



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.

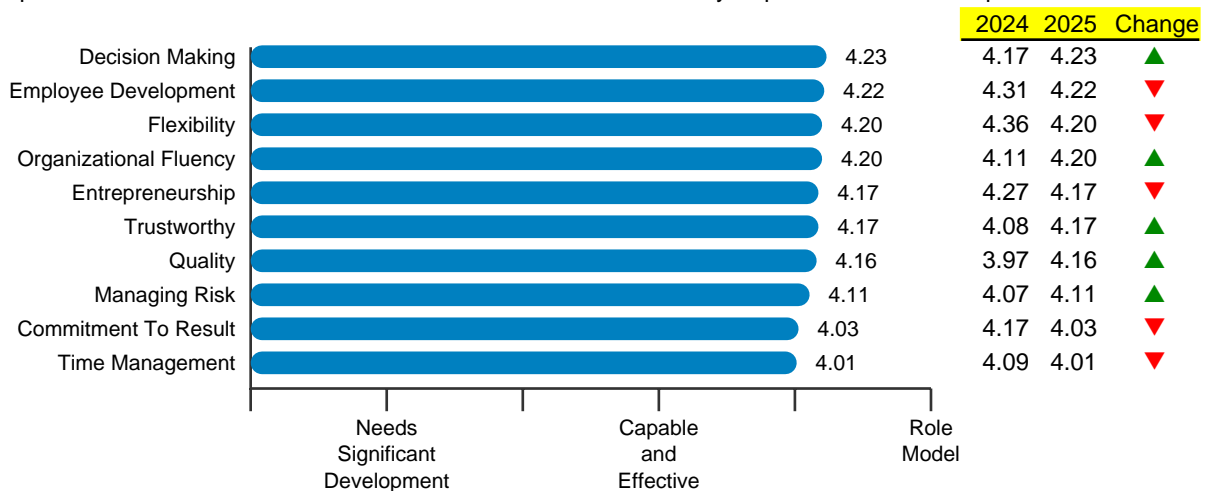
What to Do with Your Feedback

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

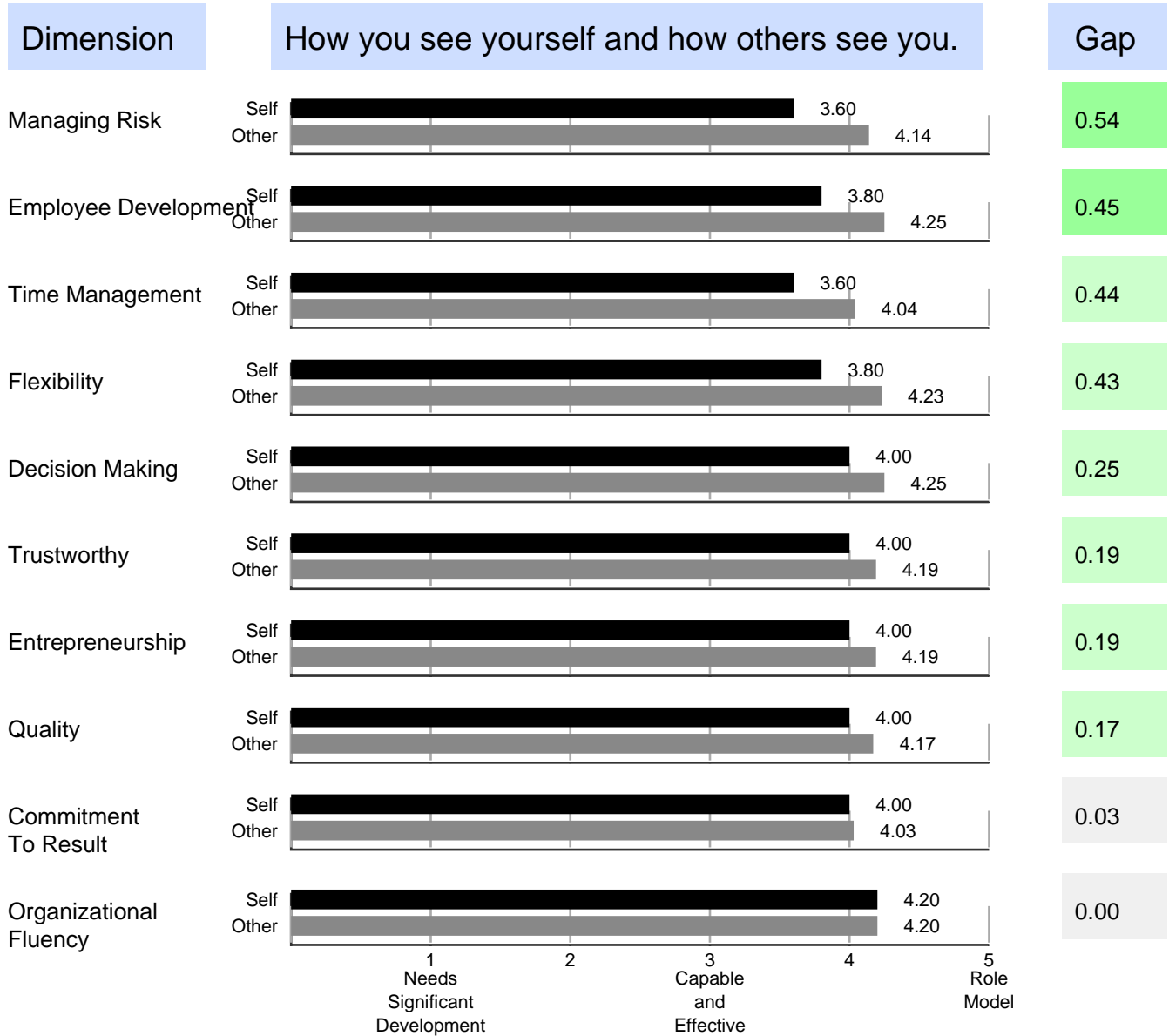
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Employee 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Supports Employees in pursuing certifications, degrees, or external training to prepare for advancement.	15	4.13	80.0	20%		47%		33%
2. Ensures employees have the opportunity to progress within the Company.	15	4.33	100.0		67%			33%
3. Makes sure employees understand what is expected of them and have the necessary skills and abilities.	15	4.33	93.3	7%		53%		40%
4. Offers excellent training opportunities.	15	4.07	86.7	13%		67%		20%
5. Develops training plans based on both current job needs and future organizational goals.	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. Supports Employees in pursuing certifications, degrees, or external training to prepare for advancement.	4.00	4.13	+0.13 ▲
2. Ensures employees have the opportunity to progress within the Company.	4.40	4.33	-0.07 ▼
3. Makes sure employees understand what is expected of them and have the necessary skills and abilities.	4.47	4.33	-0.13 ▼
4. Offers excellent training opportunities.	4.47	4.07	-0.40 ▼
5. Develops training plans based on both current job needs and future organizational goals.	4.20	4.21	+0.01 ▲

Flexibility

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. Is able to bounce back from obstacles.	15	4.33	93.3	7%	53%		40%	
7. Is open to alternative ways to accomplish goals	15	4.33	86.7	13%	40%		47%	
8. Fosters agility in processes and decision-making.	15	4.07	80.0	20%	53%		27%	
9. Adapts to circumstances as needed.	15	4.13	80.0	20%	47%		33%	
10. Encourages adaptability to utilize more efficient processes.	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. Is able to bounce back from obstacles.	4.13	4.33	+0.20 ▲
7. Is open to alternative ways to accomplish goals	4.33	4.33	
8. Fosters agility in processes and decision-making.	4.20	4.07	-0.13 ▼
9. Adapts to circumstances as needed.	4.67	4.13	-0.53 ▼
10. Encourages adaptability to utilize more efficient processes.	4.47	4.13	-0.33 ▼

Decision Making

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
11. Receptive to new ideas from others when making decisions.	15	4.67	100.0					
12. Acknowledges how personal preferences or blind spots may skew judgment and takes steps to counteract them.	15	4.20	86.7					
13. Gathers information before making a decision.	14	3.64	57.1					
14. Comes across as confident, decisive, and resilient	14	4.14	85.7					
15. Invites input from peers or stakeholders to understand the impact and improve decision-making processes.	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. Receptive to new ideas from others when making decisions.	4.20	4.67	+0.47 ▲
12. Acknowledges how personal preferences or blind spots may skew judgment and takes steps to counteract them.	3.93	4.20	+0.27 ▲
13. Gathers information before making a decision.	4.47	3.64	-0.82 ▼
14. Comes across as confident, decisive, and resilient	4.00	4.14	+0.14 ▲
15. Invites input from peers or stakeholders to understand the impact and improve decision-making processes.	4.27	4.47	+0.20 ▲

Quality

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. Communicates with team members regarding best quality practices.	15	4.00	66.7	7%	27%	27%	40%	
17. Ensures high consistency across batches or production runs.	15	3.87	66.7		33%	47%	20%	
18. Is preventative in dealing with quality issues.	15	4.20	86.7	7%	7%	47%	40%	
19. Addresses issues soon after they are detected.	15	4.33	86.7		13%	40%	47%	
20. Sets high benchmarks for employees to achieve.	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. Communicates with team members regarding best quality practices.	3.64	4.00	+0.36 ▲
17. Ensures high consistency across batches or production runs.	4.33	3.87	-0.47 ▼
18. Is preventative in dealing with quality issues.	3.93	4.20	+0.27 ▲
19. Addresses issues soon after they are detected.	4.33	4.33	
20. Sets high benchmarks for employees to achieve.	3.60	4.40	+0.80 ▲

Time Management

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. Never late for work.	15	3.93	73.3	27%		53%		20%
22. Sets goals to complete specific parts of the project by certain times to keep on schedule.	15	4.00	66.7	13%	20%	20%		47%
23. Works quickly to keep on schedule.	15	4.07	80.0	20%		53%		27%
24. Tackles the biggest problems at the start of the day.	15	4.00	73.3	13%	13%	33%		40%
25. Focuses time on the tasks that yield the highest value.	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. Never late for work.	4.20	3.93	-0.27 ▼
22. Sets goals to complete specific parts of the project by certain times to keep on schedule.	4.20	4.00	-0.20 ▼
23. Works quickly to keep on schedule.	4.13	4.07	-0.07 ▼
24. Tackles the biggest problems at the start of the day.	3.80	4.00	+0.20 ▲
25. Focuses time on the tasks that yield the highest value.	4.13	4.07	-0.07 ▼

Commitment To Result

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
26. Committed to the team.	15	4.00	80.0	7%	13%	53%		27%
27. Encourages commitment in others to obtain results.	15	3.67	66.7	20%	13%	47%		20%
28. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.40	86.7	13%	33%	53%		
29. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.07	80.0	20%		53%		27%
30. Takes immediate action toward goals.	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. Committed to the team.	4.47	4.00	-0.47 ▼
27. Encourages commitment in others to obtain results.	4.00	3.67	-0.33 ▼
28. Creates a sense of urgency among the store team members to complete activities, which drive sales.	4.33	4.40	+0.07 ▲
29. Willing to do whatever it takes-not afraid to have to put in extra effort.	4.07	4.07	
30. Takes immediate action toward goals.	4.00	4.00	

Managing Risk

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
31. Designs risk response activities that are proportionate to the level of risk.	15	4.27	93.3	7%	60%			33%
32. Reduces risk to a manageable level.	14	4.14	92.9	7%	71%			21%
33. Takes steps to reduce the occurrence of the risk events.	15	4.27	100.0		73%			27%
34. Implements strategic risk management in an objective and tactical way.	15	4.40	93.3	7%	47%			47%
35. Uses risk management to make better strategic decisions.	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. Designs risk response activities that are proportionate to the level of risk.	4.27	4.27	
32. Reduces risk to a manageable level.	4.20	4.14	-0.06 ▼
33. Takes steps to reduce the occurrence of the risk events.	3.67	4.27	+0.60 ▲
34. Implements strategic risk management in an objective and tactical way.	4.00	4.40	+0.40 ▲
35. Uses risk management to make better strategic decisions.	4.20	3.47	-0.73 ▼

Trustworthy

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
36. Demonstrates congruence between statements and actions.	15	4.20	93.3	7%		67%		27%
37. Communicates an understanding of the other person's interests, needs and concerns.	15	4.27	93.3	7%		60%		33%
38. Is a person you can trust.	15	4.00	80.0		20%	60%		20%
39. Builds and maintains the trust of others.	15	4.07	86.7	7%	7%	60%		27%
40. Works in a way that makes others want to work with her/him.	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. Demonstrates congruence between statements and actions.	4.00	4.20	+0.20 ▲
37. Communicates an understanding of the other person's interests, needs and concerns.	4.21	4.27	+0.05 ▲
38. Is a person you can trust.	4.07	4.00	-0.07 ▼
39. Builds and maintains the trust of others.	3.87	4.07	+0.20 ▲
40. Works in a way that makes others want to work with her/him.	4.27	4.33	+0.07 ▲

Entrepreneurship

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
41. Finds unique ways to go around barriers to success.	15	3.93	80.0	13%	7%	53%		27%
42. Excellent at managing relationships with stakeholders.	15	4.33	93.3	7%		47%		47%
43. Has a strategic awareness on how to promote the organization.	15	4.13	86.7		13%	60%		27%
44. Balances risks and rewards when making decisions.	15	4.20	100.0			80%		20%
45. Devotes a certain amount of time and effort to developing new business opportunities.	15	4.27	86.7	7%	7%	40%		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	2024	2025	Change
41. Finds unique ways to go around barriers to success.	3.87	3.93	+0.07 ▲
42. Excellent at managing relationships with stakeholders.	4.13	4.33	+0.20 ▲
43. Has a strategic awareness on how to promote the organization.	4.20	4.13	-0.07 ▼
44. Balances risks and rewards when making decisions.	4.87	4.20	-0.67 ▼
45. Devotes a certain amount of time and effort to developing new business opportunities.	4.27	4.27	

Organizational Fluency

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
46. Able to explain departmental policies and procedures to others.	15	4.40	93.3	7%	47%	47%		
47. Adept at navigating within the culture of the department.	15	4.20	93.3	7%	67%		27%	
48. Able to deal with sensitive issues with tact and professionalism.	15	4.07	86.7	13%	53%		33%	
49. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.27	93.3	7%	53%		40%	
50. Understands departmental policies and procedures.	15	4.07	80.0	20%	53%		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
46. Able to explain departmental policies and procedures to others.	4.13	4.40	+0.27 ▲
47. Adept at navigating within the culture of the department.	4.07	4.20	+0.13 ▲
48. Able to deal with sensitive issues with tact and professionalism.	4.00	4.07	+0.07 ▲
49. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	4.13	4.27	+0.13 ▲
50. Understands departmental policies and procedures.	4.20	4.07	-0.13 ▼

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?