

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.

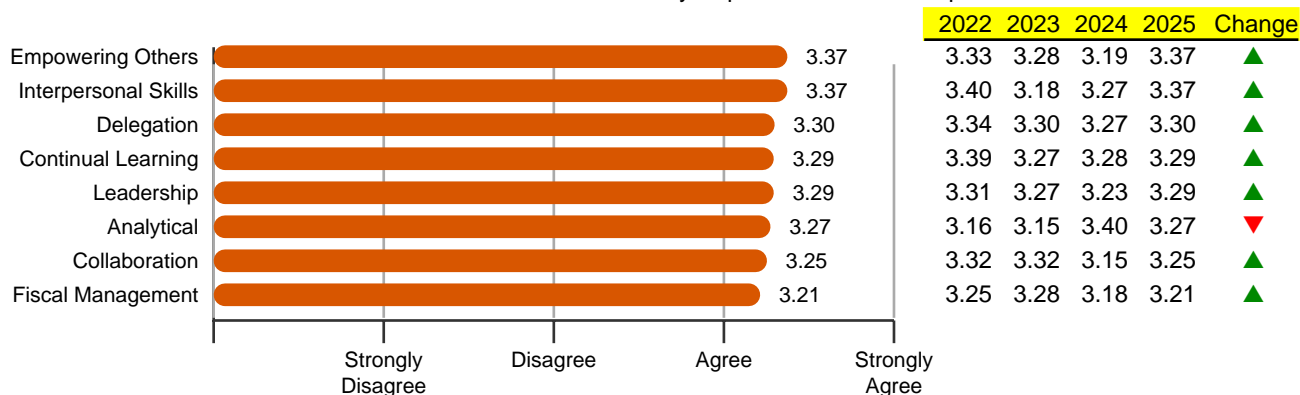
What to Do with Your Feedback

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

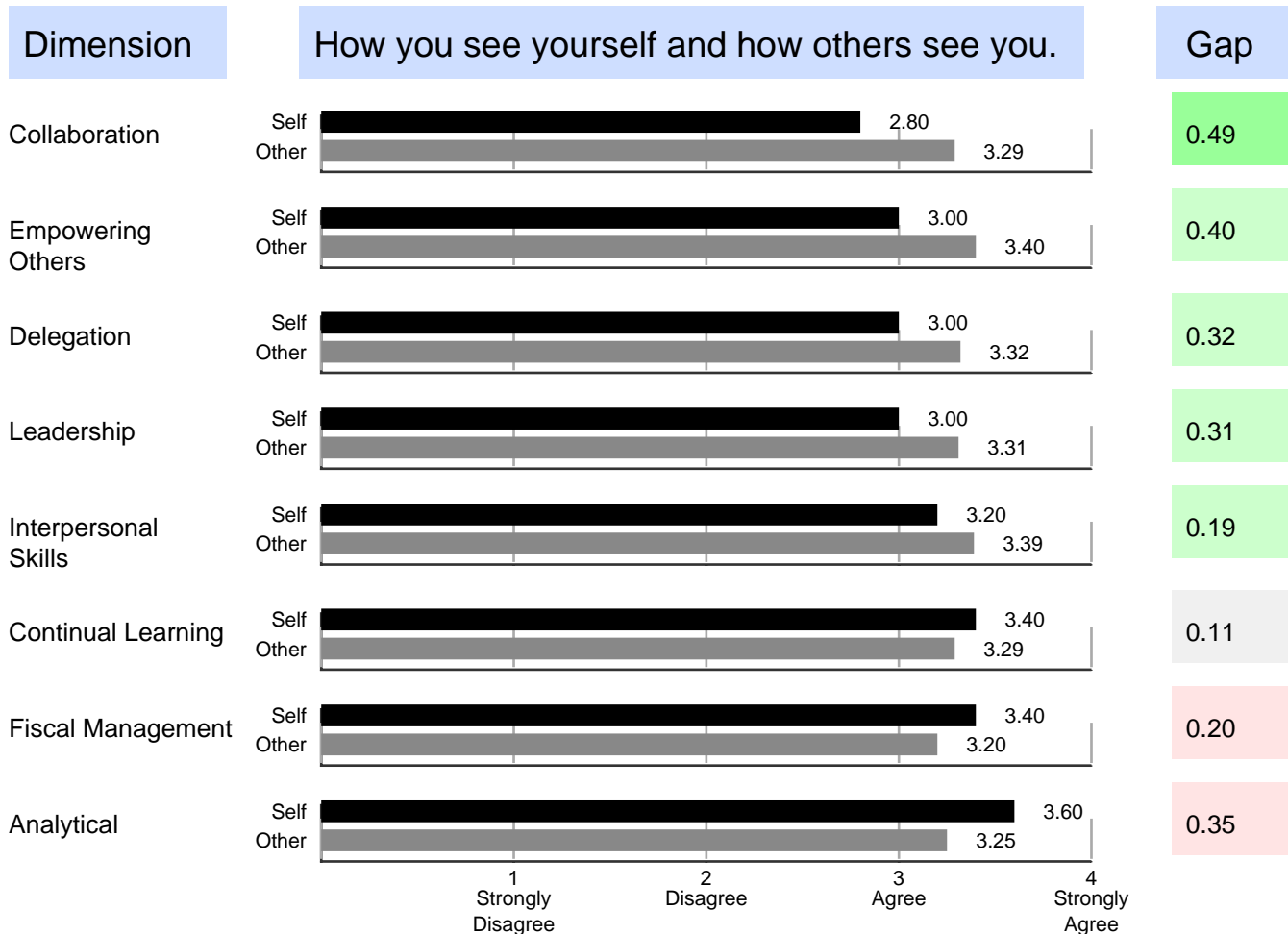
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Delegation

Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

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. Aligns delegated tasks with employees' personal and professional aspirations for meaningful career development.	15	3.20	86.7	13%	53%	33%	
2. Encourages employee buy-in for the delegated task.	15	3.33	100.0		67%	33%	
3. Fosters an environment in which the employee believes in their capabilities to meet expectations, takes the initiative, and delivers high-quality results.	15	3.33	93.3	7%	53%	40%	
4. Understands each employee's strengths and weaknesses to know what tasks should be assigned or delegated.	15	3.27	93.3	7%	60%	33%	
5. Allows employees to decide how they wish to complete the tasks.	14	3.21	85.7	14%	50%	36%	
6. Discusses with team members about what to do, not how to do it.	15	3.47	100.0		53%	47%	
7. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	3.40	93.3	7%	47%	47%	
8. Delegates tasks that challenge employees to expand their skill sets and take on new responsibilities.	15	3.20	86.7	13%	53%	33%	
9. Delegates specialized tasks to those that have the expertise and knowledge to perform them.	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. Aligns delegated tasks with employees' personal and professional aspirations for meaningful career development.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Encourages employee buy-in for the delegated task.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Fosters an environment in which the employee believes in their capabilities to meet expectations, takes the initiative, and delivers high-quality results.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Understands each employee's strengths and weaknesses to know what tasks should be assigned or delegated.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Allows employees to decide how they wish to complete the tasks.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Discusses with team members about what to do, not how to do it.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Delegates tasks that challenge employees to expand their skill sets and take on new responsibilities.	3.40	3.40	3.20	3.20	
9. Delegates specialized tasks to those that have the expertise and knowledge to perform them.	3.53	3.40	3.60	3.27	-0.33 ▼

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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. Gives employees the resources they need to complete the job.	15	3.20	93.3	7%	67%	27%	
11. Values the opinions of others.	15	3.67	100.0		33%	67%	
12. Creates opportunities for employees to exercise their independence.	15	3.40	93.3	7%	47%	47%	
13. Permits employees to take training to become more independent.	15	3.13	86.7	13%	60%	27%	
14. Encourages employees to take on greater responsibilities.	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. Gives employees the resources they need to complete the job.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Values the opinions of others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Creates opportunities for employees to exercise their independence.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Permits employees to take training to become more independent.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Encourages employees to take on greater responsibilities.	3.20	3.13	3.00	3.47	+0.47 ▲

Interpersonal Skills

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

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. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	15	3.53	100.0		47%	53%	
16. Applies appropriate communication techniques to the situation.	15	3.47	93.3	7%	40%	53%	
17. Takes time to recognize the efforts of others.	15	2.93	73.3	27%	53%	20%	
18. Is willing to lend a hand to those in the department who need help.	15	3.40	93.3	7%	47%	47%	
19. Gives credit where credit is due.	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. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Applies appropriate communication techniques to the situation.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Takes time to recognize the efforts of others.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Is willing to lend a hand to those in the department who need help.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Gives credit where credit is due.	3.13	2.87	3.53	3.53	

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
20. Values the diverse perspectives and skills each team member brings to the table, recognizing that collaborative efforts often lead to more innovative and effective solutions.	15	3.47	100.0			53%	47%
21. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	15	3.00	80.0	20%		60%	20%
22. Collaborates in time, effort, and expertise to help achieve success.	15	3.53	100.0			47%	53%
23. Integrates technology to boost collaborative work on process and policy documentation.	15	3.13	86.7	13%		60%	27%
24. Has the confidence and trust of other partners.	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. Values the diverse perspectives and skills each team member brings to the table, recognizing that collaborative efforts often lead to more innovative and effective solutions.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Collaborates in time, effort, and expertise to help achieve success.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Integrates technology to boost collaborative work on process and policy documentation.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Has the confidence and trust of other partners.	3.33	3.47	3.33	3.13	-0.20 ▼

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Clearly communicates the importance and thought process behind the company and area vision, thus inspiring others to work toward key objectives	15	3.07	86.7	13%	67%		20%
26. Recognizes individual and team accomplishments and reward them appropriately.	15	3.20	93.3	7%	60%		33%
27. Holds others accountable for their actions.	15	3.40	93.3	7%	47%		47%
28. Adapts communication style to different stakeholders to gain buy-in effectively.	15	3.60	93.3	7%	27%		67%
29. Encourages employees to develop their own solutions rather than prescribing answers.	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. Clearly communicates the importance and thought process behind the company and area vision, thus inspiring others to work toward key objectives	3.27	3.33	3.27	3.07	-0.20 ▼
26. Recognizes individual and team accomplishments and reward them appropriately.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Holds others accountable for their actions.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Adapts communication style to different stakeholders to gain buy-in effectively.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Encourages employees to develop their own solutions rather than prescribing answers.	3.21	3.20	3.20	3.20	

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
30. Checks that the information is both precise and up-to-date.	14	3.00	92.9	7%	79%		14%
31. Maintains precision when collecting and measuring data.	15	3.33	93.3	7%	53%		40%
32. Critically examines the information presented to determine its truthfulness and applicability to the topic at hand.	14	3.29	100.0		71%		29%
33. Able to interpret financial data, reports, balance sheets, and cash flow analysis.	15	3.27	100.0		73%		27%
34. Determines the relevance and accuracy of information.	15	3.47	93.3	7%	40%		53%

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Item	2022	2023	2024	2025	Change
30. Checks that the information is both precise and up-to-date.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Maintains precision when collecting and measuring data.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Critically examines the information presented to determine its truthfulness and applicability to the topic at hand.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Able to interpret financial data, reports, balance sheets, and cash flow analysis.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Determines the relevance and accuracy of information.	3.33	3.00	3.53	3.47	-0.07 ▼

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Monitors expenses and verifies the need for items purchased.	15	3.13	86.7	13%	60%	27%	
36. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.20	93.3	7%	67%	27%	
37. Develops budgets and plans for various programs and initiatives.	15	3.33	93.3	7%	53%	40%	
38. Provides budgeting and accounting support to the Company.	15	3.07	86.7	13%	67%	20%	
39. Effective in using Company's resources.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Monitors expenses and verifies the need for items purchased.	3.20	3.27	3.13	3.13	
36. Ensures others follow the correct rules and regulations on fiscal matters.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Develops budgets and plans for various programs and initiatives.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Provides budgeting and accounting support to the Company.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Effective in using Company's resources.	3.20	3.27	3.00	3.33	+0.33 ▲

Continual Learning

Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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. Improves on their skill sets.	15	3.33	100.0		67%		33%
41. Seeks opportunities to grow in skills and knowledge.	15	3.33	93.3	7%	53%		40%
42. Is open to new ideas and concepts.	15	3.40	93.3	7%	47%		47%
43. Pursues self-improvement through continual learning.	15	3.13	86.7	13%	60%		27%
44. Sets relevant learning objectives and goals.	15	3.27	100.0		73%		27%

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Item	2022	2023	2024	2025	Change
40. Improves on their skill sets.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Seeks opportunities to grow in skills and knowledge.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Is open to new ideas and concepts.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Pursues self-improvement through continual learning.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Sets relevant learning objectives and goals.	3.33	3.27	3.87	3.27	-0.60 ▼