



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.

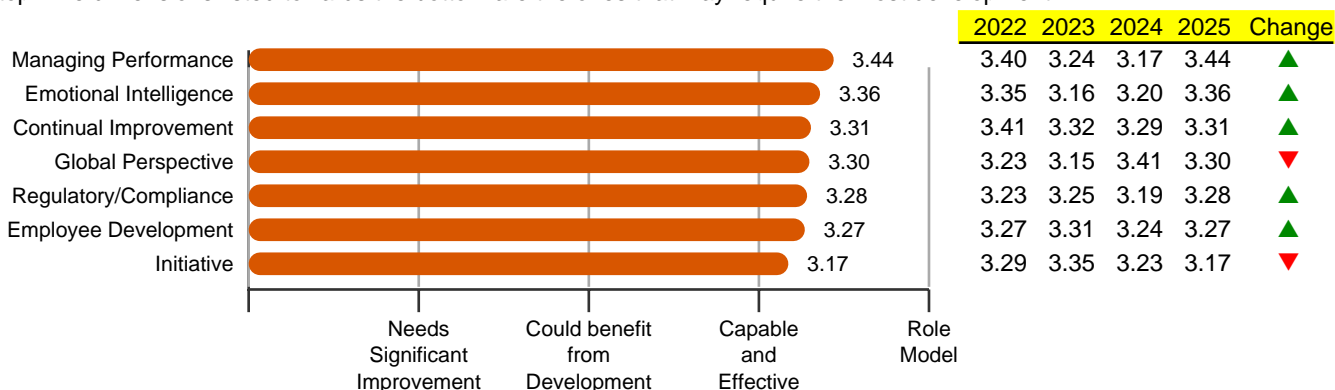
What to Do with Your Feedback

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

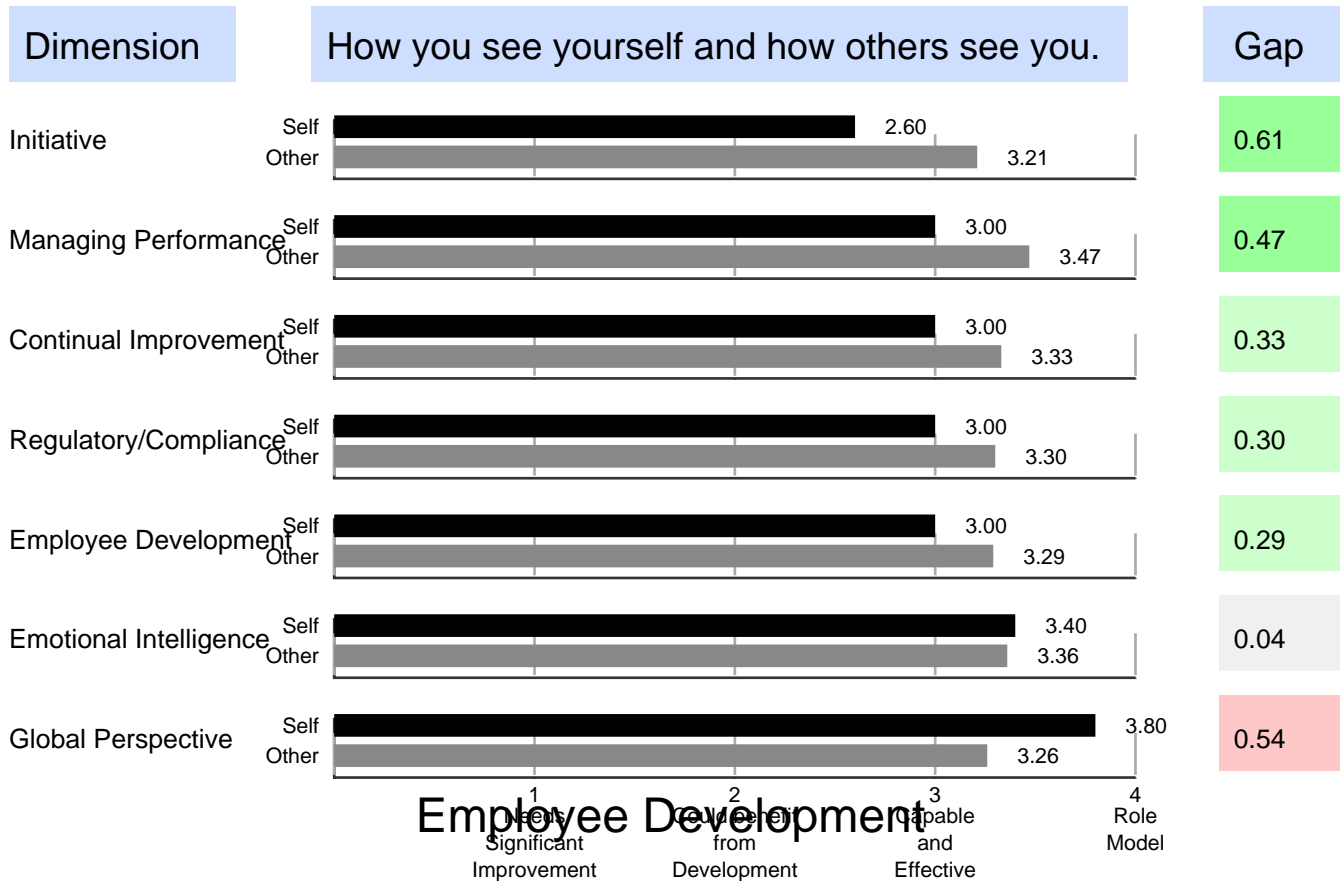
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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 is a strategic, organization-wide commitment to cultivating employee growth through needs-based assessments, relevant and well-resourced training, and clearly aligned opportunities that support both individual advancement and business objectives. It encompasses comprehensive onboarding, career and succession planning, coaching, mentorship, job enrichment, cross-training, and management development—ensuring employees are aware of and supported in accessing diverse pathways for learning and promotion. By integrating employee input, aligning development goals with company strategy, and promoting internal mobility, Employee Development fosters a culture of continuous improvement, leadership cultivation, and institutional resilience.

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. Uses cross-training stay agile and adaptable	15	3.20	86.7	13%	53%	33%	

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
2. Delegates responsibilities to employees to broaden the scope of the employee's job.	15	3.33	100.0		67%		33%
3. Enables employees to cross-train to build their skills and abilities.	15	3.33	93.3	7%	53%		40%
4. Offers excellent training opportunities.	15	3.27	93.3	7%	60%		33%
5. Coaches employees in the department.	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. Uses cross-training stay agile and adaptable during staffing changes or peak workloads.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Delegates responsibilities to employees to broaden the scope of the employee's job.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Enables employees to cross-train to build their skills and abilities.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Offers excellent training opportunities.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Coaches employees in the department.	3.00	3.20	3.13	3.21	+0.08 ▲

Continual Improvement

Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

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. Looks for ways to expand and learn new job skills.	15	3.47	100.0		53%		47%
7. Searches for new methods, techniques, and processes that increase efficiency and reduce	15	3.40	93.3	7%	47%		47%

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
8. Open to the suggestions from others.	15	3.20	86.7	13%	53%	33%	
9. Looks for ways to expand current job responsibilities.	15	3.27	86.7	13%	47%	40%	
10. Promotes training and development opportunities to enhance job performance.	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. Looks for ways to expand and learn new job skills.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Open to the suggestions from others.	3.40	3.40	3.20	3.20	
9. Looks for ways to expand current job responsibilities.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Promotes training and development opportunities to enhance job performance.	3.33	3.47	3.27	3.20	-0.07 ▼

Managing Performance

Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

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. Assigns additional responsibilities to facilitate internal employee promotions.	15	3.67	100.0		33%	67%	
12. Uses timely and appropriate corrective/disciplinary actions.	15	3.40	93.3	7%	47%	47%	
13. Reviews monthly or weekly reports of quantitative metrics (sales/production) to measure performance level.	15	3.13	86.7	13%	60%	27%	

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
14. Ensures the employee understands the key tasks, goals and KPIs required for the position.	15	3.47	100.0	53%		47%	
15. Revises the Objectives and Key Results (OKRs) required for the position on a quarterly basis.	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. Assigns additional responsibilities to facilitate internal employee promotions.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Uses timely and appropriate corrective/disciplinary actions.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Reviews monthly or weekly reports of quantitative metrics (sales/production) to measure performance level.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Ensures the employee understands the key tasks, goals and KPIs required for the position.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Revises the Objectives and Key Results (OKRs) required for the position on a quarterly basis.	3.67	3.27	3.20	3.53	+0.33 ▲

Emotional Intelligence

Ability to perceive, interpret, and understand the emotions of others.

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. Is able to control their own emotions.	15	3.47	93.3	7%	40%	53%	
17. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.93	73.3	27%	53%		20%
18. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.40	93.3	7%	47%	47%	
19. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.53	100.0	47%		53%	
20. Is able to express themselves clearly.	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. Is able to control their own emotions.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Is attentive to emotional cues and interprets others' feelings correctly.	3.13	2.87	3.53	3.53	
20. Is able to express themselves clearly.	3.40	3.20	2.87	3.47	+0.60 ▲

Initiative

Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

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. Takes the initiative to develop contingency plans for high-risk scenarios before they materialize.	15	3.00	80.0	20%	60%		20%
22. Initiates important conversation topics at meetings.	15	3.53	100.0		47%	53%	
23. Helps the department take the initiative to create new solutions.	15	3.13	86.7	13%	60%		27%
24. Seeks alternative methods or resources when initial approaches fail or are unavailable.	15	3.13	80.0	7%	13%	40%	40%
25. Informs the manager of any important changes in the equipment operation.	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. Takes the initiative to develop contingency plans for high-risk scenarios before they materialize.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Initiates important conversation topics at meetings.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Helps the department take the initiative to create new solutions.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Seeks alternative methods or resources when initial approaches fail or are unavailable.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Informs the manager of any important changes in the equipment operation.	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. Reviews transactions for potential misconduct.	15	3.20	93.3	7%	60%	33%	
27. Interacts with auditors and regulators on a professional basis.	15	3.40	93.3	7%	47%	47%	
28. Offers training to employees to ensure they are complying with regulations.	15	3.60	93.3	7%	27%	67%	
29. Is professional and courteous in interactions with auditors and regulators.	15	3.20	86.7	13%	53%	33%	
30. Coordinates with legal counsel in conducting audits of legal compliance.	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. Reviews transactions for potential misconduct.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Interacts with auditors and regulators on a professional basis.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Offers training to employees to ensure they are complying with regulations.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Is professional and courteous in interactions with auditors and regulators.	3.21	3.20	3.20	3.20	
30. Coordinates with legal counsel in conducting audits of legal compliance.	2.87	3.27	3.07	3.00	-0.07 ▼

Global Perspective

Maintains a global perspective on business functions and strategies.

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. Volunteers for experiences and assignments abroad.	15	3.33	93.3	7%	53%	40%	
32. Attends training seminars and conferences to increase skills in working with others globally.	14	3.29	100.0		71%	29%	
33. Cooperates with others on a global scale.	15	3.27	100.0		73%	27%	
34. Facilitates open communication with individuals from other countries.	15	3.47	93.3	7%	40%	53%	
35. Is aware of the culture, behaviors, identities and beliefs of others.	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. Volunteers for experiences and assignments abroad.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Attends training seminars and conferences to increase skills in working with others globally.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Cooperates with others on a global scale.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Facilitates open communication with individuals from other countries.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Is aware of the culture, behaviors, identities and beliefs of others.	3.20	3.27	3.13	3.13	