

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.

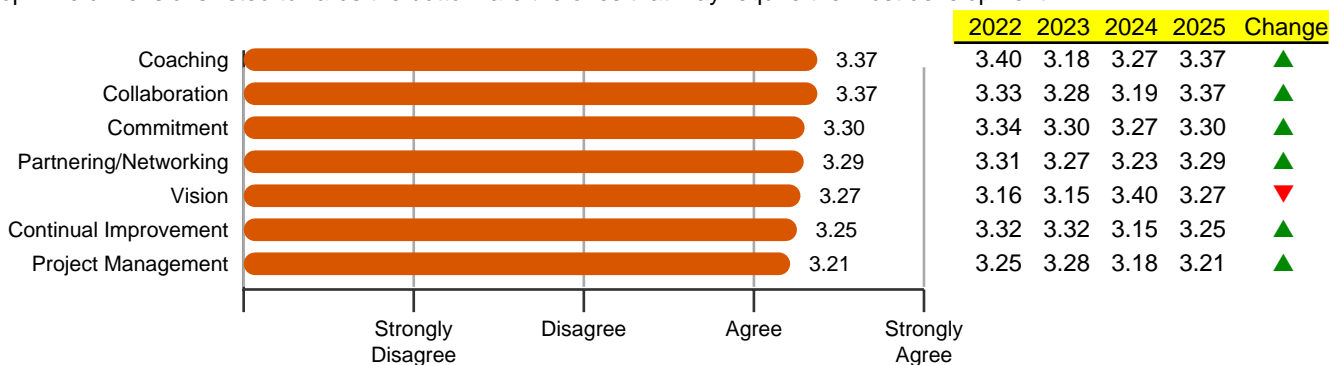
What to Do with Your Feedback

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

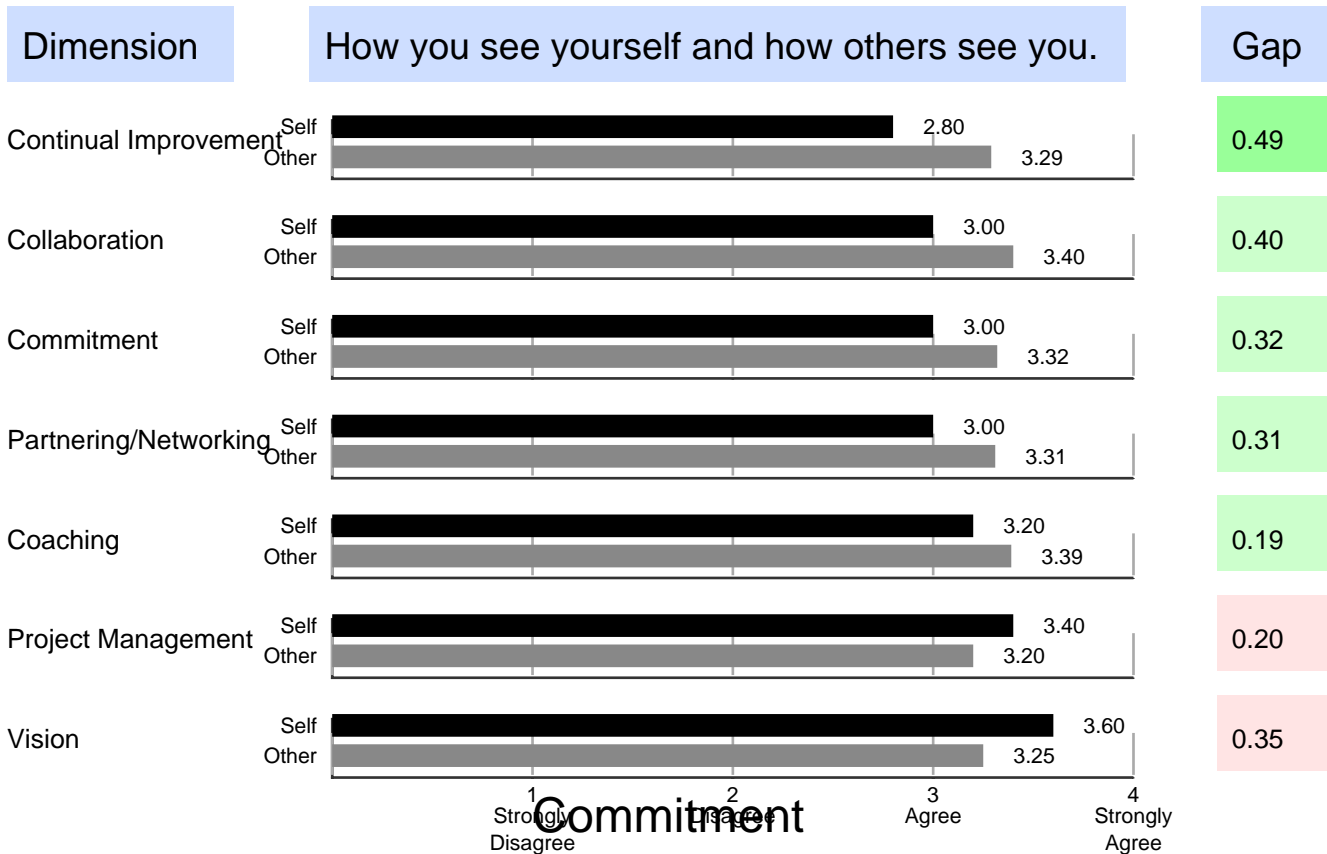
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual objectives, ownership, and accountability contribute directly to collective success. Commitment inspires others by modeling resilience, urgency, and uncompromising integrity, while fostering a culture of engagement, shared values, and employee development that strengthens organizational capabilities. Ultimately, it operates across all levels of hierarchy, reinforcing alignment, loyalty, and inspiration that drive sustainable success and collective achievement.

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. Encourages employees to live organizational values in ways that maximize effectiveness.	15	3.20	86.7	13%	53%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
2. Involves employees in goal-setting discussions, fostering ownership and commitment for departmental objectives.	15	3.33	100.0		67%		33%
3. Encourages innovation and improvement, supporting new ideas that strengthen commitment and organizational effectiveness.	15	3.33	93.3	7%	53%		40%
4. Mobilizes commitment to create clear expectations and follow-through, turning promises into measurable action.	15	3.27	93.3	7%	60%		33%
5. Assigns stretch tasks that build employee confidence in handling diverse customer needs.	14	3.21	85.7	14%	50%		36%
6. Encourages alignment between individual effort and organizational priorities.	15	3.47	100.0		53%		47%
7. Demonstrates authentic passion, sparking loyalty and motivating employees to align their work with organizational priorities.	15	3.40	93.3	7%	47%		47%
8. Demonstrates personal accountability and dedication to organizational success.	15	3.20	86.7	13%	53%		33%
9. Builds employee commitment to organizational success and results.	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. Encourages employees to live organizational values in ways that maximize effectiveness.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Involves employees in goal-setting discussions, fostering ownership and commitment for departmental objectives.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Encourages innovation and improvement, supporting new ideas that strengthen commitment and organizational effectiveness.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Mobilizes commitment to create clear expectations and follow-through, turning promises into measurable action.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Assigns stretch tasks that build employee confidence in handling diverse customer needs.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Encourages alignment between individual effort and organizational priorities.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Demonstrates authentic passion, sparking loyalty and motivating employees to align their work with organizational priorities.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Demonstrates personal accountability and dedication to organizational success.	3.40	3.40	3.20	3.20	
9. Builds employee commitment to organizational success and results.	3.53	3.40	3.60	3.27	-0.33 ▼

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
10. Effectively uses technology to facilitate collaborative efforts in building process and policy documents.	15	3.20	93.3	7%	67%		27%
11. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	15	3.67	100.0		33%	67%	
12. Works with others to manage conflicts using a constructive approach.	15	3.40	93.3	7%	47%		47%
13. Gives consideration to the innovative ideas presented by others.	15	3.13	86.7	13%	60%		27%
14. Has the confidence and trust of other partners.	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. Effectively uses technology to facilitate collaborative efforts in building process and policy documents.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Works with others to manage conflicts using a constructive approach.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Gives consideration to the innovative ideas presented by others.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Has the confidence and trust of other partners.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Empowers employees to take ownership of their growth and decisions.	15	3.53	100.0			47%	53%
16. Shows employees their development needs	15	3.47	93.3	7%	40%	53%	
17. Provides assignments and experiences to develop employees.	15	2.93	73.3	27%	53%		20%
18. Understands the individual differences in each employee including unique working style, stress threshold, and capacity for growth.	15	3.40	93.3	7%	47%	47%	
19. Develops subordinates.	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. Empowers employees to take ownership of their growth and decisions.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Shows employees their development needs	3.33	3.00	3.07	3.47	+0.40 ▲
17. Provides assignments and experiences to develop employees.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Understands the individual differences in each employee including unique working style, stress threshold, and capacity for growth.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Develops subordinates.	3.13	2.87	3.53	3.53	

Continual Improvement

Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

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. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.47	100.0		53%	47%	
21. Fosters a culture of open communication and continuous improvement.	15	3.00	80.0	20%	60%		20%
22. Analyzes processes to determine areas for improvement.	15	3.53	100.0		47%	53%	
23. Looks for ways to expand current job responsibilities.	15	3.13	86.7	13%	60%		27%
24. Open to the suggestions from others.	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. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Fosters a culture of open communication and continuous improvement.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Analyzes processes to determine areas for improvement.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Looks for ways to expand current job responsibilities.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Open to the suggestions from others.	3.33	3.47	3.33	3.13	-0.20 ▼

Partnering/Networking

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication. Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry 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
25. Creates joint ventures with others to create new entities to pursue a common goal.	15	3.07	86.7	13%	67%	20%	
26. Partners with other organizations to develop new technologies and processes.	15	3.20	93.3	7%	60%	33%	
27. Promotes awareness of interests in partnerships and networks.	15	3.40	93.3	7%	47%	47%	
28. Regularly attends conferences and seminars to meet with others in the industry.	15	3.60	93.3	7%	27%	67%	
29. Reinforces the contacts with other organizations.	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. Creates joint ventures with others to create new entities to pursue a common goal.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Partners with other organizations to develop new technologies and processes.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Promotes awareness of interests in partnerships and networks.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Regularly attends conferences and seminars to meet with others in the industry.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Reinforces the contacts with other organizations.	3.21	3.20	3.20	3.20	

Vision

Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal execution and team empowerment. Visionary leaders inspire and influence others by modeling consistency, celebrating progress, and fostering a growth-oriented environment that reflects organizational values. Through strategic clarity and motivational leadership, vision becomes a unifying force that drives innovation, alignment, and sustained 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. Establishes a clear vision for where the company should be heading.	14	3.00	92.9	7%	79%		14%
31. Ensures that messaging about the vision remains clear, stable, and free from contradiction.	15	3.33	93.3	7%	53%		40%
32. Establishes the direction and strategy for the organization.	14	3.29	100.0		71%		29%
33. Concentrates employees' tasks on essential parts of the vision.	15	3.27	100.0		73%		27%
34. Inspires employees to support the departmental vision.	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. Establishes a clear vision for where the company should be heading.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Ensures that messaging about the vision remains clear, stable, and free from contradiction.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Establishes the direction and strategy for the organization.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Concentrates employees' tasks on essential parts of the vision.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Inspires employees to support the departmental vision.	3.33	3.00	3.53	3.47	-0.07 ▼

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Maintains costs and expenses within budget limits.	15	3.13	86.7	13%	60%	27%	
36. Communicates with the teams often to ensure that the deadlines are met.	15	3.20	93.3	7%	67%	27%	
37. Plans and implements responses to potential threats to the success of the project.	15	3.33	93.3	7%	53%	40%	
38. Accurately determines the number of engineers required for the project.	15	3.07	86.7	13%	67%	20%	
39. Has the requisite industry knowledge to manage projects in this field.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
35. Maintains costs and expenses within budget limits.	3.20	3.27	3.13	3.13	
36. Communicates with the teams often to ensure that the deadlines are met.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Plans and implements responses to potential threats to the success of the project.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Accurately determines the number of engineers required for the project.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Has the requisite industry knowledge to manage projects in this field.	3.20	3.27	3.00	3.33	+0.33 ▲