



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.

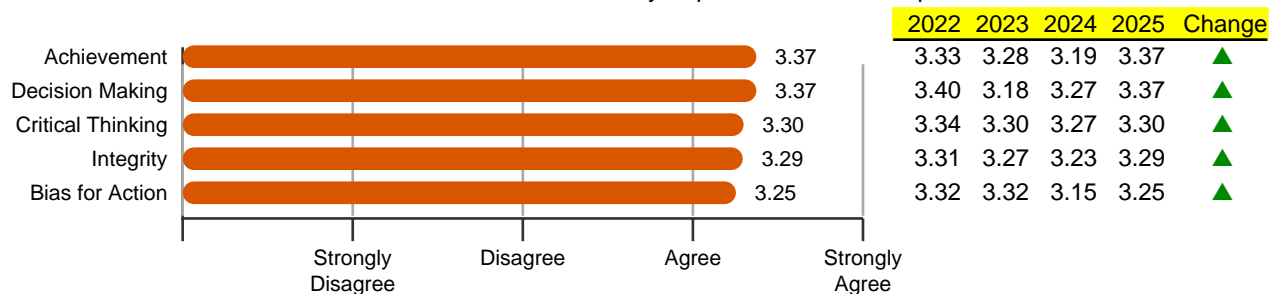
What to Do with Your Feedback

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

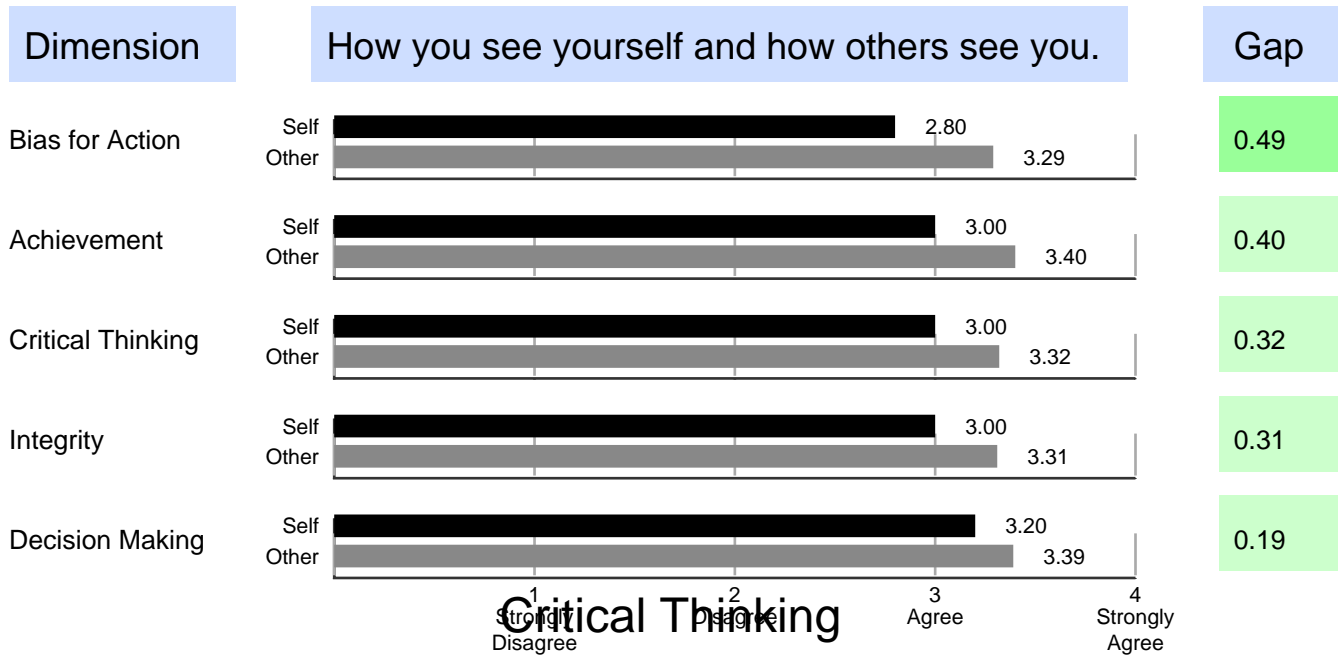
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 5 principal dimensions of leadership.

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 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Understands what information may still be needed to make optimal decisions.	15	3.20	86.7	13%	53%	33%	
2. Applies structured analysis to distill complex information into clear, actionable insights.	15	3.33	100.0		67%	33%	
3. Invites diverse viewpoints to test assumptions and expand understanding.	15	3.33	93.3	7%	53%	40%	
4. Benchmarks performance or outcomes against internal standards, industry norms, or historical	15	3.27	93.3	7%	60%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
5. Analyzes similarities and differences between observed results and intended goals.	14	3.21	85.7	14%	50%	36%	
6. Open to new information and considers alternative explanations.	15	3.47	100.0		53%	47%	
7. Aligns interpretations with stakeholder needs, decision criteria, or performance goals.	15	3.40	93.3	7%	47%	47%	
8. Validates interpretations with evidence rather than relying on assumptions.	15	3.20	86.7	13%	53%	33%	
9. Considers the consequences of decisions.	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. Understands what information may still be needed to make optimal decisions.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Applies structured analysis to distill complex information into clear, actionable insights.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Invites diverse viewpoints to test assumptions and expand understanding.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Benchmarks performance or outcomes against internal standards, industry norms, or historical data.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Analyzes similarities and differences between observed results and intended goals.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Open to new information and considers alternative explanations.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Aligns interpretations with stakeholder needs, decision criteria, or performance goals.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Validates interpretations with evidence rather than relying on assumptions.	3.40	3.40	3.20	3.20	
9. Considers the consequences of decisions.	3.53	3.40	3.60	3.27	-0.33 ▼

Achievement

Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.20	93.3	7%	67%	27%	
11. Operates with relentless drive, consistently meeting and surpassing deadlines.	15	3.67	100.0	33%	67%		
12. Adheres to established guidelines and best practices to drive consistent, high-quality performance.	15	3.40	93.3	7%	47%	47%	
13. Encourages a culture of mentorship and continuous improvement, helping others reach their full potential.	15	3.13	86.7	13%	60%	27%	
14. Set high standards in their performance	15	3.47	100.0	53%	47%		

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Item	2022	2023	2024	2025	Change
10. <u>Establishes</u> Specific Measurable Achievable Realistic and Timed (SMART) goals.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Operates with relentless drive, consistently meeting and surpassing deadlines.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Adheres to established guidelines and best practices to drive consistent, high-quality performance.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Encourages a culture of mentorship and continuous improvement, helping others reach their full potential.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Set high standards in their performance	3.20	3.13	3.00	3.47	+0.47 ▲

Decision Making

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints. Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

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. Receptive to new ideas from others when making decisions.	15	3.53	100.0		47%	53%	
16. Acknowledges how personal preferences or blind spots may skew judgment and takes steps to counteract them.	15	3.47	93.3	7%	40%	53%	
17. Has a good rapport other people which is helpful in making decisions on the team.	15	2.93	73.3	27%	53%		20%
18. Makes clear what is in scope and out of scope to avoid misalignment or unrealistic expectations.	15	3.40	93.3	7%	47%	47%	
19. Conducts post-decision reviews to learn from outcomes and improve future evaluations.	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. Receptive to new ideas from others when making decisions.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Acknowledges how personal preferences or blind spots may skew judgment and takes steps to counteract them.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Has a good rapport other people which is helpful in making decisions on the team.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Makes clear what is in scope and out of scope to avoid misalignment or unrealistic expectations.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Conducts post-decision reviews to learn from outcomes and improve future evaluations.	3.13	2.87	3.53	3.53	

Bias for Action

Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

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. Take decisive action when needed to keep the project moving forward.	15	3.47	100.0			53%	47%
21. Makes decisions within a specific time limit to avoid overthinking about problems.	15	3.00	80.0	20%		60%	20%
22. Efficiently manages time by addressing small tasks promptly rather than letting them pile up.	15	3.53	100.0			47%	53%
23. Demonstrates a strong work ethic and inspires others to take action.	15	3.13	86.7	13%		60%	27%
24. Positively motivates others to achieve or exceed goals	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
20. Take decisive action when needed to keep the project moving forward.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Makes decisions within a specific time limit to avoid overthinking about problems.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Efficiently manages time by addressing small tasks promptly rather than letting them pile up.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Demonstrates a strong work ethic and inspires others to take action.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Positively motivates others to achieve or exceed goals	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. Recognizes the critical importance of self-regulation and integrity in business operations, particularly in reporting.	15	3.07	86.7	13%	67%		20%
26. Maintains a commitment to honesty, fairness, and transparency in all actions and interactions regardless of the potential consequences or temptations to act otherwise.	15	3.20	93.3	7%	60%		33%
27. Recognizes integrity as a core value of the organization.	15	3.40	93.3	7%	47%		47%
28. Maintains strong trust-based relationships by being open, honest and transparent.	15	3.60	93.3	7%	27%	67%	
29. Exemplifies integrity by advocating for colleagues and standing up for what is right, even when it is difficult.	15	3.20	86.7	13%	53%		33%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
25. Recognizes the critical importance of self-regulation and integrity in business operations, particularly in reporting.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Maintains a commitment to honesty, fairness, and transparency in all actions and interactions regardless of the potential consequences or temptations to act otherwise.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Recognizes integrity as a core value of the organization.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Maintains strong trust-based relationships by being open, honest and transparent.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Exemplifies integrity by advocating for colleagues and standing up for what is right, even when it is difficult.	3.21	3.20	3.20	3.20	