



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.

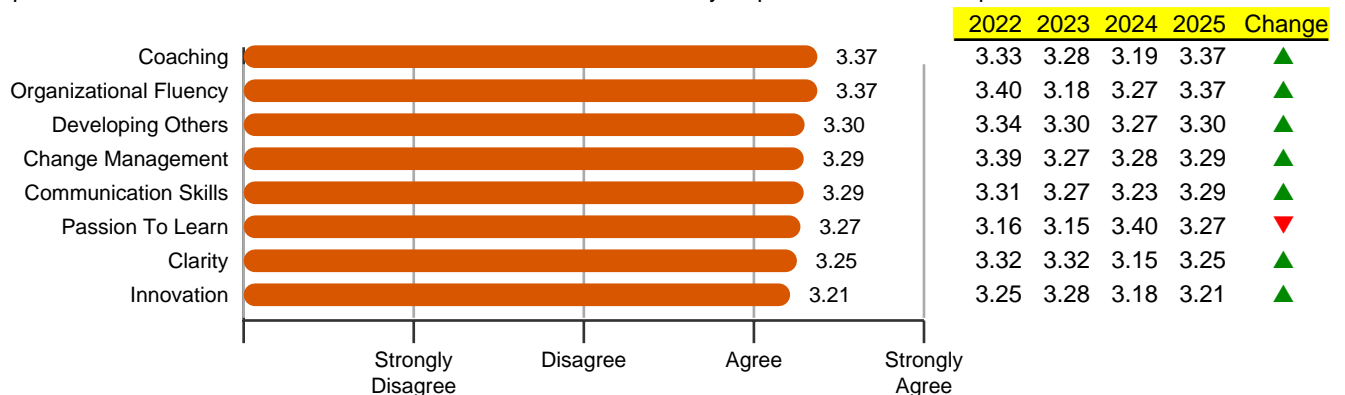
## What to Do with Your Feedback

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

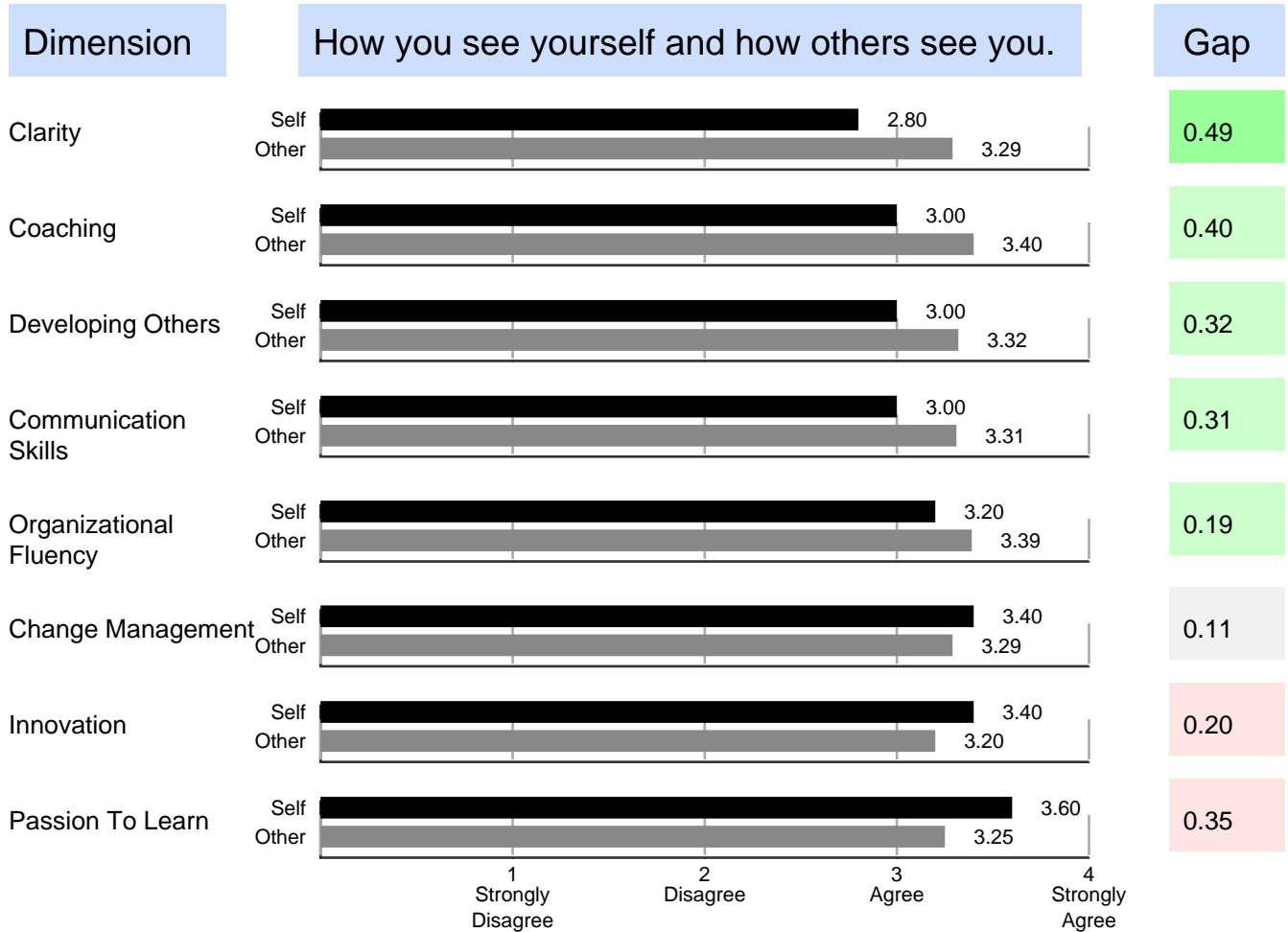
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



# 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Is open to receiving feedback.	15	3.20	86.7	13%	53%	33%	
2. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.33	100.0		67%	33%	
3. Assesses employees' developmental needs.	15	3.33	93.3	7%	53%	40%	
4. Tries to ensure employees are ready to move to the next level.	15	3.27	93.3	7%	60%	33%	
5. Creates a work environment that fosters positive feedback to employees.	14	3.21	85.7	14%	50%	36%	
6. Assigns tasks and responsibilities to develop skills of others.	15	3.47	100.0		53%	47%	
7. Recognizes and celebrates accomplishments of others.	15	3.40	93.3	7%	47%	47%	
8. Supports the successes of other employees.	15	3.20	86.7	13%	53%	33%	
9. Sets performance objectives for subordinates that encourages development opportunities.	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. Is open to receiving feedback.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Assesses employees' developmental needs.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Tries to ensure employees are ready to move to the next level.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Creates a work environment that fosters positive feedback to employees.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Assigns tasks and responsibilities to develop skills of others.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Recognizes and celebrates accomplishments of others.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Supports the successes of other employees.	3.40	3.40	3.20	3.20	
9. Sets performance objectives for subordinates that encourages development opportunities.	3.53	3.40	3.60	3.27	-0.33 ▼

# Coaching

Coaching is an essential leadership skill that enhances performance by fostering dialogue and active listening, asking open-ended questions, challenging assumptions, and tailoring approaches to individual needs. It involves reframing challenges as opportunities, broadening perspectives, providing constructive feedback, empowering employees, and emphasizing future potential. Effective coaching supports growth and development by creating a receptive environment, encouraging introspection and self-reflection, demonstrating empathy, investing time, and driving meaningful 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
10. Redirects conversations from focusing on problems to exploring solutions.	15	3.20	93.3	7%	67%		27%
11. Fosters an environment where coaching is considered an integral part of the corporate culture.	15	3.67	100.0		33%	67%	
12. Challenges the employee to grow and reflect on their capabilities and opportunities.	15	3.40	93.3	7%	47%		47%
13. Ensures that employees have the time to participate in coaching.	15	3.13	86.7	13%	60%		27%
14. Gives constructive feedback without becoming confrontational.	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. Redirects conversations from focusing on problems to exploring solutions.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Fosters an environment where coaching is considered an integral part of the corporate culture.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Challenges the employee to grow and reflect on their capabilities and opportunities.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Ensures that employees have the time to participate in coaching.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Gives constructive feedback without becoming confrontational.	3.20	3.13	3.00	3.47	+0.47 ▲

# Organizational Fluency

Able to work within the department/division/organization. Understand how different parts of the business interact.

## 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. Able to use corporate politics to advance department objectives.	15	3.53	100.0			47%	53%
16. Effective in communicating with others within the organization.	15	3.47	93.3	7%	40%		53%
17. Able to deal with sensitive issues with tact and professionalism.	15	2.93	73.3	27%		53%	20%
18. Able to explain departmental policies and procedures to others.	15	3.40	93.3	7%	47%		47%
19. Understands the current organizational culture.	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. Able to use corporate politics to advance department objectives.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Effective in communicating with others within the organization.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Able to deal with sensitive issues with tact and professionalism.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Able to explain departmental policies and procedures to others.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Understands the current organizational culture.	3.13	2.87	3.53	3.53	

# Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.  
Able to express ideas effectively.

## 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. Avoids stating unclear or conflicting goals.	15	3.47	100.0		53%	47%	
21. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	3.00	80.0	20%	60%		20%
22. Adjusts communication methods to the needs of the audience.	15	3.53	100.0		47%	53%	
23. Uses appropriate grammar and tense in communications.	15	3.13	86.7	13%	60%		27%
24. Clarifies problems and their causes to help employees correct them.	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. Avoids stating unclear or conflicting goals.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Adjusts communication methods to the needs of the audience.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Uses appropriate grammar and tense in communications.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Clarifies problems and their causes to help employees correct them.	3.33	3.47	3.33	3.13	-0.20 ▼

## 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
25. Provides feedback in a helpful and respectful way, focusing on improvement.	15	3.07	86.7	13%	67%		20%
26. Presents information in a clear and logical format.	15	3.20	93.3	7%	60%		33%
27. Checks for understanding throughout conversations or group presentations/discussions	15	3.40	93.3	7%	47%		47%
28. Responds to questions with accurate and complete answers	15	3.60	93.3	7%	27%	67%	
29. Engages in clear communication with both senior and junior management.	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. Provides feedback in a helpful and respectful way, focusing on improvement.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Presents information in a clear and logical format.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Checks for understanding throughout conversations or group presentations/discussions	3.20	3.33	2.93	3.40	+0.47 ▲
28. Responds to questions with accurate and complete answers	3.33	3.13	3.40	3.60	+0.20 ▲
29. Engages in clear communication with both senior and junior management.	3.21	3.20	3.20	3.20	

## Passion To Learn

High level of curiosity and committed to their professional development.

### 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. Holds self and associates accountable for goal achievement.	14	3.00	92.9	7%	79%		14%
31. Takes advantage of training opportunities when they arise.	15	3.33	93.3	7%	53%		40%
32. Demonstrates a willingness to participate in continuing education courses.	14	3.29	100.0		71%		29%
33. Enhances value to the company through additional training and development.	15	3.27	100.0		73%		27%
34. Is committed to enhancing their own knowledge and skills.	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. Holds self and associates accountable for goal achievement.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Takes advantage of training opportunities when they arise.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Demonstrates a willingness to participate in continuing education courses.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Enhances value to the company through additional training and development.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is committed to enhancing their own knowledge and skills.	3.33	3.00	3.53	3.47	-0.07 ▼

# Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

## 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. Creates new and imaginative approaches to work-related issues.	15	3.13	86.7	13%	60%		27%
36. Transforms raw ideas into actionable plans with a higher likelihood of successful implementation.	15	3.20	93.3	7%	67%		27%
37. Establishes and monitors key performance indicators (KPIs) for innovation.	15	3.33	93.3	7%	53%		40%
38. Identifies fresh approaches to solving problems.	15	3.07	86.7	13%	67%		20%
39. Seeks new ideas and adapts to changing environments.	15	3.33	100.0		67%		33%

## Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
35. Creates new and imaginative approaches to work-related issues.	3.20	3.27	3.13	3.13	
36. Transforms raw ideas into actionable plans with a higher likelihood of successful implementation.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Establishes and monitors key performance indicators (KPIs) for innovation.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Identifies fresh approaches to solving problems.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Seeks new ideas and adapts to changing environments.	3.20	3.27	3.00	3.33	+0.33 ▲

# Change Management

Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments. Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational growth.

## 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. Empowers employees with decision-making responsibilities to allow them to take ownership of certain aspects of the change.	15	3.33	100.0		67%		33%
41. Facilitates change with minimal resistance.	15	3.33	93.3	7%	53%		40%
42. Solicits input from employees to help get their buy-in for the change.	15	3.40	93.3	7%	47%		47%
43. Communicates the vision necessary to implement the changes for the department/organization.	15	3.13	86.7	13%	60%		27%
44. Supports various change management activities.	15	3.27	100.0		73%		27%

## Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
40. Empowers employees with decision-making responsibilities to allow them to take ownership of certain aspects of the change.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Facilitates change with minimal resistance.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Solicits input from employees to help get their buy-in for the change.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Communicates the vision necessary to implement the changes for the department/organization.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Supports various change management activities.	3.33	3.27	3.87	3.27	-0.60 ▼