

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.

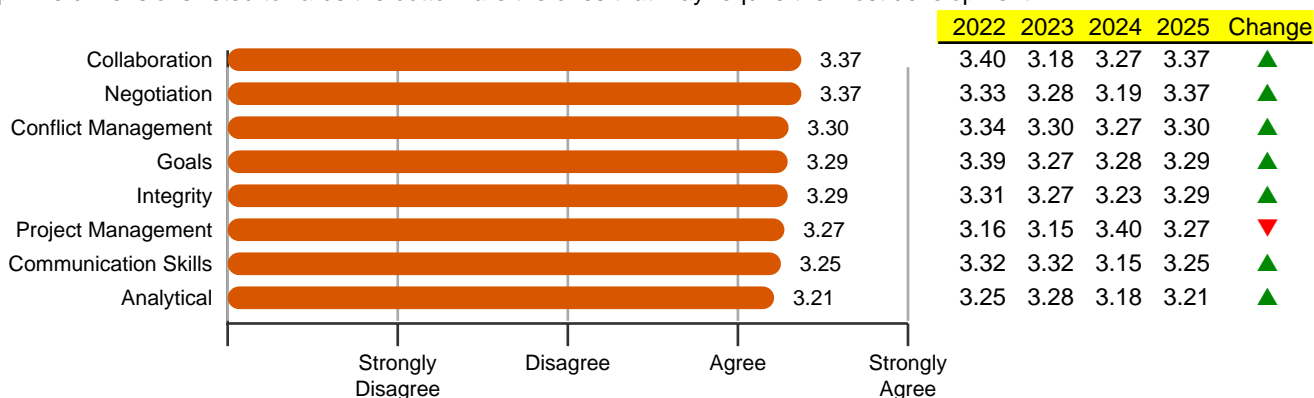
What to Do with Your Feedback

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

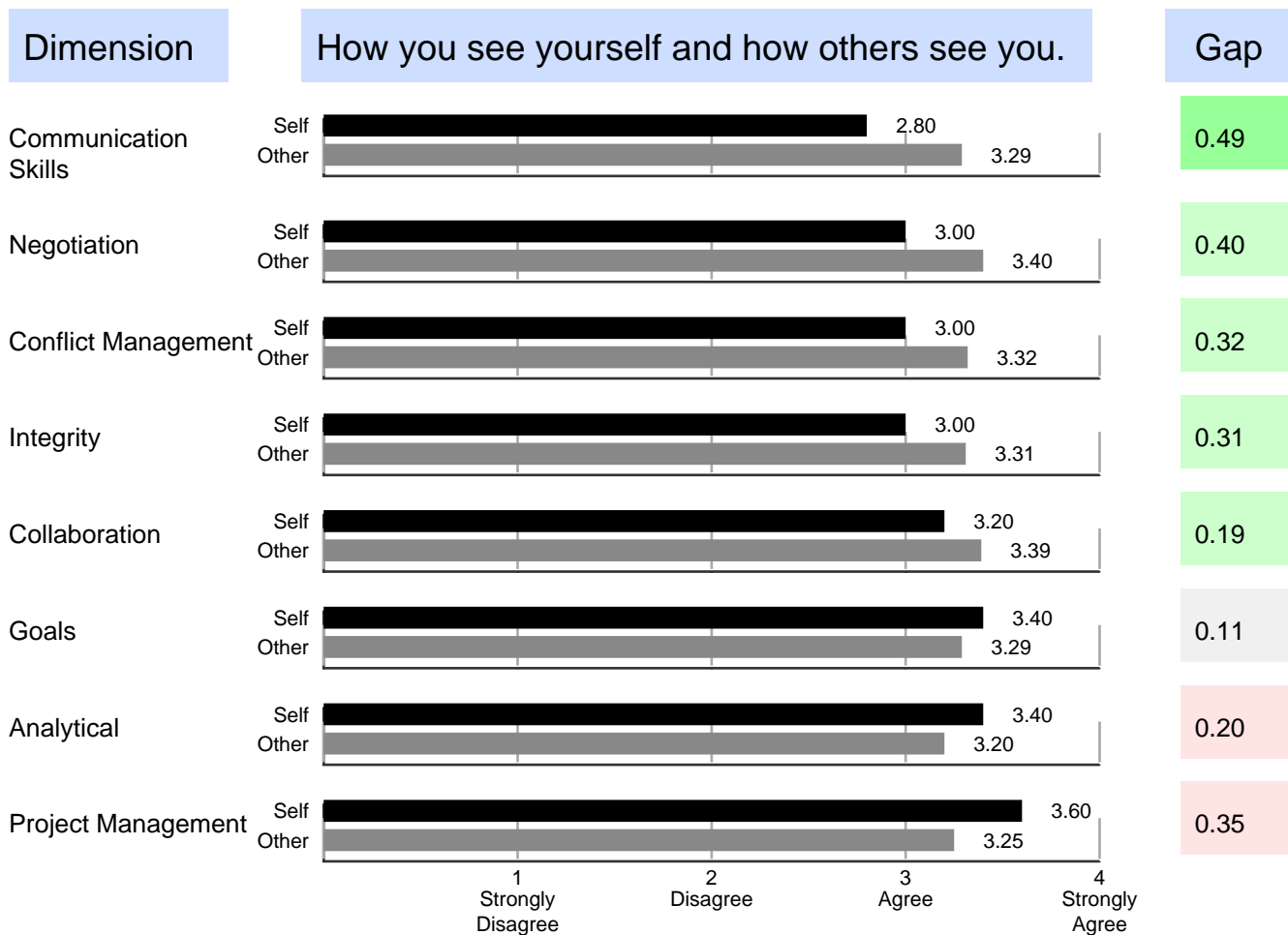
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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
1. Ensures role clarity during high-stress situations, preventing overlap or confusion that could intensify conflict	15	3.20	86.7	13%	53%	33%	
2. Guides others toward establishing strong relationships.	15	3.33	100.0		67%	33%	
3. Helps team members reframe conflict as an indicator for needed change, rather than a disruption to be avoided.	15	3.33	93.3	7%	53%	40%	
4. Uses structured frameworks for resolving conflicts, such as mediation or facilitated discussions.	15	3.27	93.3	7%	60%	33%	
5. Attempts to accommodate vital interests of those who felt alienated or suffered injustice.	14	3.21	85.7	14%	50%	36%	
6. Applies diagnostic thinking to interpersonal tensions, identifying whether the issue stems from values, roles, goals, or procedures.	15	3.47	100.0		53%	47%	
7. Uses informal and formal feedback loops to detect brewing tensions and intervene constructively.	15	3.40	93.3	7%	47%	47%	
8. Defines escalation pathways so team members know when and how to involve higher authority.	15	3.20	86.7	13%	53%	33%	
9. Explores the feasibility of alternative solutions to resolve conflicts.	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. Ensures role clarity during high-stress situations, preventing overlap or confusion that could intensify conflict	3.20	3.20	3.00	3.20	+0.20 ▲
2. Guides others toward establishing strong relationships.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Helps team members reframe conflict as an indicator for needed change, rather than a disruption to be avoided.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Uses structured frameworks for resolving conflicts, such as mediation or facilitated discussions.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Attempts to accommodate vital interests of those who felt alienated or suffered injustice.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Applies diagnostic thinking to interpersonal tensions, identifying whether the issue stems from values, roles, goals, or procedures.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Uses informal and formal feedback loops to detect brewing tensions and intervene constructively.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Defines escalation pathways so team members know when and how to involve higher authority.	3.40	3.40	3.20	3.20	
9. Explores the feasibility of alternative solutions to resolve conflicts.	3.53	3.40	3.60	3.27	-0.33 ▼

Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

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. Clearly communicates boundaries and the reasons behind them.	15	3.20	93.3	7%	67%	27%	
11. Demonstrates emotional stability to facilitate productive problem-solving and relationship building.	15	3.67	100.0		33%	67%	
12. Stays composed and counters aggressive negotiation tactics by reframing unreasonable proposals or actions.	15	3.40	93.3	7%	47%	47%	
13. A proficient conflict resolver who effectively navigates workplace disputes to maintain a	15	3.13	86.7	13%	60%	27%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
14. Finds shared interests and solutions that benefit all parties involved.	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. Clearly communicates boundaries and the reasons behind them.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Demonstrates emotional stability to facilitate productive problem-solving and relationship building.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Stays composed and counters aggressive negotiation tactics by reframing unreasonable proposals or actions.	3.53	3.20	3.00	3.40	+0.40 ▲
13. A proficient conflict resolver who effectively navigates workplace disputes to maintain a harmonious and productive environment.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Finds shared interests and solutions that benefit all parties involved.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Respectful of others in group discussions.	15	3.53	100.0	47%		53%	
16. Builds consensus among partners.	15	3.47	93.3	7%	40%	53%	
17. Encourages open communication to support a collaborative environment.	15	2.93	73.3	27%	53%		20%
18. Encourages collaboration of fellow employees to achieve results.	15	3.40	93.3	7%	47%	47%	
19. Consults with other partners on issues.	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. Respectful of others in group discussions.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Builds consensus among partners.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Encourages open communication to support a collaborative environment.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Encourages collaboration of fellow employees to achieve results.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Consults with other partners on issues.	3.13	2.87	3.53	3.53	

Communication Skills

Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational success.

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. Faces the person when speaking or listening to engage in direct communication.	15	3.47	100.0			53%	47%
21. Effectively delivers presentations to teams, large groups, and diverse audiences	15	3.00	80.0	20%		60%	20%
22. Distills complex ideas into simple, understandable components.	15	3.53	100.0			47%	53%
23. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	3.13	86.7	13%		60%	27%
24. Considers the audience in how the communication is presented.	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. Faces the person when speaking or listening to engage in direct communication.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Effectively delivers presentations to teams, large groups, and diverse audiences	3.47	3.13	3.20	3.00	-0.20 ▼
22. Distills complex ideas into simple, understandable components.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Considers the audience in how the communication is presented.	3.33	3.47	3.33	3.13	-0.20 ▼

Integrity

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. Consistently does the right thing, even when no one is watching.	15	3.07	86.7	13%	67%	20%	
26. Does not withhold important information needed by others.	15	3.20	93.3	7%	60%	33%	
27. Can be counted on to act ethically and responsibly at all times.	15	3.40	93.3	7%	47%	47%	
28. Fosters a commitment to excellence and attention to detail.	15	3.60	93.3	7%	27%	67%	
29. Establishes a Code of Conduct to provide employees with clear guidelines on the company's ethical standards and integrity expectations.	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. Consistently does the right thing, even when no one is watching.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Does not withhold important information needed by others.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Can be counted on to act ethically and responsibly at all times.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Fosters a commitment to excellence and attention to detail.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Establishes a Code of Conduct to provide employees with clear guidelines on the company's ethical standards and integrity expectations.	3.21	3.20	3.20	3.20	

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
30. Interacts with stakeholders regarding the outcomes required by the project.	14	3.00	92.9	7%	79%	14%	
31. Determines the appropriate strategy for mitigating specific risks.	15	3.33	93.3	7%	53%	40%	
32. Locates the equipment and supplies needed for the project.	14	3.29	100.0		71%	29%	
33. Monitors timelines and milestones to ensure set benchmarks are met.	15	3.27	100.0		73%	27%	
34. Coordinates communication between the project team and stakeholders.	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. Interacts with stakeholders regarding the outcomes required by the project.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Determines the appropriate strategy for mitigating specific risks.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Locates the equipment and supplies needed for the project.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Monitors timelines and milestones to ensure set benchmarks are met.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Coordinates communication between the project team and stakeholders.	3.33	3.00	3.53	3.47	-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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Recognizes patterns, draws logical conclusions, and makes recommendations for action.	15	3.13	86.7	13%	60%	27%	
36. Formats data to facilitate easy comparisons.	15	3.20	93.3	7%	67%	27%	
37. Gathers information from a variety of sources.	15	3.33	93.3	7%	53%	40%	
38. Actively seeks constructive feedback from others.	15	3.07	86.7	13%	67%	20%	
39. Seeks new knowledge and skills to enhance analytical thinking.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Recognizes patterns, draws logical conclusions, and makes recommendations for action.	3.20	3.27	3.13	3.13	
36. Formats data to facilitate easy comparisons.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Gathers information from a variety of sources.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Actively seeks constructive feedback from others.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Seeks new knowledge and skills to enhance analytical thinking.	3.20	3.27	3.00	3.33	+0.33 ▲

Goals

Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

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. Monitors the completion of tasks and milestones against the timeline.	15	3.33	100.0		67%		33%
41. Avoids actions that do not contribute to the achievement of the goal.	15	3.33	93.3	7%	53%		40%
42. Performs a risk assessment to identify potential obstacles which may change the priority of certain goals.	15	3.40	93.3	7%	47%		47%
43. Encourages coworkers to attain departmental goals.	15	3.13	86.7	13%	60%		27%
44. Establishes specific dates by which tasks or milestones must be completed.	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. Monitors the completion of tasks and milestones against the timeline.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Avoids actions that do not contribute to the achievement of the goal.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Performs a risk assessment to identify potential obstacles which may change the priority of certain goals.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Encourages coworkers to attain departmental goals.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Establishes specific dates by which tasks or milestones must be completed.	3.33	3.27	3.87	3.27	-0.60 ▼