

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.

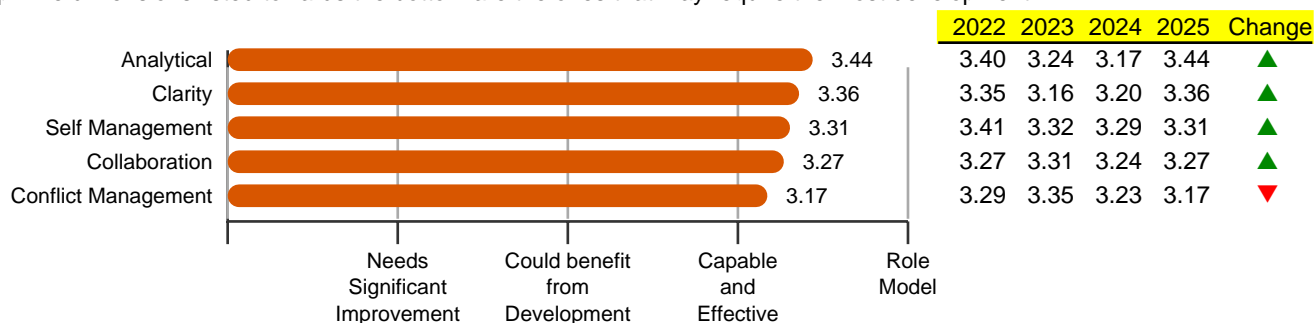
What to Do with Your Feedback

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

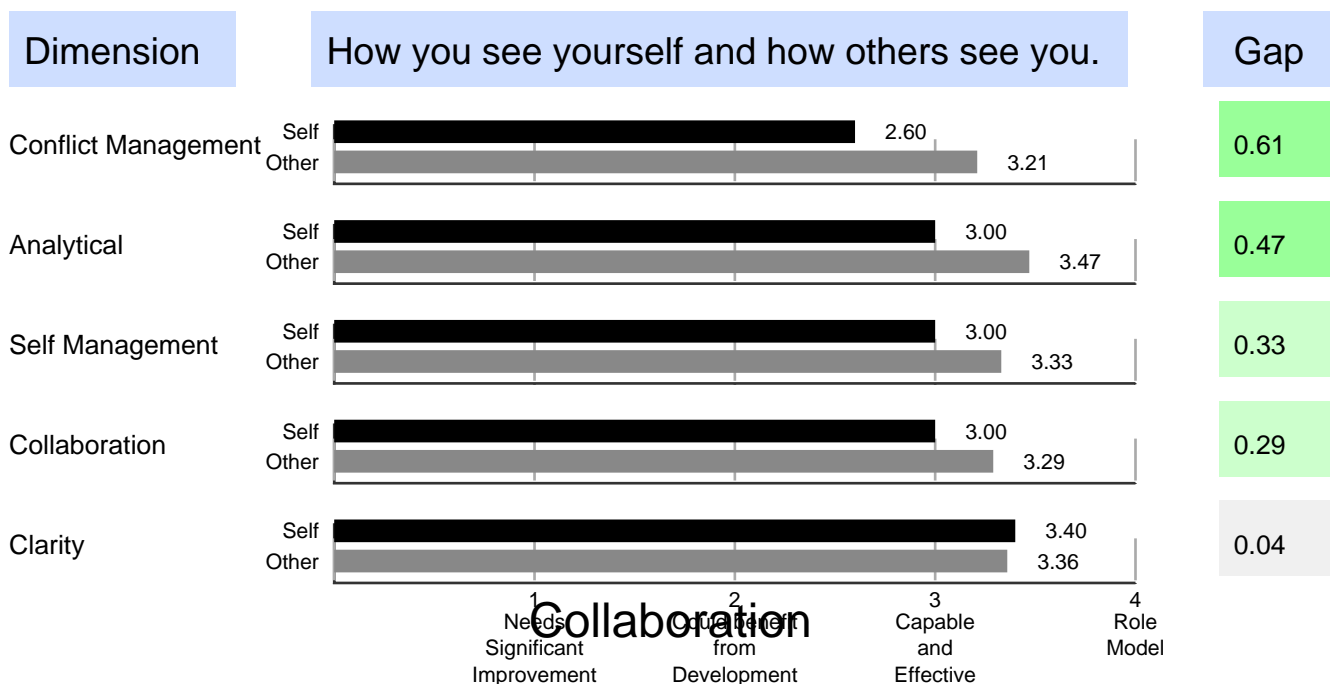
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 5 principal dimensions of leadership.

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.



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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Encourages collaboration of fellow employees to achieve results.	15	3.20	86.7	13%	53%	33%	
2. Is a trustworthy and credible partner.	15	3.33	100.0		67%	33%	
3. Builds consensus among team members.	15	3.33	93.3	7%	53%	40%	
4. Creates an environment to support free exchange of information.	15	3.27	93.3	7%	60%	33%	
5. Encourages open dialog and sharing of information among team members.	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. Encourages collaboration of fellow employees to achieve results.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is a trustworthy and credible partner.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Builds consensus among team members.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Creates an environment to support free exchange of information.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Encourages open dialog and sharing of information among team members.	3.00	3.20	3.13	3.21	+0.08 ▲

Self Management

Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own 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
6. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.47	100.0		53%		47%
7. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.40	93.3	7%	47%		47%
8. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.20	86.7	13%	53%		33%
9. Consciously controls own negative emotions in order to keep team morale up.	15	3.27	86.7	13%	47%		40%
10. Does not allow own emotions to interfere with the performance of others.	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. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.40	3.40	3.20	3.20	
9. Consciously controls own negative emotions in order to keep team morale up.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Does not allow own emotions to interfere with the performance of others.	3.33	3.47	3.27	3.20	-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
11. Uses standard data collection practices.	15	3.67	100.0	33%	67%		
12. Analyze market trends, forecast sales, and optimize supply chain operations.	15	3.40	93.3	7%	47%	47%	
13. Formats data to facilitate easy comparisons.	15	3.13	86.7	13%	60%	27%	
14. Identifies trends and patterns in data can lead to valuable insights and strategic decisions.	15	3.47	100.0		53%	47%	
15. Able to interpret and analyze data.	15	3.53	100.0		47%	53%	

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Item	2022	2023	2024	2025	Change
11. Uses standard data collection practices.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Analyze market trends, forecast sales, and optimize supply chain operations.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Formats data to facilitate easy comparisons.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Identifies trends and patterns in data can lead to valuable insights and strategic decisions.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Able to interpret and analyze data.	3.67	3.27	3.20	3.53	+0.33 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Is clear about goals that need to be achieved.	15	3.47	93.3	7%	40%	53%	
17. Communicates with clarity and efficiency.	15	2.93	73.3	27%	53%	20%	
18. Clarifies problems and their causes to help employees correct them.	15	3.40	93.3	7%	47%	47%	
19. Uses appropriate grammar and tense in communications.	15	3.53	100.0		47%	53%	
20. Clearly explains the vision and goals of the company.	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. Is clear about goals that need to be achieved.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Communicates with clarity and efficiency.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Clarifies problems and their causes to help employees correct them.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Uses appropriate grammar and tense in communications.	3.13	2.87	3.53	3.53	
20. Clearly explains the vision and goals of the company.	3.40	3.20	2.87	3.47	+0.60 ▲

Conflict Management

Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

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. Facilitates collaborative processes to reduce conflict.	15	3.00	80.0	20%	60%		20%
22. Identifies areas of agreement and common ground to form basis of resolution.	15	3.53	100.0		47%	53%	
23. Links conflict resolution to broader business goals, showing how resolving tension can unlock performance or market advantage.	15	3.13	86.7	13%	60%		27%
24. Works to settle conflicts in a manner that is acceptable for a long-term solution.	15	3.13	80.0	7%	13%	40%	40%
25. Avoids premature conclusions, allowing space for nuance and deeper understanding.	15	3.07	86.7	13%	67%		20%

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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. Facilitates collaborative processes to reduce conflict.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Identifies areas of agreement and common ground to form basis of resolution.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Links conflict resolution to broader business goals, showing how resolving tension can unlock performance or market advantage.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Works to settle conflicts in a manner that is acceptable for a long-term solution.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Avoids premature conclusions, allowing space for nuance and deeper understanding.	3.27	3.33	3.27	3.07	-0.20 ▼