



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.

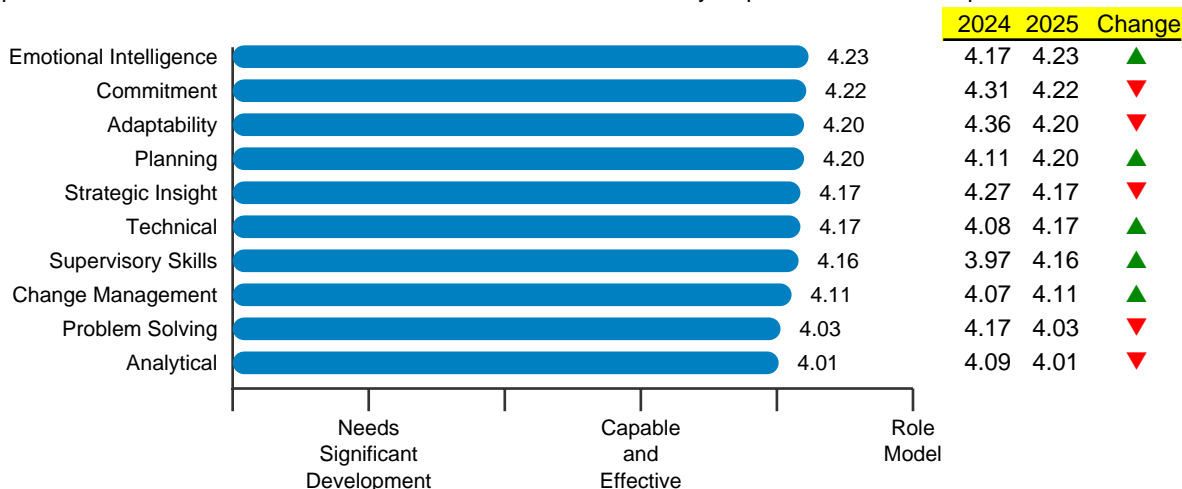
## What to Do with Your Feedback

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

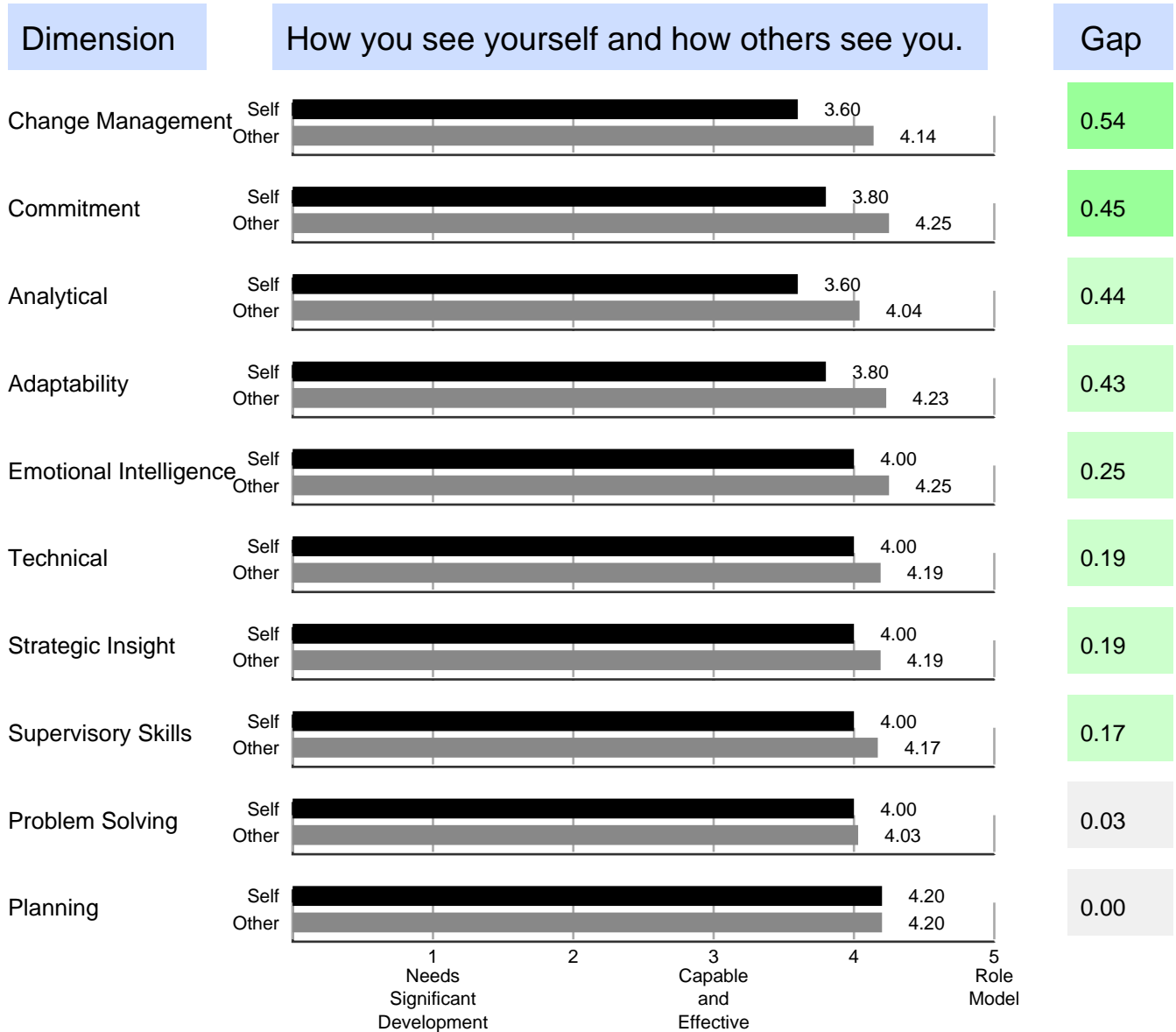
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



## Commitment

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Maintains persistence and dedication to achieving results.	15	4.13	80.0	20%	47%	33%		
2. Aligns team goals with organizational priorities, ensuring commitment that contributes directly to broader success.	15	4.33	100.0		67%	33%		
3. Helps employees see how being committed and taking ownership of their professional growth advances both organizational and individual development.	15	4.33	93.3	7%	53%	40%		
4. Celebrates examples where employees embody commitment and values in customer interactions.	15	4.07	86.7	13%	67%	20%		
5. Exhibits personal devotion to important goals and objectives.	14	4.21	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	2024	2025	Change
1. Maintains persistence and dedication to achieving results.	4.00	4.13	+0.13 ▲
2. Aligns team goals with organizational priorities, ensuring commitment that contributes directly to broader success.	4.40	4.33	-0.07 ▼
3. Helps employees see how being committed and taking ownership of their professional growth advances both organizational and individual development.	4.47	4.33	-0.13 ▼
4. Celebrates examples where employees embody commitment and values in customer interactions.	4.47	4.07	-0.40 ▼
5. Exhibits personal devotion to important goals and objectives.	4.20	4.21	+0.01 ▲

## Adaptability

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Helps employees overcome resistance to change so that they can adapt more readily to changing circumstances.	15	4.33	93.3	7%	53%		40%	
7. Willing to see things from others' perspectives.	15	4.33	86.7	13%	40%		47%	
8. Willing to change priorities as needed to reach consensus.	15	4.07	80.0	20%	53%		27%	
9. Is open to change and adjusts plans when needed.	15	4.13	80.0	20%	47%		33%	
10. Pursues alternate courses of action as necessary.	15	4.13	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	2024	2025	Change
6. Helps employees overcome resistance to change so that they can adapt more readily to changing circumstances.	4.13	4.33	+0.20 ▲
7. Willing to see things from others' perspectives.	4.33	4.33	
8. Willing to change priorities as needed to reach consensus.	4.20	4.07	-0.13 ▼
9. Is open to change and adjusts plans when needed.	4.67	4.13	-0.53 ▼
10. Pursues alternate courses of action as necessary.	4.47	4.13	-0.33 ▼

## Emotional Intelligence

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Is able to express themselves clearly.	15	4.67	100.0					
12. Is able to manage their own emotions.	15	4.20	86.7					
13. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	14	3.64	57.1					
14. Accurately perceives the emotional reactions of others.	14	4.14	85.7					
15. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.47	93.3					

### 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	2024	2025	Change
11. Is able to express themselves clearly.	4.20	4.67	+0.47 ▲
12. Is able to manage their own emotions.	3.93	4.20	+0.27 ▲
13. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	4.47	3.64	-0.82 ▼
14. Accurately perceives the emotional reactions of others.	4.00	4.14	+0.14 ▲
15. Is attentive to emotional cues and interprets others' feelings correctly.	4.27	4.47	+0.20 ▲

## Supervisory 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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Prioritizes coaching and constructive feedback to correct behavior.	15	4.00	66.7	7%	27%	27%	40%	
17. Offers instructions and guidance to subordinates.	15	3.87	66.7		33%	47%	20%	
18. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures.	15	4.20	86.7	7%	7%	47%	40%	
19. Promotes teamwork and cooperation within the department.	15	4.33	86.7		13%	40%	47%	
20. Maintains good working relationships with employees.	15	4.40	100.0			60%	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	2024	2025	Change
16. Prioritizes coaching and constructive feedback to correct behavior.	3.64	4.00	+0.36 ▲
17. Offers instructions and guidance to subordinates.	4.33	3.87	-0.47 ▼
18. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures.	3.93	4.20	+0.27 ▲
19. Promotes teamwork and cooperation within the department.	4.33	4.33	
20. Maintains good working relationships with employees.	3.60	4.40	+0.80 ▲

## Analytical

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Is willing to listen to different perspectives.	15	3.93	73.3	27%		53%		20%
22. Ensures that the foundation of an analysis is based on reliable and relevant data.	15	4.00	66.7	13%	20%	20%		47%
23. Uses a more analytical and careful approach to solving issues.	15	4.07	80.0	20%		53%		27%
24. Identifies deviations from stated goals and objectives.	15	4.00	73.3	13%	13%	33%		40%
25. Evaluate if information is detailed and relevant.	15	4.07	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	2024	2025	Change
21. Is willing to listen to different perspectives.	4.20	3.93	-0.27 ▼
22. Ensures that the foundation of an analysis is based on reliable and relevant data.	4.20	4.00	-0.20 ▼
23. Uses a more analytical and careful approach to solving issues.	4.13	4.07	-0.07 ▼
24. Identifies deviations from stated goals and objectives.	3.80	4.00	+0.20 ▲
25. Evaluate if information is detailed and relevant.	4.13	4.07	-0.07 ▼

## Problem Solving

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Involves the department in the problem-solving process to foster a sense of collective responsibility and investment in the outcome.	15	4.00	80.0	7%	13%	53%	27%	
27. Takes preventative action to address issues before they become difficult to manage.	15	3.67	66.7	20%	13%	47%	20%	
28. Gets accurate information about what went wrong.	15	4.40	86.7	13%	33%	53%		
29. Ensures that critical aspects of the solution to the problem are well-supported and less likely to encounter issues.	15	4.07	80.0	20%	53%	27%		
30. Creates a project plan to implement the solution and collects all required resources.	14	4.00	92.9	7%	86%	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	2024	2025	Change
26. Involves the department in the problem-solving process to foster a sense of collective responsibility and investment in the outcome.	4.47	4.00	-0.47 ▼
27. Takes preventative action to address issues before they become difficult to manage.	4.00	3.67	-0.33 ▼
28. Gets accurate information about what went wrong.	4.33	4.40	+0.07 ▲
29. Ensures that critical aspects of the solution to the problem are well-supported and less likely to encounter issues.	4.07	4.07	
30. Creates a project plan to implement the solution and collects all required resources.	4.00	4.00	

## Change Management

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Works cooperatively with others to implement changes.	15	4.27	93.3	7%		60%		33%
32. Evaluates the effectiveness of changes.	14	4.14	92.9	7%		71%		21%
33. Develops strategic plans to mitigate the negative effects of imminent changes.	15	4.27	100.0			73%		27%
34. Supports new initiatives for organizational changes to improve effectiveness.	15	4.40	93.3	7%		47%		47%
35. Conducts a market competitive analysis to determine where the organization may need to change to better meet the needs of the marketplace.	15	3.47	53.3	13%	33%		47%	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	2024	2025	Change
31. Works cooperatively with others to implement changes.	4.27	4.27	
32. Evaluates the effectiveness of changes.	4.20	4.14	-0.06 ▼
33. Develops strategic plans to mitigate the negative effects of imminent changes.	3.67	4.27	+0.60 ▲
34. Supports new initiatives for organizational changes to improve effectiveness.	4.00	4.40	+0.40 ▲
35. Conducts a market competitive analysis to determine where the organization may need to change to better meet the needs of the marketplace.	4.20	3.47	-0.73 ▼

## Technical

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Willingly shares information and expertise; sought out as resource by others	15	4.20	93.3	7%	67%			27%
37. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.27	93.3	7%	60%			33%
38. Seeks information from others as needed.	15	4.00	80.0	20%	60%			20%
39. 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	4.07	86.7	7%	7%	60%		27%
40. Is knowledgeable of procedures or systems necessary for the job.	15	4.33	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	2024	2025	Change
36. Willingly shares information and expertise; sought out as resource by others	4.00	4.20	+0.20 ▲
37. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	4.21	4.27	+0.05 ▲
38. Seeks information from others as needed.	4.07	4.00	-0.07 ▼
39. 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.	3.87	4.07	+0.20 ▲
40. Is knowledgeable of procedures or systems necessary for the job.	4.27	4.33	+0.07 ▲

## Strategic Insight

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Creates values statement to ensure all employees are working under the same guiding principles.	15	3.93	80.0	13%	7%	53%		27%
42. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	15	4.33	93.3	7%		47%		47%
43. Maintains knowledge of current trends in the industry.	15	4.13	86.7	13%		60%		27%
44. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	4.20	100.0			80%		20%
45. Develops a plan and strategy for each functional area within the mission statement.	15	4.27	86.7	7%	7%	40%		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	2024	2025	Change
41. Creates values statement to ensure all employees are working under the same guiding principles.	3.87	3.93	+0.07 ▲
42. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	4.13	4.33	+0.20 ▲
43. Maintains knowledge of current trends in the industry.	4.20	4.13	-0.07 ▼
44. Anticipates business cycles and trends and makes adjustments in a timely manner.	4.87	4.20	-0.67 ▼
45. Develops a plan and strategy for each functional area within the mission statement.	4.27	4.27	

## Planning

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Anticipates challenges and has plans to overcome them.	15	4.40	93.3	7%	47%	47%		
47. Sets long-term goals and reverse-engineers short-term actions to achieve them.	15	4.20	93.3	7%	67%			27%
48. Accurately estimates the duration of tasks.	15	4.07	86.7	13%	53%			33%
49. Anticipates resources needed to successfully implement a plan or project.	15	4.27	93.3	7%	53%			40%
50. Understands what equipment will be needed for the project.	15	4.07	80.0	20%	53%			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	2024	2025	Change
46. Anticipates challenges and has plans to overcome them.	4.13	4.40	+0.27 ▲
47. Sets long-term goals and reverse-engineers short-term actions to achieve them.	4.07	4.20	+0.13 ▲
48. Accurately estimates the duration of tasks.	4.00	4.07	+0.07 ▲
49. Anticipates resources needed to successfully implement a plan or project.	4.13	4.27	+0.13 ▲
50. Understands what equipment will be needed for the project.	4.20	4.07	-0.13 ▼

## Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

What do you like best about working with this individual?

What do you like least about working with this individual?

What do you see as this person's most important leadership-related strengths?

What do you see as this person's most important leadership-related areas for improvement?

Any final comments?