



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.

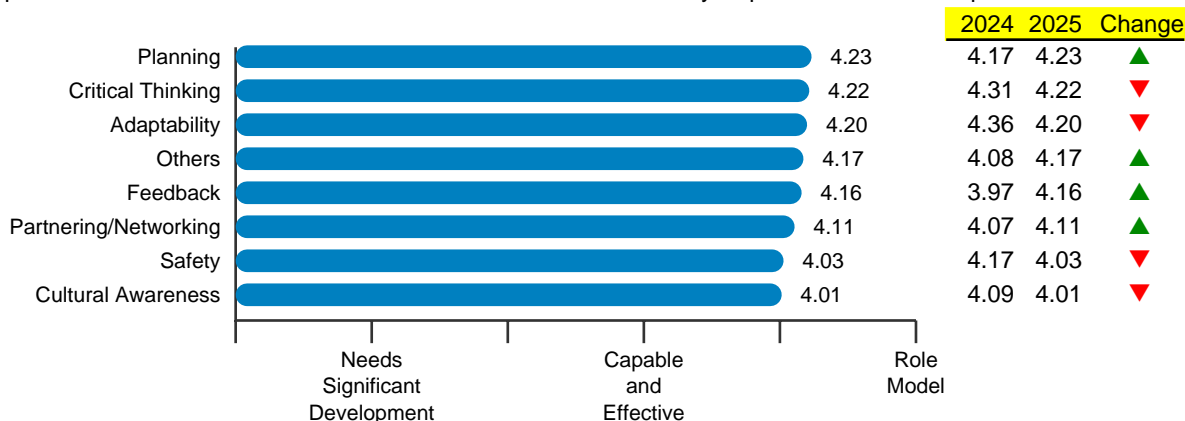
What to Do with Your Feedback

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

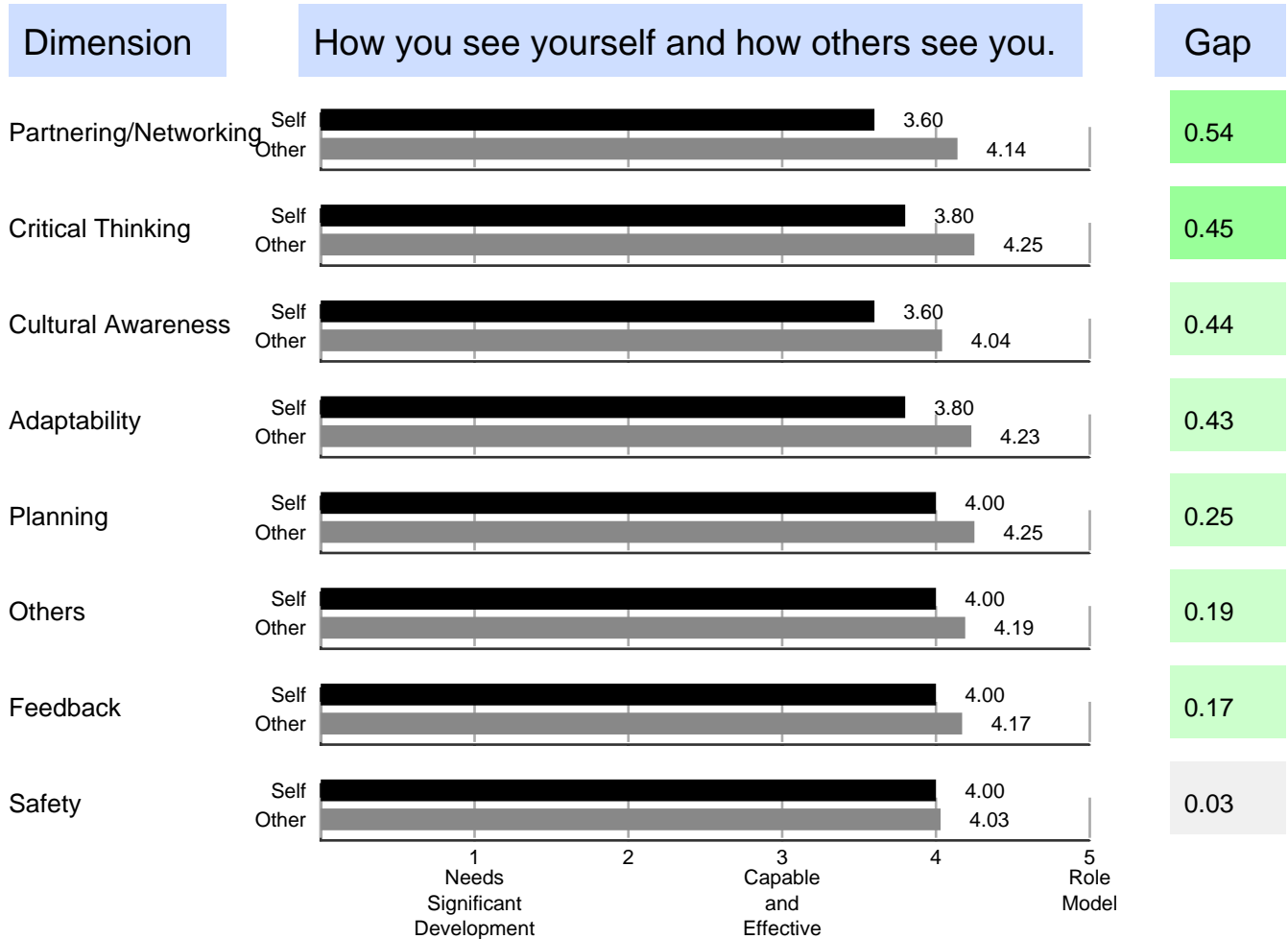
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Critical Thinking

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
1. Evaluates data against expectations to surface gaps, inconsistencies, or opportunities.	15	4.13	80.0	20%	47%	33%		
2. Engages in ongoing reflection to refine decision-making processes and improve future outcomes.	15	4.33	100.0		67%	33%		
3. Supports interpretations with relevant facts, trends, or statistical evidence.	15	4.33	93.3	7%	53%	40%		
4. Creates space for dialogue that challenges assumptions and broadens perspectives.	15	4.07	86.7	13%	67%	20%		
5. Tests ideas against evidence rather than accepting them at face value.	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. Evaluates data against expectations to surface gaps, inconsistencies, or opportunities.	4.00	4.13	+0.13 ▲
2. Engages in ongoing reflection to refine decision-making processes and improve future outcomes.	4.40	4.33	-0.07 ▼
3. Supports interpretations with relevant facts, trends, or statistical evidence.	4.47	4.33	-0.13 ▼
4. Creates space for dialogue that challenges assumptions and broadens perspectives.	4.47	4.07	-0.40 ▼
5. Tests ideas against evidence rather than accepting them at face value.	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. Adapts quickly to new situations.	15	4.33	93.3	7%	53%		40%	
7. Adjusts to new plans and procedures.	15	4.33	86.7	13%	40%		47%	
8. Adjusts tactics when things are not working as expected.	15	4.07	80.0	20%	53%		27%	
9. Flexible in adapting to dynamic situations.	15	4.13	80.0	20%	47%		33%	
10. Adapts to new environments.	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. Adapts quickly to new situations.	4.13	4.33	+0.20 ▲
7. Adjusts to new plans and procedures.	4.33	4.33	
8. Adjusts tactics when things are not working as expected.	4.20	4.07	-0.13 ▼
9. Flexible in adapting to dynamic situations.	4.67	4.13	-0.53 ▼
10. Adapts to new environments.	4.47	4.13	-0.33 ▼

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Reduces uncertainty in the department through clear planning and schedules.	15	4.67	100.0					
12. Adjusts plans as needed according to situational/strategic changes.	15	4.20	86.7					
13. Determines the allocation of funds based on plans for future development.	14	3.64	57.1					
14. Understands what materials will be required to successfully implement the plan.	14	4.14	85.7					
15. Develops an effective plan to guide the project.	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. Reduces uncertainty in the department through clear planning and schedules.	4.20	4.67	+0.47 ▲
12. Adjusts plans as needed according to situational/strategic changes.	3.93	4.20	+0.27 ▲
13. Determines the allocation of funds based on plans for future development.	4.47	3.64	-0.82 ▼
14. Understands what materials will be required to successfully implement the plan.	4.00	4.14	+0.14 ▲
15. Develops an effective plan to guide the project.	4.27	4.47	+0.20 ▲

Feedback

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. Initiates feedback conversations promptly following key events or milestones.	15	4.00	66.7	7%	27%	27%	40%	
17. Adheres to all deadlines in the on-line feedback process.	15	3.87	66.7		33%	47%	20%	
18. Ensures that subordinates act on the feedback they receive from others.	15	4.20	86.7	7%	7%	47%	40%	
19. Bases feedback on observable/observed behaviors or specific instances.	15	4.33	86.7		13%	40%	47%	
20. Assists employees in using their feedback to create clear and manageable goals that align with their professional development plans.	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. Initiates feedback conversations promptly following key events or milestones.	3.64	4.00	+0.36 ▲
17. Adheres to all deadlines in the on-line feedback process.	4.33	3.87	-0.47 ▼
18. Ensures that subordinates act on the feedback they receive from others.	3.93	4.20	+0.27 ▲
19. Bases feedback on observable/observed behaviors or specific instances.	4.33	4.33	
20. Assists employees in using their feedback to create clear and manageable goals that align with their professional development plans.	3.60	4.40	+0.80 ▲

Cultural Awareness

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. Fosters a diverse workforce free from discrimination and harassment.	15	3.93	73.3	27%		53%		20%
22. Recognizes how cultural context influences employee motivation, communication, and collaboration.	15	4.00	66.7	13%	20%	20%		47%
23. Demonstrates humility when learning about unfamiliar cultural customs or beliefs.	15	4.07	80.0	20%		53%		27%
24. Hires individuals with different cultural backgrounds for the department.	15	4.00	73.3	13%	13%	33%		40%
25. Participates in or facilitates cultural sensitivity training for self and team.	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. Fosters a diverse workforce free from discrimination and harassment.	4.20	3.93	-0.27 ▼
22. Recognizes how cultural context influences employee motivation, communication, and collaboration.	4.20	4.00	-0.20 ▼
23. Demonstrates humility when learning about unfamiliar cultural customs or beliefs.	4.13	4.07	-0.07 ▼
24. Hires individuals with different cultural backgrounds for the department.	3.80	4.00	+0.20 ▲
25. Participates in or facilitates cultural sensitivity training for self and team.	4.13	4.07	-0.07 ▼

Safety

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
26. Identifies and addresses safety needs.	15	4.00	80.0	7%	13%	53%		27%
27. Ensures that all supervisors are aware of regulatory and compliance measures.	15	3.67	66.7	20%	13%	47%		20%
28. Identifies predictable hazards in the workplace.	15	4.40	86.7	13%	33%	53%		
29. Mitigates hazards and safety issues that arise.	15	4.07	80.0	20%		53%		27%
30. Ensures compliance with safety regulations.	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. Identifies and addresses safety needs.	4.47	4.00	-0.47 ▼
27. Ensures that all supervisors are aware of regulatory and compliance measures.	4.00	3.67	-0.33 ▼
28. Identifies predictable hazards in the workplace.	4.33	4.40	+0.07 ▲
29. Mitigates hazards and safety issues that arise.	4.07	4.07	
30. Ensures compliance with safety regulations.	4.00	4.00	

Partnering/Networking

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. Builds trust with colleagues and coworkers.	15	4.27	93.3	7%		60%		33%
32. Develops key business contacts at other companies.	14	4.14	92.9	7%		71%		21%
33. Utilizes contacts to build and strengthen internal support bases.	15	4.27	100.0			73%		27%
34. Actively listens to understand different perspectives and identify common interests.	15	4.40	93.3	7%		47%		47%
35. Balances the strategic interests of those involved to maintain alliances.	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. Builds trust with colleagues and coworkers.	4.27	4.27	
32. Develops key business contacts at other companies.	4.20	4.14	-0.06 ▼
33. Utilizes contacts to build and strengthen internal support bases.	3.67	4.27	+0.60 ▲
34. Actively listens to understand different perspectives and identify common interests.	4.00	4.40	+0.40 ▲
35. Balances the strategic interests of those involved to maintain alliances.	4.20	3.47	-0.73 ▼

Others

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
36. Treats others with respect and dignity.	15	4.20	93.3	7%		67%		27%
37. Consistently demonstrates ability and willingness to trust others.	15	4.27	93.3	7%		60%		33%
38. Helpful	15	4.00	80.0		20%	60%		20%
39. Supports the efforts of other employees in implementing solutions to problems.	15	4.07	86.7	7%	7%	60%		27%
40. Able to see issues from others' perspectives.	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. Treats others with respect and dignity.	4.00	4.20	+0.20 ▲
37. Consistently demonstrates ability and willingness to trust others.	4.21	4.27	+0.05 ▲
38. Helpful	4.07	4.00	-0.07 ▼
39. Supports the efforts of other employees in implementing solutions to problems.	3.87	4.07	+0.20 ▲
40. Able to see issues from others' perspectives.	4.27	4.33	+0.07 ▲

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?