



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.

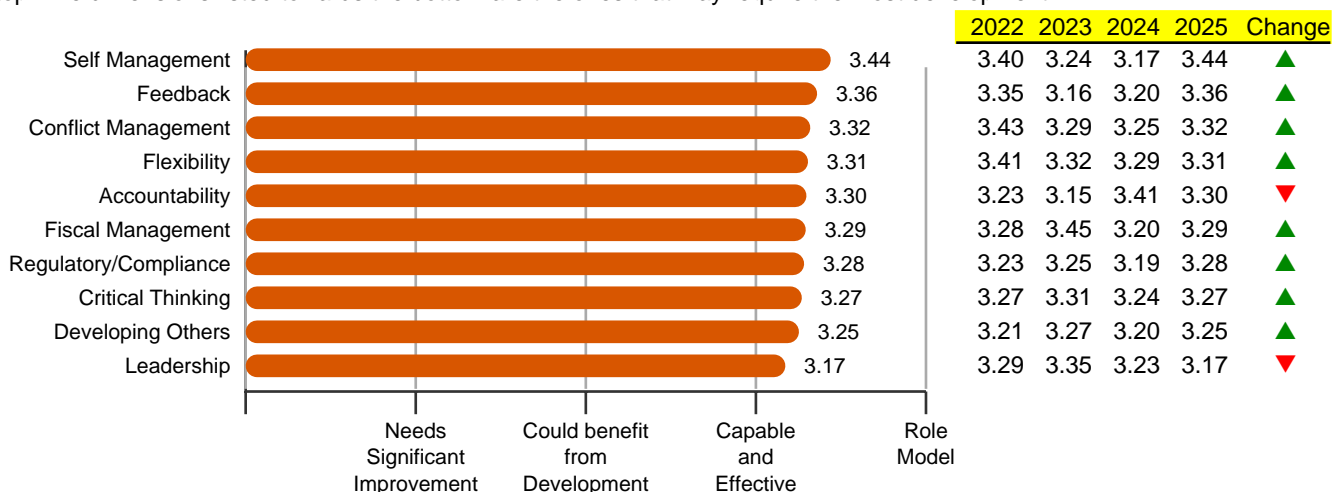
## What to Do with Your Feedback

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.



## Critical Thinking

Critical thinking is the disciplined process of collecting, categorizing, and evaluating data and arguments to arrive at sound judgments and actionable insights. It involves ongoing reflection and self-awareness to refine analytical rigor, while remaining open to diverse perspectives, alternative explanations, and expert claims. Through targeted observation, structured analysis, and comparative evaluation, critical thinkers interpret data accurately, distinguish between fact and opinion, and build logical inferences that connect evidence to outcomes. Ultimately, critical thinking supports adaptive decision-making by recognizing when context shifts, integrating lessons learned, and adjusting approaches to ensure relevance and 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Considers multiple perspectives before forming conclusions.	15	3.20	86.7	13%	53%	33%	
2. Documents and records data.	15	3.33	100.0		67%	33%	
3. Develops a sufficient understanding of the facts of the situation to be able to make correct inferences.	15	3.33	93.3	7%	53%	40%	
4. Frames findings within the context of the original question or hypothesis.	15	3.27	93.3	7%	60%	33%	
5. Identifies and challenges assumptions.	14	3.21	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	2022	2023	2024	2025	Change
1. Considers multiple perspectives before forming conclusions.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Documents and records data.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Develops a sufficient understanding of the facts of the situation to be able to make correct inferences.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Frames findings within the context of the original question or hypothesis.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Identifies and challenges assumptions.	3.00	3.20	3.13	3.21	+0.08 ▲

## Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Is flexible in solving difficult problems.	15	3.47	100.0		53%		47%
7. Works effectively during periods of change.	15	3.40	93.3	7%	47%		47%
8. Swiftly adapts to changes, anticipates challenges and takes preemptive actions.	15	3.20	86.7	13%	53%		33%
9. Capable of adjusting to necessary modifications in the work environment.	15	3.27	86.7	13%	47%		40%
10. Adapts to different settings, tasks, and challenges with ease.	15	3.20	93.3	7%	67%		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
6. Is flexible in solving difficult problems.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Works effectively during periods of change.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Swiftly adapts to changes, anticipates challenges and takes preemptive actions.	3.40	3.40	3.20	3.20	
9. Capable of adjusting to necessary modifications in the work environment.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Adapts to different settings, tasks, and challenges with ease.	3.33	3.47	3.27	3.20	-0.07 ▼

## Self Management

Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.67	100.0	33%	67%		
12. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.40	93.3	7%	47%	47%	
13. Consciously controls own negative emotions in order to keep team morale up.	15	3.13	86.7	13%	60%	27%	
14. Uses patience and self-control in working with customers and associates.	15	3.47	100.0	53%	47%		
15. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	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
11. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Consciously controls own negative emotions in order to keep team morale up.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Uses patience and self-control in working with customers and associates.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.67	3.27	3.20	3.53	+0.33 ▲

## Feedback

Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful progress.

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Welcomes feedback as a catalyst for self-reflection and development.	15	3.47	93.3	7%	40%	53%	
17. Accepts the views of others.	15	2.93	73.3	27%	53%		20%
18. Avoids becoming defensive or taking feedback personally, understanding that the purpose of feedback is to improve performance or behavior.	15	3.40	93.3	7%	47%	47%	
19. Receptive to feedback from others regarding both strengths and weaknesses.	15	3.53	100.0		47%	53%	
20. Addresses any issues discovered during the feedback 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
16. Welcomes feedback as a catalyst for self-reflection and development.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Accepts the views of others.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Avoids becoming defensive or taking feedback personally, understanding that the purpose of feedback is to improve performance or behavior.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Receptive to feedback from others regarding both strengths and weaknesses.	3.13	2.87	3.53	3.53	
20. Addresses any issues discovered during the feedback process.	3.40	3.20	2.87	3.47	+0.60 ▲

# Leadership

Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Provides coaching and guidance when needed but avoids micromanaging.	15	3.00	80.0	20%	60%		20%
22. Creates an environment where feedback is normalized and welcomed, not feared.	15	3.53	100.0		47%	53%	
23. Maintains high standards of honesty and integrity.	15	3.13	86.7	13%	60%		27%
24. Encourages calculated risk-taking and treats mistakes as learning opportunities, not failures.	15	3.13	80.0	7%	13%	40%	40%
25. Demonstrates bravery in addressing challenging matters directly and effectively.	15	3.07	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	2022	2023	2024	2025	Change
21. Provides coaching and guidance when needed but avoids micromanaging.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Creates an environment where feedback is normalized and welcomed, not feared.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Maintains high standards of honesty and integrity.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Encourages calculated risk-taking and treats mistakes as learning opportunities, not failures.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Demonstrates bravery in addressing challenging matters directly and effectively.	3.27	3.33	3.27	3.07	-0.20 ▼

## Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Submits complete applications for necessary certifications.	15	3.20	93.3	7%	60%	33%	
27. Uses operational compliance reports to evaluate the effectiveness of internal processes.	15	3.40	93.3	7%	47%	47%	
28. Addresses issues quickly before they develop into major problems.	15	3.60	93.3	7%	27%	67%	
29. Offers training to employees to ensure they are complying with regulations.	15	3.20	86.7	13%	53%	33%	
30. Complies with regulatory requirements for the state.	14	3.00	92.9	7%	79%	14%	

### 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
26. Submits complete applications for necessary certifications.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Uses operational compliance reports to evaluate the effectiveness of internal processes.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Addresses issues quickly before they develop into major problems.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Offers training to employees to ensure they are complying with regulations.	3.21	3.20	3.20	3.20	
30. Complies with regulatory requirements for the state.	2.87	3.27	3.07	3.00	-0.07 ▼

# Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Always keeps the supervisor informed of relevant information.	15	3.33	93.3	7%	53%	40%	
32. Regularly leads the way when helping the team troubleshoot various issues.	14	3.29	100.0		71%	29%	
33. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.	15	3.27	100.0		73%	27%	
34. Accepts personal responsibility for their actions.	15	3.47	93.3	7%	40%	53%	
35. Holds employees responsible if expectations are not met.	15	3.13	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	2022	2023	2024	2025	Change
31. Always keeps the supervisor informed of relevant information.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Regularly leads the way when helping the team troubleshoot various issues.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Accepts personal responsibility for their actions.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Holds employees responsible if expectations are not met.	3.20	3.27	3.13	3.13	

## Developing Others

Training and developing members of the team/department.

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Sets performance objectives for subordinates that encourages development opportunities.	15	3.20	93.3	7%	67%		27%
37. Is open to receiving feedback.	15	3.33	93.3	7%	53%		40%
38. Tries to ensure employees are ready to move to the next level.	15	3.07	86.7	13%	67%		20%
39. Supports the successes of other employees.	15	3.33	100.0		67%		33%
40. Provides constructive feedback to others.	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
36. Sets performance objectives for subordinates that encourages development opportunities.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Is open to receiving feedback.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Tries to ensure employees are ready to move to the next level.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Supports the successes of other employees.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Provides constructive feedback to others.	3.00	3.20	3.27	3.33	+0.07 ▲

# 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Determines who has the autonomy (authority) to make the decisions necessary to end the conflict.	15	3.33	93.3	7%	53%	40%	
42. Seeks to develop a shared understanding of the issues involved.	15	3.40	93.3	7%	47%	47%	
43. Does not let minor issues escalate into major problems.	15	3.13	86.7	13%	60%	27%	
44. Develops long-term methods for addressing conflicts.	15	3.27	100.0		73%	27%	
45. Uses storytelling or analogies to reframe perspectives and soften resistance to change.	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
41. Determines who has the autonomy (authority) to make the decisions necessary to end the conflict.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Seeks to develop a shared understanding of the issues involved.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Does not let minor issues escalate into major problems.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Develops long-term methods for addressing conflicts.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Uses storytelling or analogies to reframe perspectives and soften resistance to change.	3.20	3.33	3.13	3.47	+0.33 ▲

# Fiscal Management

Maintains appropriate financial controls and budgets.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Monitors spending.	15	3.40	93.3	7%	47%	47%	
47. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.20	93.3	7%	67%	27%	
48. Develops budgets and plans for various programs and initiatives.	15	3.20	93.3	7%	60%	33%	
49. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.47	100.0		53%	47%	
50. Monitors expenses and verifies the need for items purchased.	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
46. Monitors spending.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Ensures others follow the correct rules and regulations on fiscal matters.	3.33	3.40	3.20	3.20	
48. Develops budgets and plans for various programs and initiatives.	3.60	3.33	3.20	3.20	
49. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Monitors expenses and verifies the need for items purchased.	3.20	3.67	3.27	3.20	-0.07 ▼