



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.

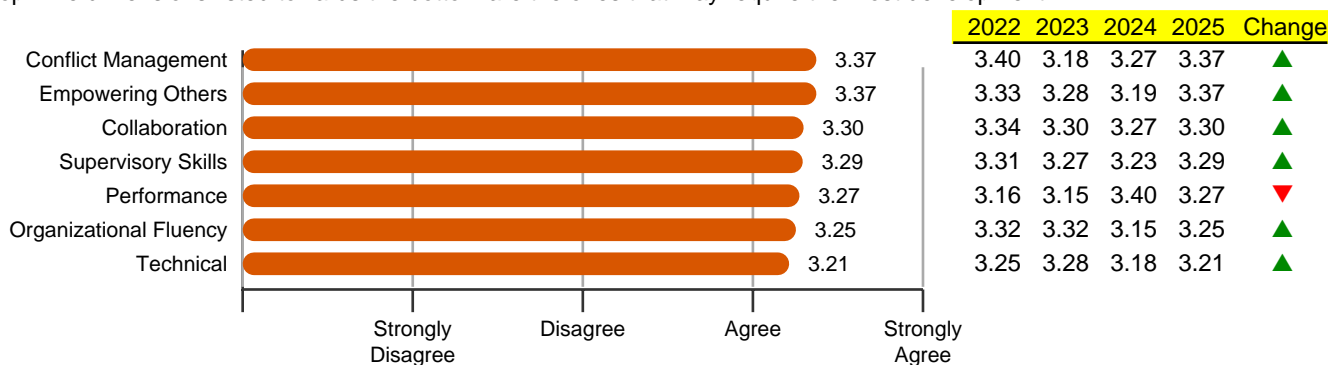
What to Do with Your Feedback

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

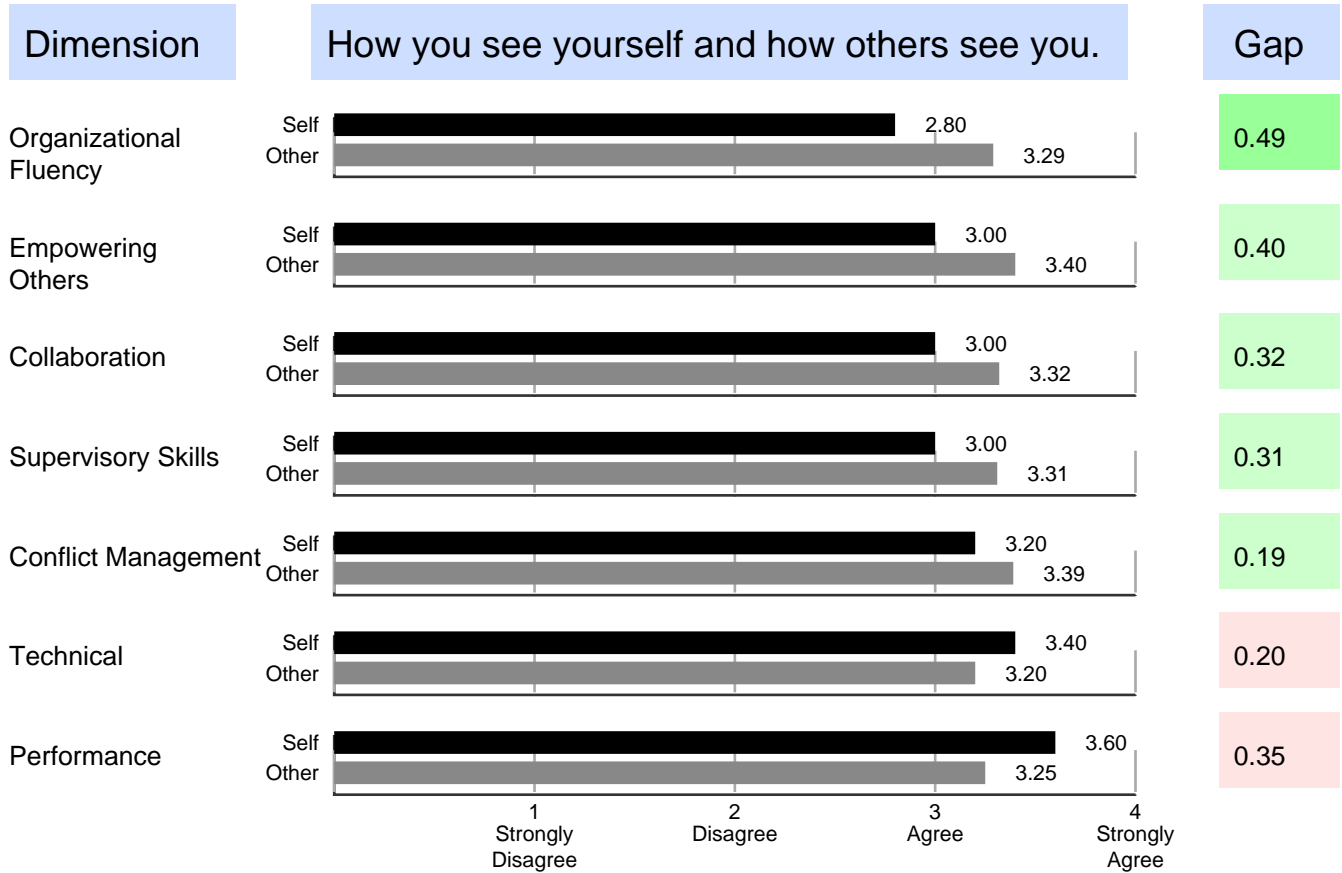
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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
1. Actively engages with team members to foster a cooperative environment.	15	3.20	86.7	13%	53%	33%	
2. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	15	3.33	100.0		67%	33%	
3. Open to feedback and willing to share insights to foster a collaborative work environment where everyone feels empowered to contribute.	15	3.33	93.3	7%	53%	40%	
4. Readily shares information with other group members.	15	3.27	93.3	7%	60%	33%	
5. Encourages collaboration of fellow employees to achieve results.	14	3.21	85.7	14%	50%	36%	
6. Clearly articulates the importance of collaboration in the department's values and vision.	15	3.47	100.0		53%	47%	
7. Models collaborative behavior through leading by example.	15	3.40	93.3	7%	47%	47%	
8. Fosters a collaborative work environment where mutual inspiration leads to innovative problem-solving.	15	3.20	86.7	13%	53%	33%	
9. Creates a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	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. Actively engages with team members to foster a cooperative environment.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Open to feedback and willing to share insights to foster a collaborative work environment where everyone feels empowered to contribute.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Readily shares information with other group members.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Encourages collaboration of fellow employees to achieve results.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Clearly articulates the importance of collaboration in the department's values and vision.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Models collaborative behavior through leading by example.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Fosters a collaborative work environment where mutual inspiration leads to innovative problem-solving.	3.40	3.40	3.20	3.20	
9. Creates a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	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. Encourages employees to think outside the box.	15	3.20	93.3	7%	67%	27%	
11. Motivates and encourages employees to be successful in their jobs.	15	3.67	100.0		33%	67%	
12. Recognizes the accomplishments of employees when they complete important assignments.	15	3.40	93.3	7%	47%	47%	
13. Gives employees opportunities to demonstrate their skills.	15	3.13	86.7	13%	60%	27%	
14. Enables employees to take on more challenging roles.	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. Encourages employees to think outside the box.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Motivates and encourages employees to be successful in their jobs.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Recognizes the accomplishments of employees when they complete important assignments.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Gives employees opportunities to demonstrate their skills.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Enables employees to take on more challenging roles.	3.20	3.13	3.00	3.47	+0.47 ▲

Conflict Management

Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

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. Guides others toward establishing strong relationships.	15	3.53	100.0			47%	53%
16. Combines different ideas and viewpoints.	15	3.47	93.3	7%	40%		53%
17. Reframes conflicts as opportunities to innovate and create new solutions to problems.	15	2.93	73.3	27%		53%	20%
18. Attentively hears each person as they share their distinct viewpoints on the matter.	15	3.40	93.3	7%	47%		47%
19. Empowers employees to take ownership of conflict outcomes, fostering a sense of agency and continuous improvement.	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. Guides others toward establishing strong relationships.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Combines different ideas and viewpoints.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Reframes conflicts as opportunities to innovate and create new solutions to problems.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Attentively hears each person as they share their distinct viewpoints on the matter.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Empowers employees to take ownership of conflict outcomes, fostering a sense of agency and continuous improvement.	3.13	2.87	3.53	3.53	

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
20. Able to explain departmental policies and procedures to others.	15	3.47	100.0		53%	47%	
21. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.00	80.0	20%	60%	20%	
22. Understands departmental policies and procedures.	15	3.53	100.0		47%	53%	
23. Gets things done through the department.	15	3.13	86.7	13%	60%	27%	
24. Effective in communicating with others within the organization.	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. Able to explain departmental policies and procedures to others.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Understands departmental policies and procedures.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Gets things done through the department.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Effective in communicating with others within the organization.	3.33	3.47	3.33	3.13	-0.20 ▼

Supervisory Skills

Supervisory skills encompass a broad set of leadership competencies that enable managers to effectively guide and support their teams. These skills involve clear communication, decision-making, and interpersonal abilities to foster collaboration, accountability, and professional growth, while also ensuring structured performance management, disciplinary action, and conflict resolution when necessary. Strong supervisors lead by example, empower employees through delegation, provide constructive feedback, and create a positive, high-performing work environment built on teamwork, recognition, and stability.

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. Introduces targeted training and development initiatives to address and elevate subpar performance.	15	3.07	86.7	13%	67%	20%	
26. Coaches subordinates in how to make good decisions.	15	3.20	93.3	7%	60%	33%	
27. Demonstrates exemplary work performance that others should follow.	15	3.40	93.3	7%	47%	47%	
28. Asks employees for their ideas and opinions.	15	3.60	93.3	7%	27%	67%	
29. Facilitates team members working well together.	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. Introduces targeted training and development initiatives to address and elevate subpar performance.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Coaches subordinates in how to make good decisions.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Demonstrates exemplary work performance that others should follow.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Asks employees for their ideas and opinions.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Facilitates team members working well together.	3.21	3.20	3.20	3.20	

Performance

Maintains high level of performance.

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. Shown significant improvement in job performance.	14	3.00	92.9	7%	79%		14%
31. Effective in performing his/her job.	15	3.33	93.3	7%	53%		40%
32. Sets a high standard for job performance.	14	3.29	100.0		71%		29%
33. Effectively organizes resources and plans	15	3.27	100.0		73%		27%
34. Listens and responds to issues and problems	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. Shown significant improvement in job performance.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Effective in performing his/her job.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Sets a high standard for job performance.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Effectively organizes resources and plans	3.07	3.33	3.33	3.27	-0.07 ▼
34. Listens and responds to issues and problems	3.33	3.00	3.53	3.47	-0.07 ▼

Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

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. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.13	86.7	13%	60%	27%	
36. Knows how to produce high quality products/work.	15	3.20	93.3	7%	67%	27%	
37. Willingly shares his/her technical expertise; sought out as resource by others	15	3.33	93.3	7%	53%	40%	
38. Is knowledgeable of procedures or systems necessary for the job.	15	3.07	86.7	13%	67%	20%	
39. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.33	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	2022	2023	2024	2025	Change
35. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.20	3.27	3.13	3.13	
36. Knows how to produce high quality products/work.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Willingly shares his/her technical expertise; sought out as resource by others	3.20	3.27	3.07	3.33	+0.26 ▲
38. Is knowledgeable of procedures or systems necessary for the job.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.20	3.27	3.00	3.33	+0.33 ▲