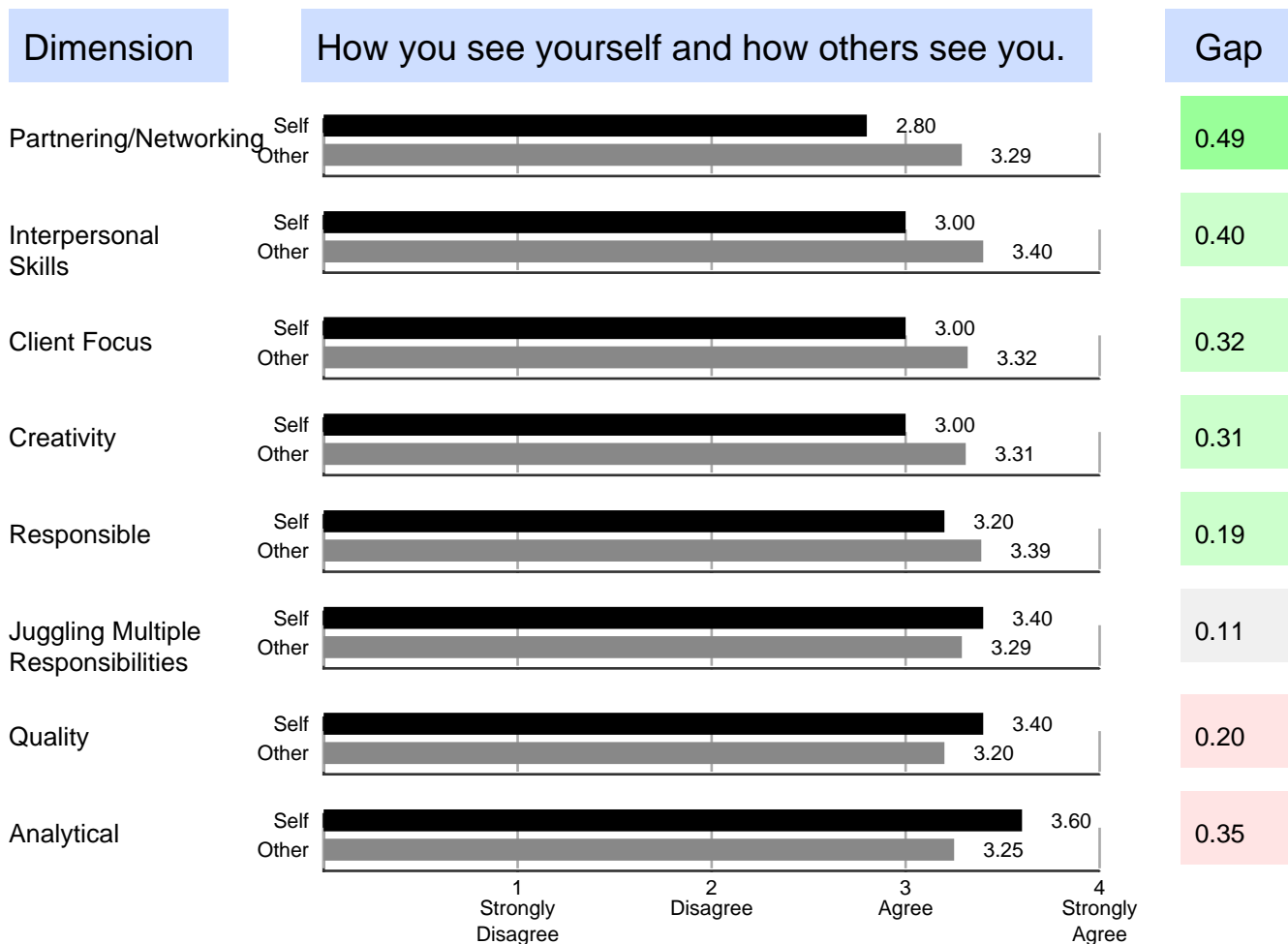
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Client Focus

Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving services to enhance the client experience. A client-focused approach builds trust, ensures positive interactions, and demonstrates long-term commitment by consistently adapting to evolving expectations and providing high-quality service.

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. Helps others in responding to client needs.	15	3.20	86.7	13%	53%	33%	
2. Engages with clients on multiple levels.	15	3.33	100.0		67%	33%	
3. Documents client interactions.	15	3.33	93.3	7%	53%	40%	
4. Ensures clients are comfortable with the services provided.	15	3.27	93.3	7%	60%	33%	
5. Understands the needs of the client.	14	3.21	85.7	14%	50%	36%	
6. Anticipates client needs.	15	3.47	100.0		53%	47%	
7. Looks for opportunities that have a positive impact on Clients.	15	3.40	93.3	7%	47%	47%	
8. Focuses on the unique needs of each client.	15	3.20	86.7	13%	53%	33%	
9. Responds to the needs of the client.	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. Helps others in responding to client needs.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Engages with clients on multiple levels.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Documents client interactions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Ensures clients are comfortable with the services provided.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Understands the needs of the client.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Anticipates client needs.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Looks for opportunities that have a positive impact on Clients.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Focuses on the unique needs of each client.	3.40	3.40	3.20	3.20	

Item	2022	2023	2024	2025	Change
9. Responds to the needs of the client.	3.53	3.40	3.60	3.27	-0.33 ▼

Interpersonal Skills

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

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. Demonstrates good communication with colleagues and customers.	15	3.20	93.3	7%	67%		27%
11. Gives credit where credit is due.	15	3.67	100.0		33%	67%	
12. Recognizes the contributions of others.	15	3.40	93.3	7%	47%		47%
13. Offers constructive criticism to have a positive impact on performance.	15	3.13	86.7	13%	60%		27%
14. Works diligently to assist customers in finding the right products.	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. Demonstrates good communication with colleagues and customers.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Gives credit where credit is due.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Recognizes the contributions of others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Offers constructive criticism to have a positive impact on performance.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Works diligently to assist customers in finding the right products.	3.20	3.13	3.00	3.47	+0.47 ▲

Responsible

Takes responsibility for actions and sets a good example for others.

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. Is a person you can trust.	15	3.53	100.0			47%	53%
16. Sets a good example	15	3.47	93.3	7%	40%		53%
17. Sets a good example.	15	2.93	73.3	27%		53%	20%
18. Acts as a resource without removing individual responsibility.	15	3.40	93.3	7%	47%		47%
19. Sets high personal standards of performance.	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. Is a person you can trust.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Sets a good example	3.33	3.00	3.07	3.47	+0.40 ▲
17. Sets a good example.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Acts as a resource without removing individual responsibility.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Sets high personal standards of performance.	3.13	2.87	3.53	3.53	

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
20. Creates joint initiatives or projects that serve the common interests of all parties.	15	3.47	100.0	53%		47%	
21. Actively prevents conflicts by identifying issues early and resolving them promptly.	15	3.00	80.0	20%	60%		20%
22. Defines a partnering strategy for identifying and selecting a partner.	15	3.53	100.0	47%		53%	
23. Aims to foster and sustain relationships rooted in trust and commitment.	15	3.13	86.7	13%	60%		27%
24. Forms collaborative relationships with others.	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. Creates joint initiatives or projects that serve the common interests of all parties.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Actively prevents conflicts by identifying issues early and resolving them promptly.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Defines a partnering strategy for identifying and selecting a partner.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Aims to foster and sustain relationships rooted in trust and commitment.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Forms collaborative relationships with others.	3.33	3.47	3.33	3.13	-0.20 ▼

Creativity

Creativity is the ability to generate original, valuable ideas by drawing on reflection, imagination, and continuous learning. It thrives in environments that are supportive, open to diverse perspectives, and structured to stimulate exploration, risk-taking, and thoughtful contemplation. Creative leaders not only develop their own ideas but also cultivate the creative potential of others through collaboration, inspiration, and cross-functional networking. True creativity adds value by producing innovative, unique solutions that are implemented, evaluated, and refined to solve real problems and drive 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
25. Creates space for developing ideas and refining them through iteration.	15	3.07	86.7	13%	67%		20%
26. Ensures that creative ideas move beyond discussion into real-world application.	15	3.20	93.3	7%	60%		33%
27. Considers problems from multiple angles to uncover new approaches.	15	3.40	93.3	7%	47%		47%
28. Uses creativity to streamline workflows and reduce friction.	15	3.60	93.3	7%	27%	67%	
29. Discovers new ways of doing things through careful observation and analysis.	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. Creates space for developing ideas and refining them through iteration.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Ensures that creative ideas move beyond discussion into real-world application.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Considers problems from multiple angles to uncover new approaches.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Uses creativity to streamline workflows and reduce friction.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Discovers new ways of doing things through careful observation and analysis.	3.21	3.20	3.20	3.20	

Analytical

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
30. Uses analytical techniques to assure that adequate resources are available to meet the needs of the department.	14	3.00	92.9	7%	79%		14%
31. Recognizes that all parts of a business are connected where a change in one area can impact others in unexpected ways.	15	3.33	93.3	7%	53%	40%	
32. Able to recall relevant information when needed.	14	3.29	100.0		71%		29%
33. Looks for patterns, trends, and relationships within the data.	15	3.27	100.0		73%		27%
34. Measures costs associated with various programs and policies.	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. Uses analytical techniques to assure that adequate resources are available to meet the needs of the department.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Recognizes that all parts of a business are connected where a change in one area can impact others in unexpected ways.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Able to recall relevant information when needed.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Looks for patterns, trends, and relationships within the data.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Measures costs associated with various programs and policies.	3.33	3.00	3.53	3.47	-0.07 ▼

Quality

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

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. Holds employees accountable for their quality of work.	15	3.13	86.7	13%	60%		27%
36. Identifies appropriate sources of quality standards.	15	3.20	93.3	7%	67%		27%
37. Encourages others to produce the highest quality work products.	15	3.33	93.3	7%	53%		40%
38. Maintains detailed instructions to ensure consistency and quality in the production line.	15	3.07	86.7	13%	67%		20%
39. Systematically and thoroughly inspects products for consistency in meeting specifications.	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. Holds employees accountable for their quality of work.	3.20	3.27	3.13	3.13	
36. Identifies appropriate sources of quality standards.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Encourages others to produce the highest quality work products.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Maintains detailed instructions to ensure consistency and quality in the production line.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Systematically and thoroughly inspects products for consistency in meeting specifications.	3.20	3.27	3.00	3.33	+0.33 ▲

Juggling Multiple Responsibilities

Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

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. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.33	100.0		67%		33%
41. Spends the most time and effort on critical tasks first.	15	3.33	93.3	7%	53%		40%
42. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.40	93.3	7%	47%		47%
43. Keeps track of multiple assignments and deadlines.	15	3.13	86.7	13%	60%		27%
44. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.27	100.0		73%		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	2022	2023	2024	2025	Change
40. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Spends the most time and effort on critical tasks first.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Ensures that assignments are prioritized according to the needs of the department/company.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Keeps track of multiple assignments and deadlines.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.33	3.27	3.87	3.27	-0.60 ▼