

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.

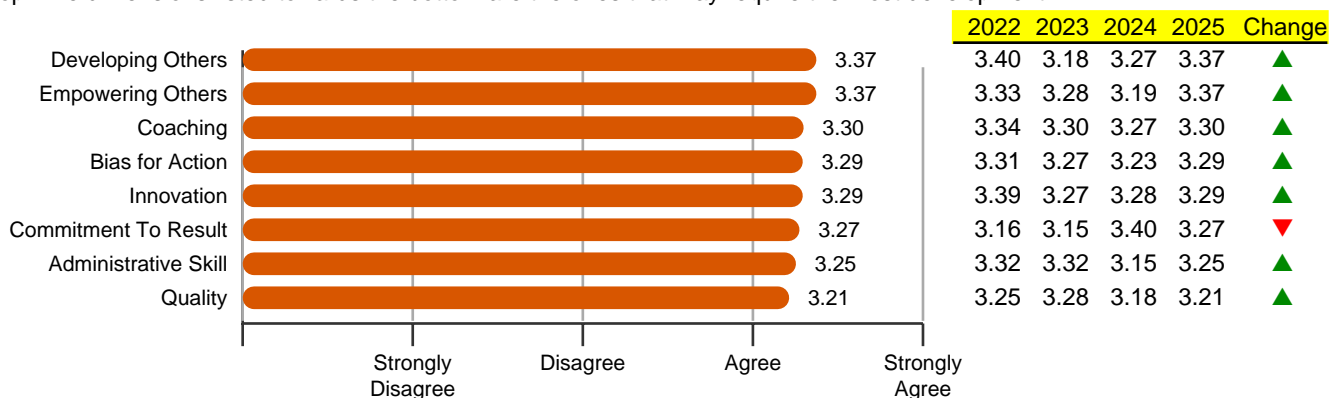
## What to Do with Your Feedback

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

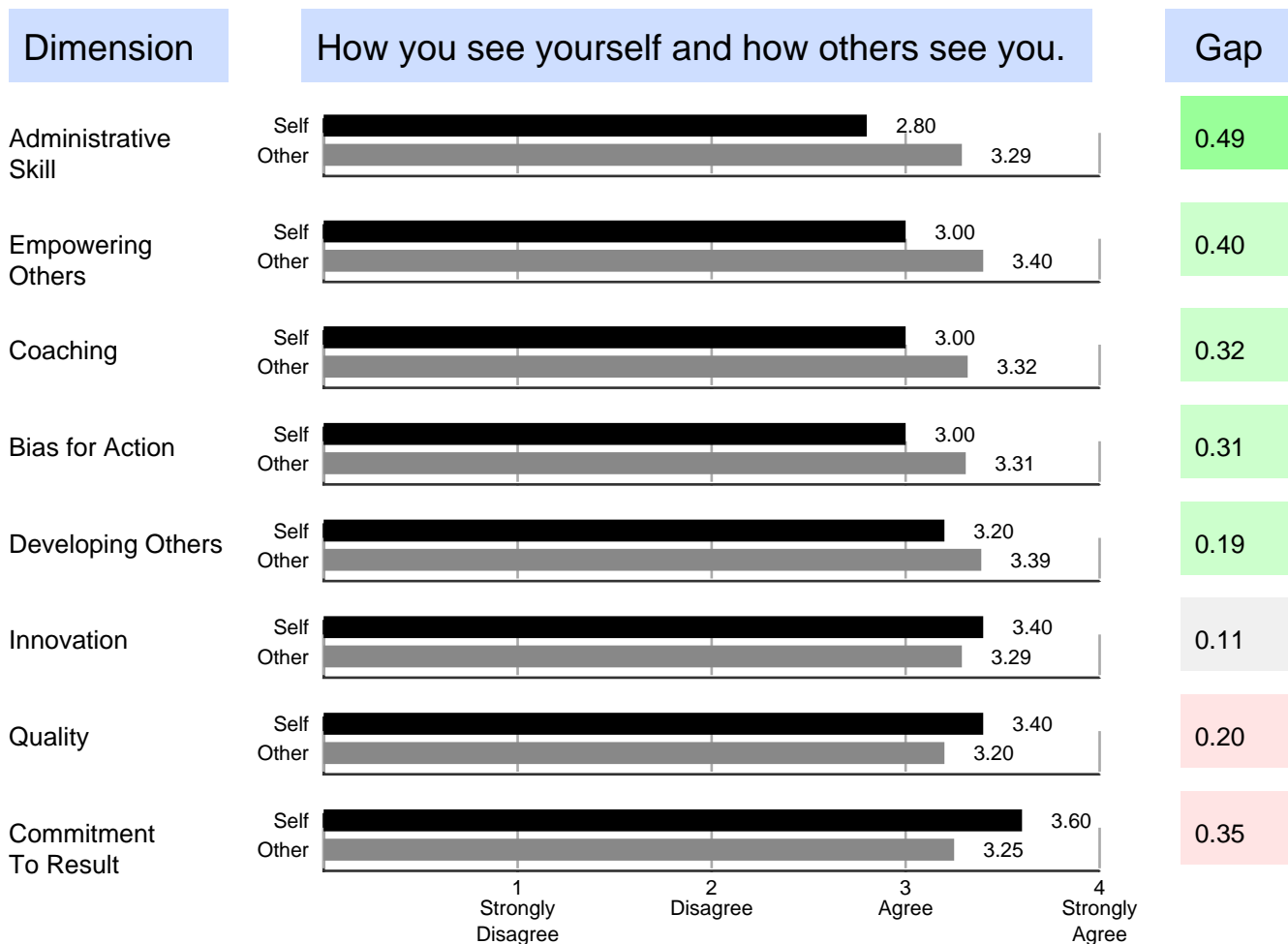
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



# 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
1. Demonstrates that challenges are temporary and often lead to growth.	15	3.20	86.7	13%	53%	33%	
2. Helps individuals explore their strengths, aspirations, and areas for growth.	15	3.33	100.0		67%	33%	
3. Encourages the employee to reflect on their knowledge and experiences.	15	3.33	93.3	7%	53%	40%	
4. Coaches employees on a daily basis.	15	3.27	93.3	7%	60%	33%	
5. Helps others to identify key goals and use their talents to achieve success.	14	3.21	85.7	14%	50%	36%	
6. Asks questions that challenge assumptions.	15	3.47	100.0		53%	47%	
7. Fosters a sense of progress and possibility.	15	3.40	93.3	7%	47%	47%	
8. Uses coaching to help maximize employee output.	15	3.20	86.7	13%	53%	33%	
9. Helps the employee to improve their performance.	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. Demonstrates that challenges are temporary and often lead to growth.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Helps individuals explore their strengths, aspirations, and areas for growth.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Encourages the employee to reflect on their knowledge and experiences.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Coaches employees on a daily basis.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Helps others to identify key goals and use their talents to achieve success.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Asks questions that challenge assumptions.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Fosters a sense of progress and possibility.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Uses coaching to help maximize employee output.	3.40	3.40	3.20	3.20	
9. Helps the employee to improve their performance.	3.53	3.40	3.60	3.27	-0.33 ▼

## Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

### 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. Helps employees advance their skills so that they can have more autonomy.	15	3.20	93.3	7%	67%	27%	
11. Avoids micromanaging their employees.	15	3.67	100.0	33%	67%		
12. Lets employees make their own decisions.	15	3.40	93.3	7%	47%	47%	
13. Encourages employees to expand their skills in order to take on greater responsibilities.	15	3.13	86.7	13%	60%	27%	
14. Listens to the ideas employees have for solving issues.	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. Helps employees advance their skills so that they can have more autonomy.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Avoids micromanaging their employees.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Lets employees make their own decisions.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Encourages employees to expand their skills in order to take on greater responsibilities.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Listens to the ideas employees have for solving issues.	3.20	3.13	3.00	3.47	+0.47 ▲

## Developing Others

Training and developing members of the team/department.

### 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. Tries to ensure employees are ready to move to the next level.	15	3.53	100.0		47%	53%	
16. Provides constructive feedback to others.	15	3.47	93.3	7%	40%	53%	
17. Recognizes and celebrates accomplishments of others.	15	2.93	73.3	27%	53%	20%	
18. Assesses employees' developmental needs.	15	3.40	93.3	7%	47%	47%	
19. Creates opportunities for professional 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
15. Tries to ensure employees are ready to move to the next level.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Provides constructive feedback to others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Recognizes and celebrates accomplishments of others.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Assesses employees' developmental needs.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Creates opportunities for professional development.	3.13	2.87	3.53	3.53	

## 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
20. Creates labeled folders, indexes, or searchable databases.	15	3.47	100.0		53%	47%	
21. Gives and follows oral instructions.	15	3.00	80.0	20%	60%		20%
22. Works well even under strict time constraints.	15	3.53	100.0		47%	53%	
23. Follows established policies and procedures.	15	3.13	86.7	13%	60%		27%
24. Manages documents effectively by organizing, storing, and retrieving physical and digital files efficiently.	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 labeled folders, indexes, or searchable databases.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Gives and follows oral instructions.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Works well even under strict time constraints.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Follows established policies and procedures.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Manages documents effectively by organizing, storing, and retrieving physical and digital files efficiently.	3.33	3.47	3.33	3.13	-0.20 ▼

## Bias for Action

Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

## 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. Takes the lead on new initiatives or projects, setting the direction and pace.	15	3.07	86.7	13%	67%	20%	
26. Reduces interruptions and stay focused on their objectives.	15	3.20	93.3	7%	60%	33%	
27. Is independently motivated to action to address department needs.	15	3.40	93.3	7%	47%	47%	
28. Works quickly when faced with difficult problems.	15	3.60	93.3	7%	27%	67%	
29. Remains calm and composed during challenging situations to reassure and motivate the team.	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. Takes the lead on new initiatives or projects, setting the direction and pace.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Reduces interruptions and stay focused on their objectives.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Is independently motivated to action to address department needs.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Works quickly when faced with difficult problems.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Remains calm and composed during challenging situations to reassure and motivate the team.	3.21	3.20	3.20	3.20	

## Commitment To Result

Committed to successfully achieving results. Goes above and beyond as needed.

### 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. Coordinates all department activities into a cohesive team effort.	14	3.00	92.9	7%	79%		14%
31. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.33	93.3	7%	53%		40%
32. Committed to the team.	14	3.29	100.0		71%		29%
33. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.27	100.0		73%		27%
34. Takes immediate action toward goals.	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. Coordinates all department activities into a cohesive team effort.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Committed to the team.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Takes immediate action toward goals.	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. Develops and maintains quality control checklists for the manufacturing department.	15	3.13	86.7	13%	60%	27%	
36. Establishes timeframes for achieving suitable quality levels.	15	3.20	93.3	7%	67%	27%	
37. Implements standardized and data driven quality processes/procedures.	15	3.33	93.3	7%	53%	40%	
38. Sets expectations for achieving high quality services and products.	15	3.07	86.7	13%	67%	20%	
39. Develops a quality manual to assist in troubleshooting issues and documenting the quality management system.	15	3.33	100.0		67%	33%	

## Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Develops and maintains quality control checklists for the manufacturing department.	3.20	3.27	3.13	3.13	
36. Establishes timeframes for achieving suitable quality levels.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Implements standardized and data driven quality processes/procedures.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Sets expectations for achieving high quality services and products.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Develops a quality manual to assist in troubleshooting issues and documenting the quality management system.	3.20	3.27	3.00	3.33	+0.33 ▲

## Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

### 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. Supports innovation at all levels of the organization.	15	3.33	100.0		67%		33%
41. Empowers employees to create innovative solutions to problems.	15	3.33	93.3	7%	53%		40%
42. Champions changes within the organization.	15	3.40	93.3	7%	47%		47%
43. Utilizes disruptive innovation to help managers transform conventional business models, making products and services more accessible and affordable.	15	3.13	86.7	13%	60%		27%
44. Adapts innovative solutions to fit the organizational context and resources for greater effectiveness.	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. Supports innovation at all levels of the organization.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Empowers employees to create innovative solutions to problems.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Champions changes within the organization.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Utilizes disruptive innovation to help managers transform conventional business models, making products and services more accessible and affordable.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Adapts innovative solutions to fit the organizational context and resources for greater effectiveness.	3.33	3.27	3.87	3.27	-0.60 ▼