



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.

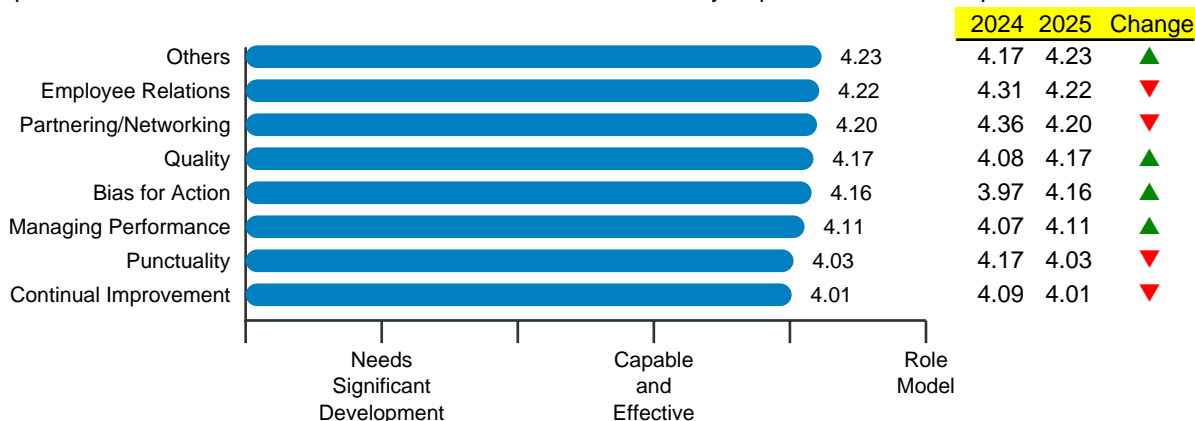
## What to Do with Your Feedback

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

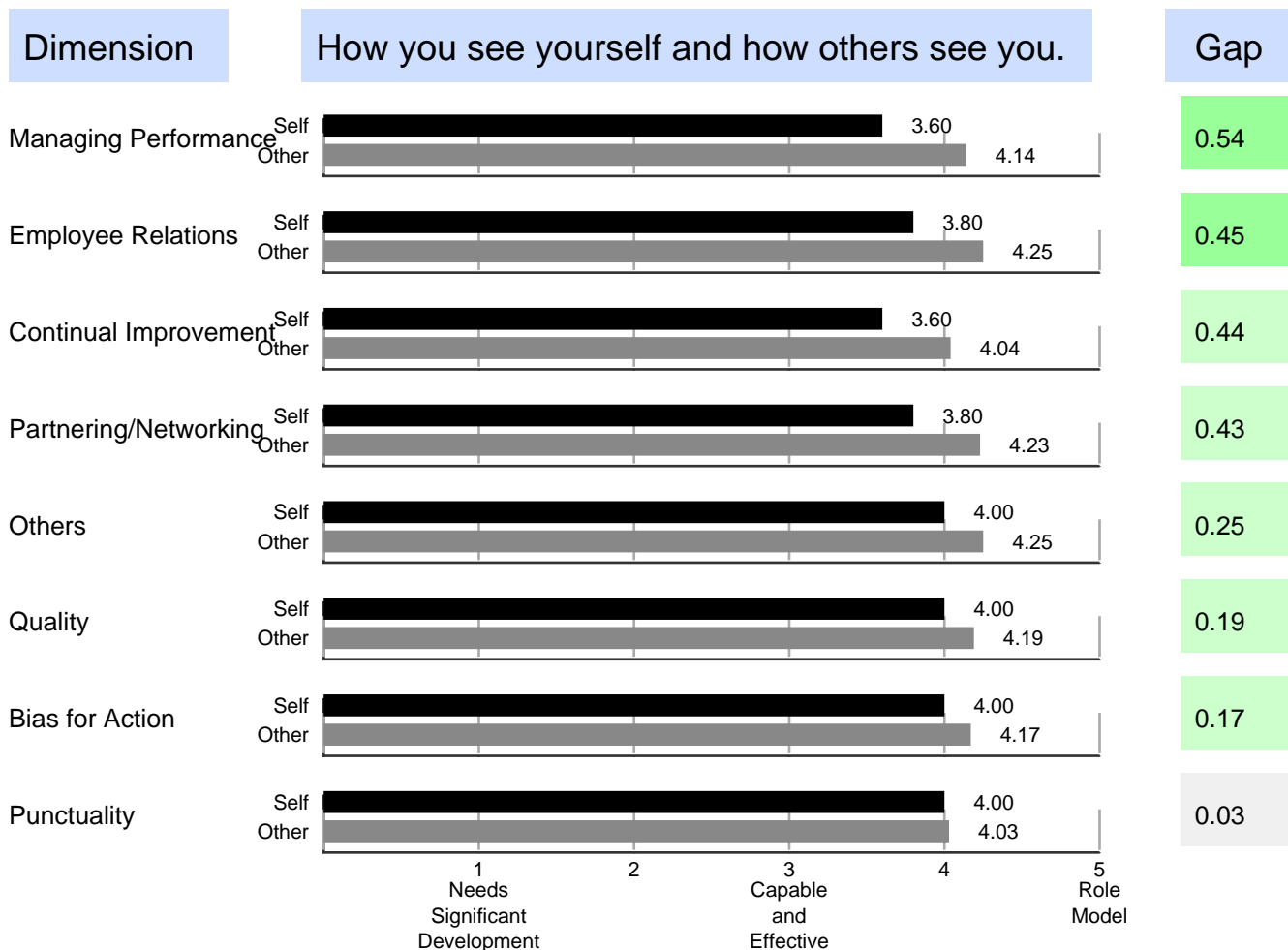
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## Employee Relations

### 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 Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Works to ensure that Management and Labor trust each other.	15	4.13	80.0	20%	47%	33%		
2. Communicates regularly with employees.	15	4.33	100.0		67%	33%		
3. Identifies and mitigates safety risks in the workplace.	15	4.33	93.3	7%	53%	40%		
4. Provides guidance and support while allowing employees the freedom to execute tasks independently.	15	4.07	86.7	13%	67%	20%		
5. Uses feedback from all involved parties to guide conflict resolution decisions.	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. Works to ensure that Management and Labor trust each other.	4.00	4.13	+0.13 ▲
2. Communicates regularly with employees.	4.40	4.33	-0.07 ▼
3. Identifies and mitigates safety risks in the workplace.	4.47	4.33	-0.13 ▼
4. Provides guidance and support while allowing employees the freedom to execute tasks independently.	4.47	4.07	-0.40 ▼
5. Uses feedback from all involved parties to guide conflict resolution decisions.	4.20	4.21	+0.01 ▲

## Partnering/Networking

### 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
6. Hosts forums, colloquiums, and seminars to share information and ideas.	15	4.33	93.3	7%	53%		40%	
7. Plans and engages resources to the partnership effort while monitoring and evaluating progress and achievements.	15	4.33	86.7	13%	40%		47%	
8. Actively prevents conflicts by identifying issues early and resolving them promptly.	15	4.07	80.0	20%	53%		27%	
9. Networks with other professionals in the industry to understand best practices.	15	4.13	80.0	20%	47%		33%	
10. Creates strategic partnerships when resources are limited.	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. Hosts forums, colloquiums, and seminars to share information and ideas.	4.13	4.33	+0.20 ▲
7. Plans and engages resources to the partnership effort while monitoring and evaluating progress and achievements.	4.33	4.33	
8. Actively prevents conflicts by identifying issues early and resolving them promptly.	4.20	4.07	-0.13 ▼
9. Networks with other professionals in the industry to understand best practices.	4.67	4.13	-0.53 ▼
10. Creates strategic partnerships when resources are limited.	4.47	4.13	-0.33 ▼

## 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 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. ...treats others with respect and dignity.	15	4.67	100.0					
12. Works across boundaries within the organization.	15	4.20	86.7					
13. Constructively receives criticism and suggestions from others.	14	3.64	57.1					
14. Helpful	14	4.14	85.7					
15. Works effectively with people from other departments.	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. ...treats others with respect and dignity.	4.20	4.67	+0.47 ▲
12. Works across boundaries within the organization.	3.93	4.20	+0.27 ▲
13. Constructively receives criticism and suggestions from others.	4.47	3.64	-0.82 ▼
14. Helpful	4.00	4.14	+0.14 ▲
15. Works effectively with people from other departments.	4.27	4.47	+0.20 ▲

## Bias for Action

### 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. Driven to get things done.	15	4.00	66.7	7%	27%	27%	40%	
17. Completes even the smallest of tasks to avoid causing any delay in the project.	15	3.87	66.7		33%	47%	20%	
18. Initiates tasks or projects that address identified needs.	15	4.20	86.7	7%	7%	47%	40%	
19. Develops a proactive approach to solving problems and issues on a project.	15	4.33	86.7	13%		40%	47%	
20. Makes decisions within a specific time limit to avoid overthinking about problems.	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. Driven to get things done.	3.64	4.00	+0.36 ▲
17. Completes even the smallest of tasks to avoid causing any delay in the project.	4.33	3.87	-0.47 ▼
18. Initiates tasks or projects that address identified needs.	3.93	4.20	+0.27 ▲
19. Develops a proactive approach to solving problems and issues on a project.	4.33	4.33	
20. Makes decisions within a specific time limit to avoid overthinking about problems.	3.60	4.40	+0.80 ▲

## Continual 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 (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. Looks for ways to expand current job responsibilities.	15	3.93	73.3	27%		53%		20%
22. Analyzes processes to determine areas for improvement.	15	4.00	66.7	13%	20%	20%		47%
23. Looks for ways to improve work processes and procedures.	15	4.07	80.0	20%		53%		27%
24. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.00	73.3	13%	13%	33%		40%
25. Fosters a culture of open communication and continuous improvement.	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. Looks for ways to expand current job responsibilities.	4.20	3.93	-0.27 ▼
22. Analyzes processes to determine areas for improvement.	4.20	4.00	-0.20 ▼
23. Looks for ways to improve work processes and procedures.	4.13	4.07	-0.07 ▼
24. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.80	4.00	+0.20 ▲
25. Fosters a culture of open communication and continuous improvement.	4.13	4.07	-0.07 ▼

## Punctuality

### 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
26. Invoices clients on a timely basis.	15	4.00	80.0	7%	13%	53%		27%
27. Starts the workday when scheduled.	15	3.67	66.7	20%	13%	47%		20%
28. Avoids making personal phone calls during working hours.	15	4.40	86.7	13%	33%	53%		
29. Arrives to meetings on time.	15	4.07	80.0	20%		53%		27%
30. Conducts appointments at scheduled start time.	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. Invoices clients on a timely basis.	4.47	4.00	-0.47 ▼
27. Starts the workday when scheduled.	4.00	3.67	-0.33 ▼
28. Avoids making personal phone calls during working hours.	4.33	4.40	+0.07 ▲
29. Arrives to meetings on time.	4.07	4.07	
30. Conducts appointments at scheduled start time.	4.00	4.00	

## Managing 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 (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
31. Assigns responsibility for meeting specific objectives.	15	4.27	93.3	7%	60%			33%
32. Establishes measures of performance.	14	4.14	92.9	7%	71%			21%
33. Ensures Job Descriptions are up to date and accurate.	15	4.27	100.0		73%			27%
34. Uses existing performance frameworks to define measures of performance.	15	4.40	93.3	7%	47%			47%
35. Ensures employees understand how work is to be completed.	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. Assigns responsibility for meeting specific objectives.	4.27	4.27	
32. Establishes measures of performance.	4.20	4.14	-0.06 ▼
33. Ensures Job Descriptions are up to date and accurate.	3.67	4.27	+0.60 ▲
34. Uses existing performance frameworks to define measures of performance.	4.00	4.40	+0.40 ▲
35. Ensures employees understand how work is to be completed.	4.20	3.47	-0.73 ▼

## 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
36. Takes preventative measures to address quality issues before they escalate.	15	4.20	93.3	7%	67%			27%
37. Positively influences others to strive to attain high quality standards.	15	4.27	93.3	7%	60%			33%
38. Addresses issues as soon as possible.	15	4.00	80.0	20%	60%			20%
39. Develops processes to enhance quality standards.	15	4.07	86.7	7%	7%	60%		27%
40. Corrects issues in a timely manner.	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. Takes preventative measures to address quality issues before they escalate.	4.00	4.20	+0.20 ▲
37. Positively influences others to strive to attain high quality standards.	4.21	4.27	+0.05 ▲
38. Addresses issues as soon as possible.	4.07	4.00	-0.07 ▼
39. Develops processes to enhance quality standards.	3.87	4.07	+0.20 ▲
40. Corrects issues in a timely manner.	4.27	4.33	+0.07 ▲

## 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?