



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.

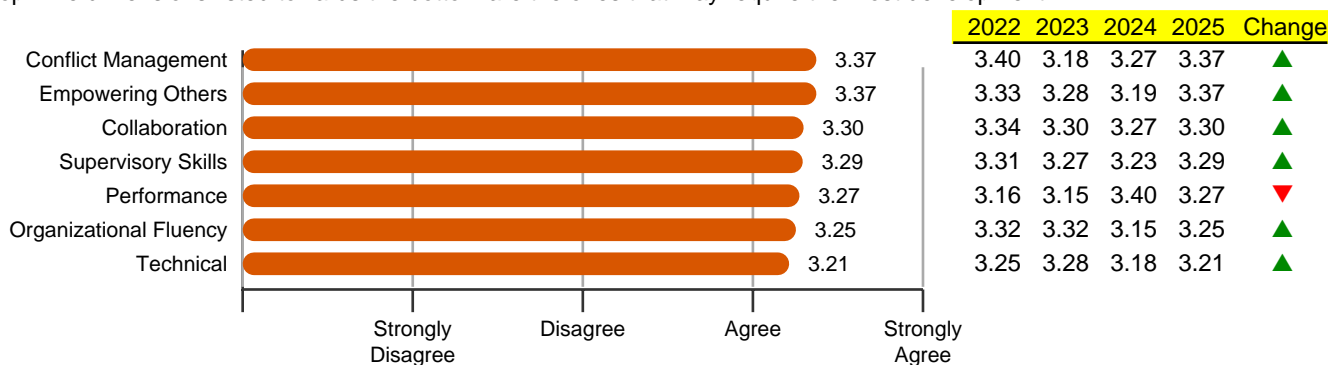
## What to Do with Your Feedback

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

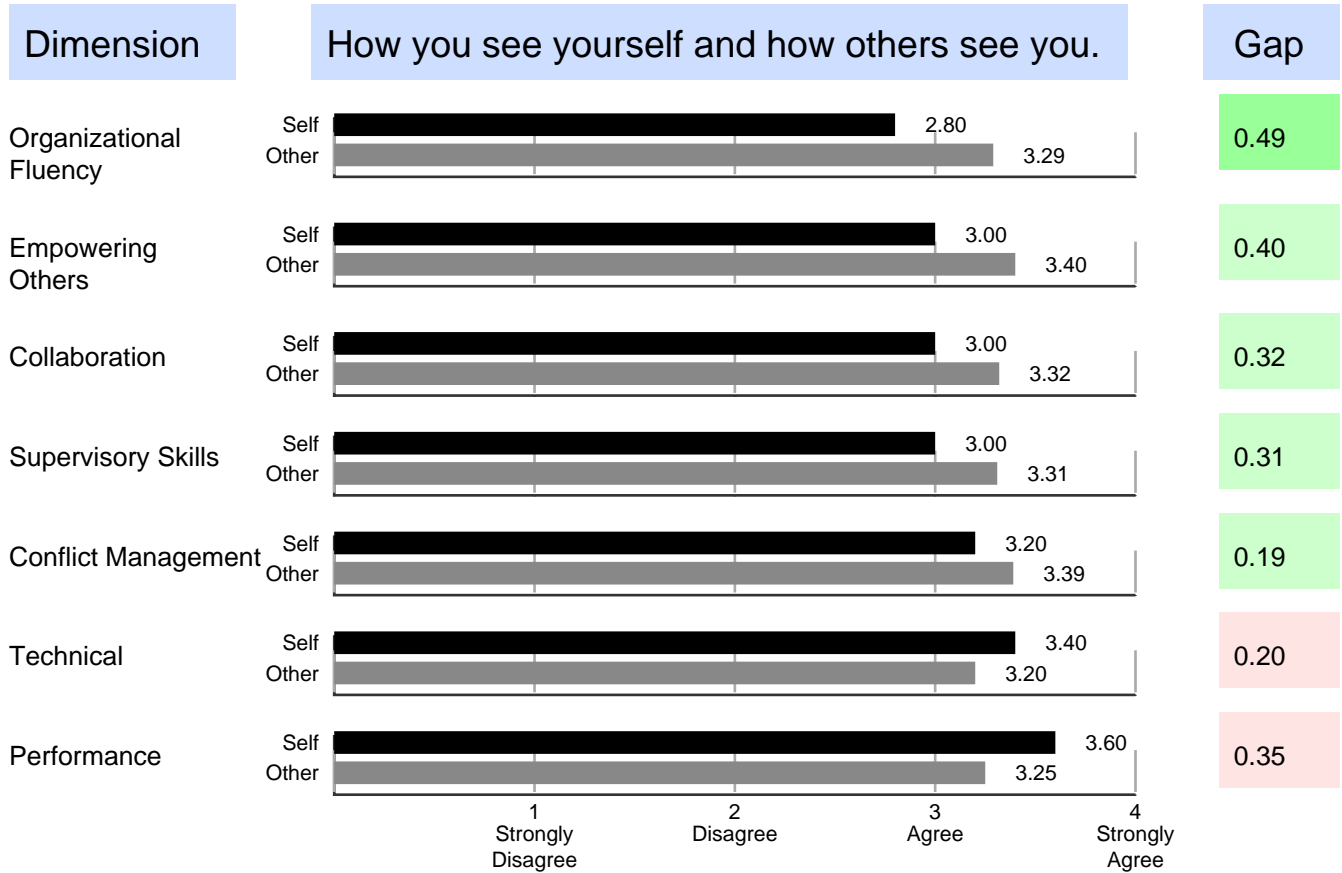
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Shares knowledge, ideas and resources to achieve quicker success.	15	3.20	86.7	13%	53%	33%	
2. Values the diverse perspectives and skills each team member brings to the table, recognizing that collaborative efforts often lead to more innovative and effective solutions.	15	3.33	100.0		67%	33%	
3. Effectively uses technology to facilitate collaborative efforts in building process and policy documents.	15	3.33	93.3	7%	53%	40%	
4. Committed to fostering a collaborative work environment in the department.	15	3.27	93.3	7%	60%	33%	
5. Values others in decision making.	14	3.21	85.7	14%	50%	36%	
6. Fosters strong collaborative relationships with suppliers.	15	3.47	100.0		53%	47%	
7. Readily shares information with other group members.	15	3.40	93.3	7%	47%	47%	
8. Clearly articulates the importance of collaboration in the department's values and vision.	15	3.20	86.7	13%	53%	33%	
9. Participates in the team's deliberations.	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. Shares knowledge, ideas and resources to achieve quicker success.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Values the diverse perspectives and skills each team member brings to the table, recognizing that collaborative efforts often lead to more innovative and effective solutions.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Effectively uses technology to facilitate collaborative efforts in building process and policy documents.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Committed to fostering a collaborative work environment in the department.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Values others in decision making.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Fosters strong collaborative relationships with suppliers.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Readily shares information with other group members.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Clearly articulates the importance of collaboration in the department's values and vision.	3.40	3.40	3.20	3.20	
9. Participates in the team's deliberations.	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. Motivates and encourages employees to be successful in their jobs.	15	3.20	93.3	7%	67%	27%	
11. Encourages employees to solve problems on their own.	15	3.67	100.0		33%	67%	
12. Views others in the department as valued assets to be trained and employed.	15	3.40	93.3	7%	47%	47%	
13. Assigns tasks that allow employees to use their critical thinking skills.	15	3.13	86.7	13%	60%	27%	
14. Willing to share in the decision making process.	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. Motivates and encourages employees to be successful in their jobs.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Encourages employees to solve problems on their own.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Views others in the department as valued assets to be trained and employed.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Assigns tasks that allow employees to use their critical thinking skills.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Willing to share in the decision making process.	3.20	3.13	3.00	3.47	+0.47 ▲

## 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Shares competing viewpoints to expand viewpoints.	15	3.53	100.0			47%	53%
16. Signals respect and attentiveness, even when tensions are high or perspectives diverge sharply.	15	3.47	93.3	7%	40%		53%
17. Uses conflicts to challenge outdated norms or assumptions, prompting fresh thinking and cultural evolution.	15	2.93	73.3	27%		53%	20%
18. Seeks to achieve mutually acceptable outcomes.	15	3.40	93.3	7%	47%		47%
19. Promotes a culture where conflicts are seen as opportunities for change, not threats.	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. Shares competing viewpoints to expand viewpoints.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Signals respect and attentiveness, even when tensions are high or perspectives diverge sharply.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Uses conflicts to challenge outdated norms or assumptions, prompting fresh thinking and cultural evolution.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Seeks to achieve mutually acceptable outcomes.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Promotes a culture where conflicts are seen as opportunities for change, not threats.	3.13	2.87	3.53	3.53	

## Organizational Fluency

Able to work within the department/division/organization. Understand how different parts of the business interact.

### 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. Effective in communicating with others within the organization.	15	3.47	100.0		53%	47%	
21. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.00	80.0	20%	60%	20%	
22. Understands departmental policies and procedures.	15	3.53	100.0		47%	53%	
23. Able to explain departmental policies and procedures to others.	15	3.13	86.7	13%	60%	27%	
24. Able to use corporate politics to advance department objectives.	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. Effective in communicating with others within the organization.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Understands departmental policies and procedures.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Able to explain departmental policies and procedures to others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Able to use corporate politics to advance department objectives.	3.33	3.47	3.33	3.13	-0.20 ▼

## Supervisory Skills

Supervisory skills encompass a broad set of leadership competencies that enable managers to effectively guide and support their teams. These skills involve clear communication, decision-making, and interpersonal abilities to foster collaboration, accountability, and professional growth, while also ensuring structured performance management, disciplinary action, and conflict resolution when necessary. Strong supervisors lead by example, empower employees through delegation, provide constructive feedback, and create a positive, high-performing work environment built on teamwork, recognition, and stability.

### 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. Is fair and equitable in enforcement of work rules.	15	3.07	86.7	13%	67%		20%
26. Is clear when assigning tasks to be completed.	15	3.20	93.3	7%	60%		33%
27. Spends time to actively listen to the grievance.	15	3.40	93.3	7%	47%		47%
28. Maintains a calm demeanor when addressing stressful issues in the workplace.	15	3.60	93.3	7%	27%	67%	
29. Implements disciplinary policy in accordance with the union contract	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. Is fair and equitable in enforcement of work rules.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Is clear when assigning tasks to be completed.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Spends time to actively listen to the grievance.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Maintains a calm demeanor when addressing stressful issues in the workplace.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Implements disciplinary policy in accordance with the union contract	3.21	3.20	3.20	3.20	

## 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Works well in this position.	14	3.00	92.9	7%	79%		14%
31. Shown significant improvement in job performance.	15	3.33	93.3	7%	53%		40%
32. Works effectively in the department.	14	3.29	100.0		71%		29%
33. Effectively organizes resources and plans	15	3.27	100.0		73%		27%
34. ...Overall Performance	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. Works well in this position.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Shown significant improvement in job performance.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Works effectively in the department.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Effectively organizes resources and plans	3.07	3.33	3.33	3.27	-0.07 ▼
34. ...Overall Performance	3.33	3.00	3.53	3.47	-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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Is knowledgeable of procedures or systems necessary for the job.	15	3.13	86.7	13%	60%	27%	
36. Willingly shares information and expertise; sought out as resource by others	15	3.20	93.3	7%	67%	27%	
37. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.33	93.3	7%	53%	40%	
38. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.07	86.7	13%	67%	20%	
39. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	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. Is knowledgeable of procedures or systems necessary for the job.	3.20	3.27	3.13	3.13	
36. Willingly shares information and expertise; sought out as resource by others	3.53	3.20	3.33	3.20	-0.13 ▼
37. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.20	3.27	3.07	3.33	+0.26 ▲
38. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.20	3.27	3.00	3.33	+0.33 ▲