



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.

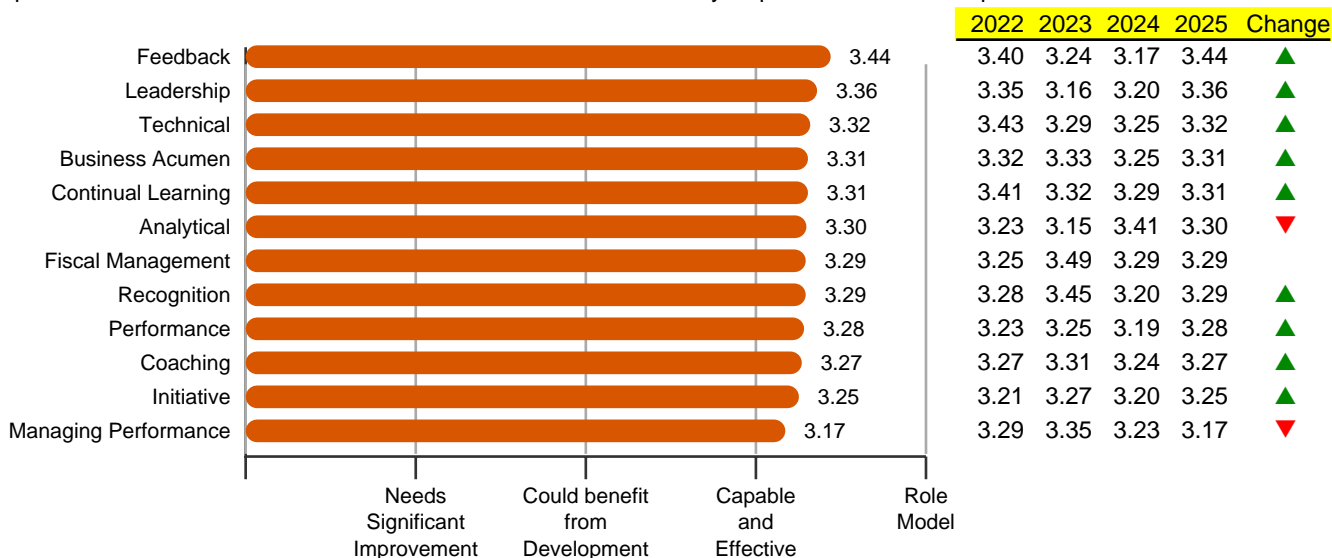
## What to Do with Your Feedback

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

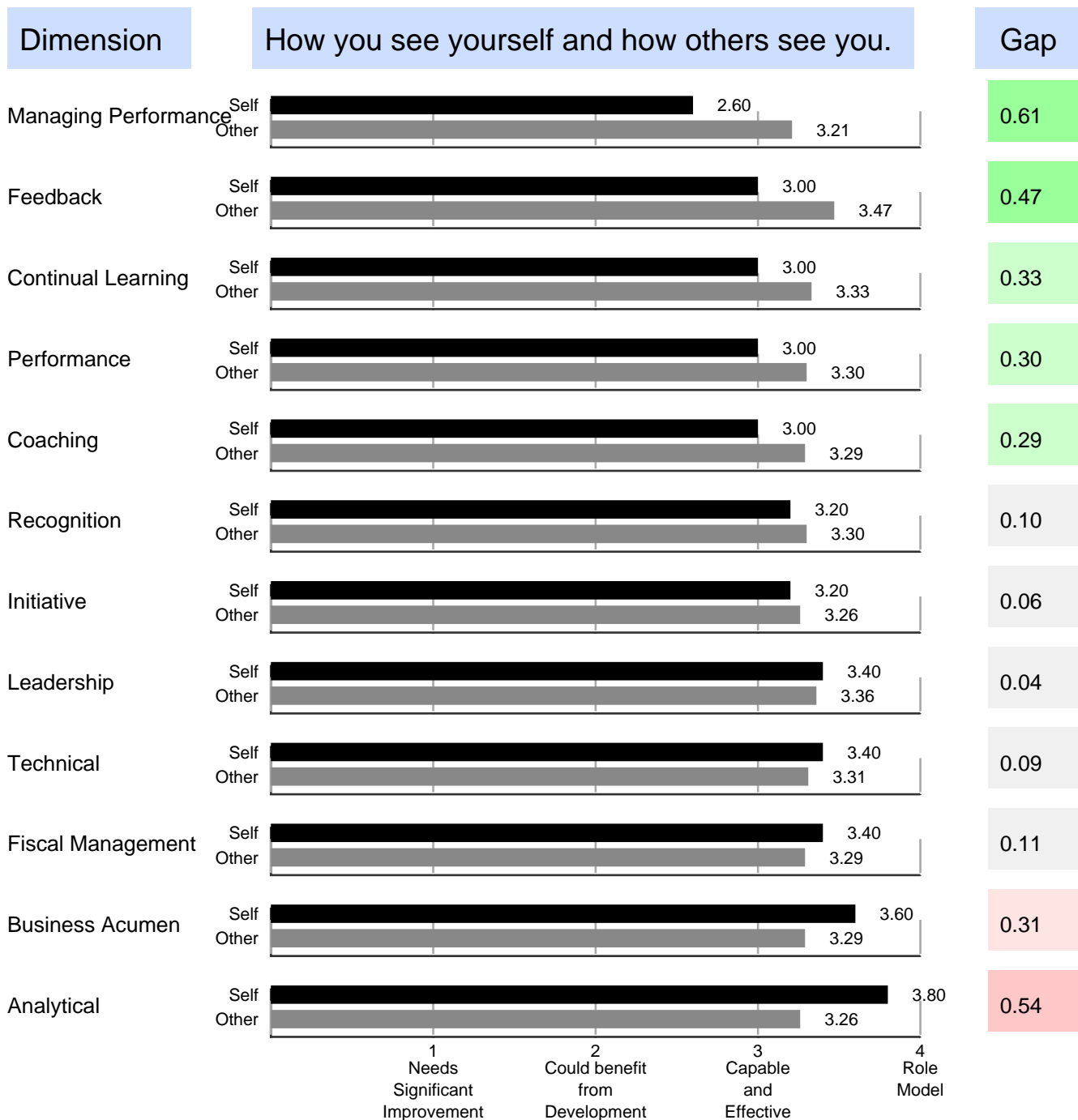
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

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.



# 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Considers the ideas and suggestions from coaches.	15	3.20	86.7	13%	53%	33%	
2. Frequently looks for opportunities to coach employees.	15	3.33	100.0		67%	33%	
3. Is attentive to the needs of others	15	3.33	93.3	7%	53%	40%	
4. Helps employees to understand responsibilities, authority, and expectations.	15	3.27	93.3	7%	60%	33%	
5. Assists the employee in seeking improved self-awareness and self-reflection.	14	3.21	85.7	14%	50%	36%	

## 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. Considers the ideas and suggestions from coaches.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Frequently looks for opportunities to coach employees.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Is attentive to the needs of others	3.40	3.40	3.27	3.33	+0.07 ▲
4. Helps employees to understand responsibilities, authority, and expectations.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Assists the employee in seeking improved self-awareness and self-reflection.	3.00	3.20	3.13	3.21	+0.08 ▲

## Continual Learning

Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

### 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Sets relevant learning objectives and goals.	15	3.47	100.0		53%	47%	
7. Builds on their strengths while addressing their weaknesses.	15	3.40	93.3	7%	47%	47%	
8. Pursues professional development opportunities when they arise.	15	3.20	86.7	13%	53%	33%	
9. Shares best practices with others and learns from others.	15	3.27	86.7	13%	47%	40%	
10. Pursues self-improvement through continual learning.	15	3.20	93.3	7%	67%	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
6. Sets relevant learning objectives and goals.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Builds on their strengths while addressing their weaknesses.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Pursues professional development opportunities when they arise.	3.40	3.40	3.20	3.20	
9. Shares best practices with others and learns from others.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Pursues self-improvement through continual learning.	3.33	3.47	3.27	3.20	-0.07 ▼

## Feedback

Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Upholds the privacy and integrity of feedback contributors.	15	3.67	100.0	33%	67%		
12. Recognizes strengths and identifies areas where improvement is needed.	15	3.40	93.3	7%	47%	47%	
13. Helps employees to thoroughly understand the feedback they receive, identifying key takeaways, and determining specific steps they can take to address any areas for improvement.	15	3.13	86.7	13%	60%	27%	
14. Seeks a more comprehensive understanding of abilities and identifies specific areas for improvement.	15	3.47	100.0		53%	47%	
15. Engages in a proactive approach to feedback to fosters a culture of continuous learning and development.	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
11. Upholds the privacy and integrity of feedback contributors.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Recognizes strengths and identifies areas where improvement is needed.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Helps employees to thoroughly understand the feedback they receive, identifying key takeaways, and determining specific steps they can take to address any areas for improvement.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Seeks a more comprehensive understanding of abilities and identifies specific areas for improvement.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Engages in a proactive approach to feedback to fosters a culture of continuous learning and development.	3.67	3.27	3.20	3.53	+0.33 ▲

## 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Establishes a sense of order and control in the branch; co-workers know their roles	15	3.47	93.3	7%	40%	53%	
17. Gives subordinates the reason for tasks.	15	2.93	73.3	27%	53%	20%	
18. Provides employees with the authority and resources needed to make decisions within their roles.	15	3.40	93.3	7%	47%	47%	
19. Selects the best and brightest people from inside or outside the company.	15	3.53	100.0		47%	53%	
20. Able to align manpower, design work, and allocate tasks to achieve goals.	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
16. Establishes a sense of order and control in the branch; co-workers know their roles	3.33	3.00	3.07	3.47	+0.40 ▲
17. Gives subordinates the reason for tasks.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Provides employees with the authority and resources needed to make decisions within their roles.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Selects the best and brightest people from inside or outside the company.	3.13	2.87	3.53	3.53	
20. Able to align manpower, design work, and allocate tasks to achieve goals.	3.40	3.20	2.87	3.47	+0.60 ▲

## 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Ensures the eligibility of the proposed award recipient.	15	3.00	80.0	20%	60%		20%
22. Ensures team members receive rewards for positive performance accomplishments.	15	3.53	100.0		47%	53%	
23. Determines the operational standards needed for performance of the job.	15	3.13	86.7	13%	60%		27%
24. Conveys expectations for meeting performance metrics.	15	3.13	80.0	7%	13%	40%	40%
25. Measures job performance of subordinates against defined goals and objectives.	15	3.07	86.7	13%	67%		20%

## 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
21. Ensures the eligibility of the proposed award recipient.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Ensures team members receive rewards for positive performance accomplishments.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Determines the operational standards needed for performance of the job.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Conveys expectations for meeting performance metrics.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Measures job performance of subordinates against defined goals and objectives.	3.27	3.33	3.27	3.07	-0.20 ▼

## Performance

Maintains high level of 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Works well in this position.	15	3.20	93.3	7%	60%	33%	
27. Effective in performing his/her job.	15	3.40	93.3	7%	47%	47%	
28. Listens and responds to issues and problems	15	3.60	93.3	7%	27%	67%	
29. ...Overall Performance	15	3.20	86.7	13%	53%	33%	
30. ...Produce Quality	14	3.00	92.9	7%	79%	14%	

## 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
26. Works well in this position.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Effective in performing his/her job.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Listens and responds to issues and problems	3.33	3.13	3.40	3.60	+0.20 ▲
29. ...Overall Performance	3.21	3.20	3.20	3.20	
30. ...Produce Quality	2.87	3.27	3.07	3.00	-0.07 ▼

## 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Uses financial metrics of similar companies to estimate the value our company.	15	3.33	93.3	7%	53%	40%	
32. Identifies the root cause of a problem.	14	3.29	100.0		71%	29%	
33. Uses logic and reasoning to identify which pieces of information are useful and which are not.	15	3.27	100.0		73%	27%	
34. Is willing to seek out and consider alternative viewpoints.	15	3.47	93.3	7%	40%	53%	
35. Figures out where issues might arise.	15	3.13	86.7	13%	60%	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
31. Uses financial metrics of similar companies to estimate the value our company.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Identifies the root cause of a problem.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Uses logic and reasoning to identify which pieces of information are useful and which are not.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is willing to seek out and consider alternative viewpoints.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Figures out where issues might arise.	3.20	3.27	3.13	3.13	

## 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Acts independently to solve pressing needs.	15	3.20	93.3	7%	67%		27%
37. Persists in stakeholder engagement even when initial outreach is met with resistance or indifference.	15	3.33	93.3	7%	53%		40%
38. When working on a problem in a team, they are often the first to suggest possible solutions.	15	3.07	86.7	13%	67%		20%
39. Demonstrates resilience by learning from failed attempts and applying insights to future actions.	15	3.33	100.0		67%		33%
40. Cleans the workspace without being told.	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
36. Acts independently to solve pressing needs.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Persists in stakeholder engagement even when initial outreach is met with resistance or indifference.	3.20	3.27	3.07	3.33	+0.26 ▲
38. When working on a problem in a team, they are often the first to suggest possible solutions.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Demonstrates resilience by learning from failed attempts and applying insights to future actions.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Cleans the workspace without being told.	3.00	3.20	3.27	3.33	+0.07 ▲

## Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

### 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Willingly shares his/her technical expertise; sought out as resource by others	15	3.33	93.3	7%	53%	40%	
42. Seeks information from others as needed.	15	3.40	93.3	7%	47%	47%	
43. Knows how to produce high quality products/work.	15	3.13	86.7	13%	60%	27%	
44. Willingly shares information and expertise; sought out as resource by others	15	3.27	100.0		73%	27%	
45. Is knowledgeable of procedures or systems necessary for the job.	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
41. Willingly shares his/her technical expertise; sought out as resource by others	3.47	3.20	2.93	3.33	+0.40 ▲
42. Seeks information from others as needed.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Knows how to produce high quality products/work.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Willingly shares information and expertise; sought out as resource by others	3.33	3.27	3.87	3.27	-0.60 ▼
45. Is knowledgeable of procedures or systems necessary for the job.	3.20	3.33	3.13	3.47	+0.33 ▲

## Recognition

Recognition is the intentional acknowledgment and appreciation of employees' contributions, achievements, and performance, ensuring that praise is timely, meaningful, fair, and aligned with organizational values. Effective recognition fosters a supportive and engaging workplace by integrating structured programs, spontaneous appreciation, and impactful rewards-both formal and informal-while reinforcing positive behaviors and incentivizing success. By making recognition visible, systematic, and inclusive, leaders cultivate an environment where employees feel valued, motivated, and empowered to contribute to organizational growth and excellence.

### 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Views recognition of employees as an important part of being a manager.	15	3.40	93.3	7%	47%	47%	
47. Implements formal and informal recognition practices within the department.	15	3.20	93.3	7%	67%	27%	
48. Engages in employee recognition activities.	15	3.20	93.3	7%	60%	33%	
49. Offers recognition for big accomplishments.	15	3.47	100.0		53%	47%	
50. Gives recognition immediately after employees achieve certain levels of performance.	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
46. Views recognition of employees as an important part of being a manager.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Implements formal and informal recognition practices within the department.	3.33	3.40	3.20	3.20	
48. Engages in employee recognition activities.	3.60	3.33	3.20	3.20	
49. Offers recognition for big accomplishments.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Gives recognition immediately after employees achieve certain levels of performance.	3.20	3.67	3.27	3.20	-0.07 ▼

## Business Acumen

Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

### 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. Uses risk management to make more effective business decisions.	15	3.53	100.0		47%	53%	
52. Possesses a clear grasp of the company's financial indicators.	15	3.27	93.3	7%	60%	33%	
53. Understands cash flow procedures and statements.	15	3.33	100.0		67%	33%	
54. Rewards risky ideas that may yield significant benefits to the business.	15	3.40	93.3	7%	47%	47%	
55. Facilitates creativity and innovation in individuals by helping them understand different aspects of the business.	15	3.00	80.0	20%	60%	20%	

## 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
51. Uses risk management to make more effective business decisions.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Possesses a clear grasp of the company's financial indicators.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Understands cash flow procedures and statements.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Rewards risky ideas that may yield significant benefits to the business.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Facilitates creativity and innovation in individuals by helping them understand different aspects of the business.	3.27	3.40	3.27	3.00	-0.27 ▼

## Fiscal Management

Maintains appropriate financial controls and budgets.

### 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
56. Develops of the department's annual budget.	15	3.53	100.0	0%	47%	53%	0%
57. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.93	86.7	13%	67%	20%	7%
58. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.53	93.3	7%	26%	67%	0%
59. Develops budgets and plans for various programs and initiatives.	15	3.33	93.3	7%	46%	47%	0%
60. Provides budgeting and accounting support to the Company.	15	3.13	86.7	13%	47%	40%	7%

## 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
56. Develops of the department's annual budget.	3.13	3.47	3.13	3.53	+0.40 ▲
57. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.13	3.53	3.20	2.93	-0.27 ▼
58. Ensures others follow the correct rules and regulations on fiscal matters.	3.27	3.27	3.33	3.53	+0.20 ▲
59. Develops budgets and plans for various programs and initiatives.	3.33	3.53	3.33	3.33	
60. Provides budgeting and accounting support to the Company.	3.40	3.67	3.47	3.13	-0.33 ▼