



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.

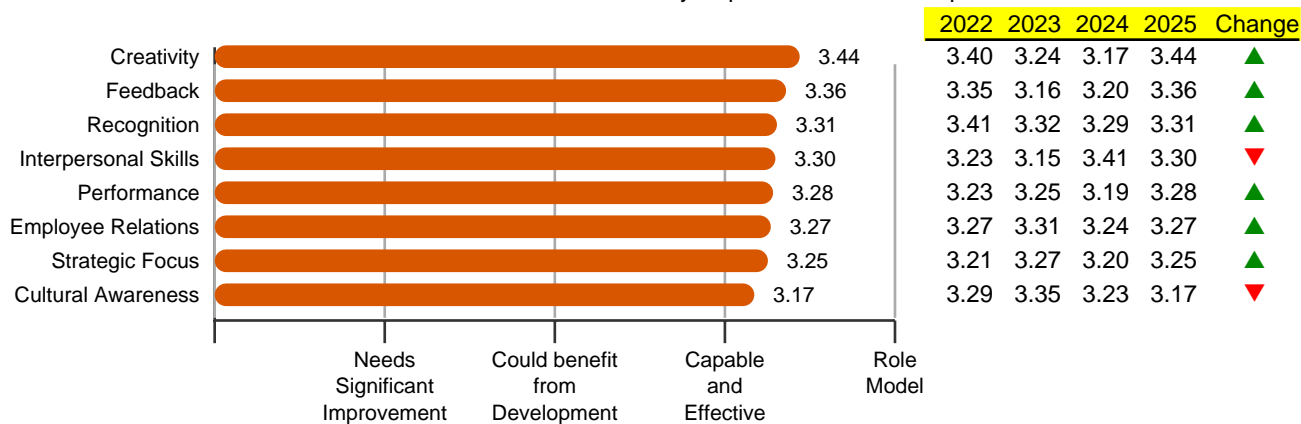
What to Do with Your Feedback

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

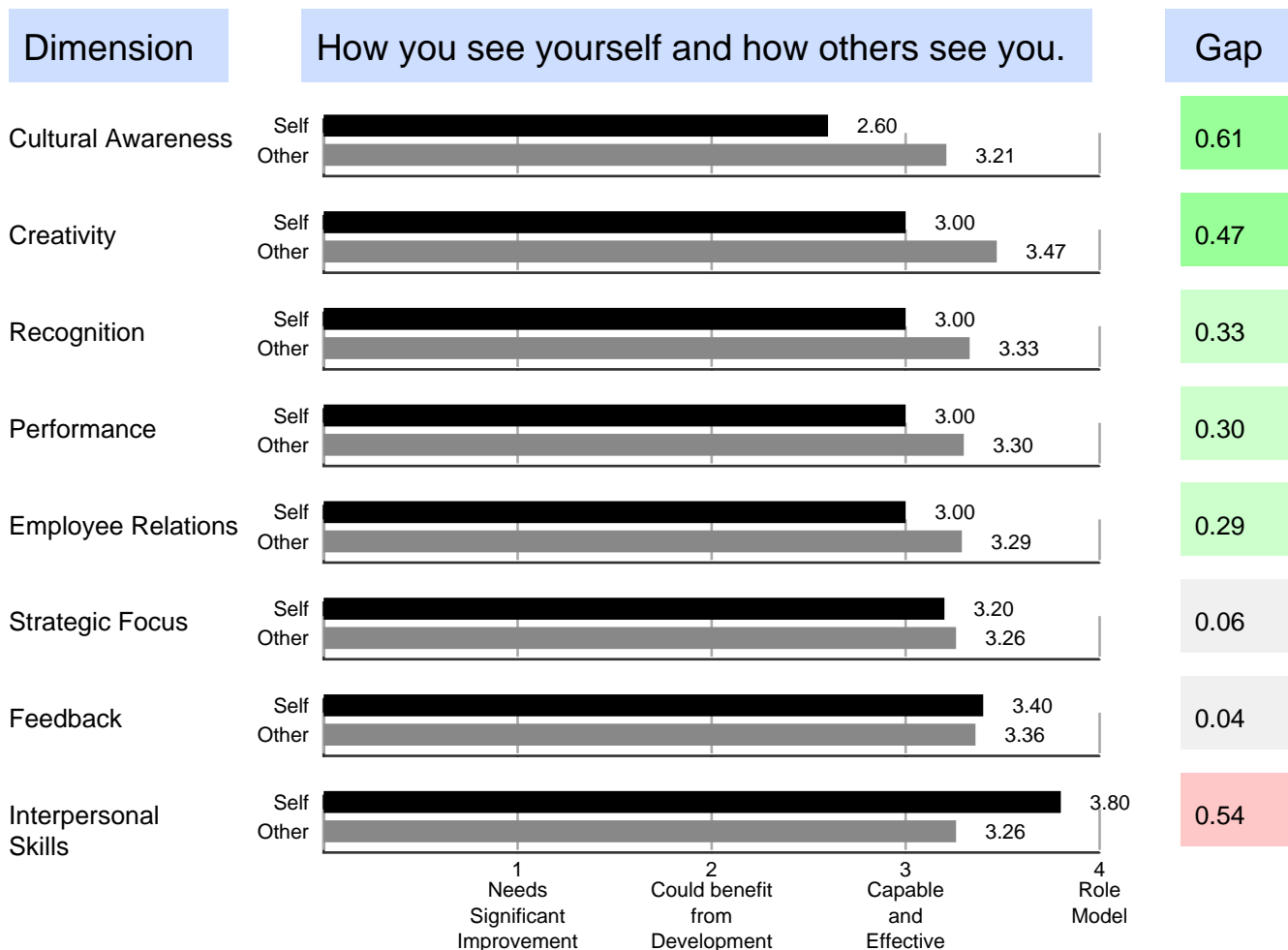
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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

Employee Relations is the strategic practice of fostering trust, fairness, and mutual respect between employees and management through consistent communication, collaborative working relationships, and equitable interactions that reflect shared organizational values. It encompasses supportive leadership, transparent decision-making, and accessible management that uphold procedural fairness, legal compliance, and thoughtful engagement across performance, discipline, grievances, and conflict resolution. By valuing autonomy, recognizing contributions, and aligning policies with evolving needs, Employee Relations strengthens morale, promotes collective bargaining integrity, and ensures a work environment where employees feel heard, empowered, and respected.

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. Is willing to delegate responsibilities to employees.	15	3.20	86.7	13%	53%	33%	
2. Honors all provisions of the employment contracts.	15	3.33	100.0		67%	33%	
3. Resolves disagreements with consideration for both sides.	15	3.33	93.3	7%	53%	40%	
4. Collaborates effectively, valuing each employee's contributions and perspectives.	15	3.27	93.3	7%	60%	33%	
5. Gives employees the latitude to tailor their workflows and problem-solving strategies to suit their strengths.	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. Is willing to delegate responsibilities to employees.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Honors all provisions of the employment contracts.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Resolves disagreements with consideration for both sides.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Collaborates effectively, valuing each employee's contributions and perspectives.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Gives employees the latitude to tailor their workflows and problem-solving strategies to suit their strengths.	3.00	3.20	3.13	3.21	+0.08 ▲

Recognition

Recognition is the intentional acknowledgment and appreciation of employees' contributions, achievements, and performance, ensuring that praise is timely, meaningful, fair, and aligned with organizational values. Effective recognition fosters a supportive and engaging workplace by integrating structured programs, spontaneous appreciation, and impactful rewards-both formal and informal-while reinforcing positive behaviors and incentivizing success. By making recognition visible, systematic, and inclusive, leaders cultivate an environment where employees feel valued, motivated, and empowered to contribute to organizational growth and excellence.

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. Recognizes employees by assigning unique and interesting tasks as a reward.	15	3.47	100.0		53%	47%	
7. Offers recognition to peers and colleagues.	15	3.40	93.3	7%	47%	47%	
8. Recognizes team members who offer a significant contribution to a project.	15	3.20	86.7	13%	53%	33%	
9. Is fair when making any monetary awards.	15	3.27	86.7	13%	47%	40%	
10. Ensures that the recognition program is highly visible to the employees.	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. Recognizes employees by assigning unique and interesting tasks as a reward.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Offers recognition to peers and colleagues.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Recognizes team members who offer a significant contribution to a project.	3.40	3.40	3.20	3.20	
9. Is fair when making any monetary awards.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Ensures that the recognition program is highly visible to the employees.	3.33	3.47	3.27	3.20	-0.07 ▼

Creativity

Creativity is the ability to generate original, valuable ideas by drawing on reflection, imagination, and continuous learning. It thrives in environments that are supportive, open to diverse perspectives, and structured to stimulate exploration, risk-taking, and thoughtful contemplation. Creative leaders not only develop their own ideas but also cultivate the creative potential of others through collaboration, inspiration, and cross-functional networking. True creativity adds value by producing innovative, unique solutions that are implemented, evaluated, and refined to solve real problems and drive 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Creates ideas that add value.	15	3.67	100.0	33%	67%		
12. Helps team members develop confidence to take risks and create new ideas/products.	15	3.40	93.3	7%	47%	47%	
13. Gives employees a sense of security that their ideas will be supported.	15	3.13	86.7	13%	60%	27%	
14. Communicates directly with others regardless of department, rank or position.	15	3.47	100.0	53%	47%		
15. Allocates resources to support the implementation of new solutions.	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. Creates ideas that add value.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Helps team members develop confidence to take risks and create new ideas/products.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Gives employees a sense of security that their ideas will be supported.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Communicates directly with others regardless of department, rank or position.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Allocates resources to support the implementation of new solutions.	3.67	3.27	3.20	3.53	+0.33 ▲

Feedback

Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful progress.

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. Considers other's opinions and suggestions.	15	3.47	93.3	7%	40%	53%	
17. Asks for clarification of any feedback is confusing or incomplete.	15	2.93	73.3	27%	53%		20%
18. Is visible and approachable.	15	3.40	93.3	7%	47%	47%	
19. Assists employees in analyzing the feedback they receive to identify key themes and specific areas for improvement.	15	3.53	100.0		47%	53%	
20. Regularly solicits feedback from others.	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. Considers other's opinions and suggestions.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Asks for clarification of any feedback is confusing or incomplete.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Is visible and approachable.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Assists employees in analyzing the feedback they receive to identify key themes and specific areas for improvement.	3.13	2.87	3.53	3.53	
20. Regularly solicits feedback from others.	3.40	3.20	2.87	3.47	+0.60 ▲

Cultural Awareness

Cultural Awareness is the ability to recognize and reflect on one's own cultural perspectives and biases while remaining open to the unique views and traditions of others. It involves showing sensitivity by honoring cultural milestones, adapting communication respectfully, and addressing individual needs with care and empathy. Culturally aware individuals foster inclusion by listening without judgment, promoting mutual respect, and encouraging recognition of diverse voices across teams. They continuously learn, advocate for equity, and model humility and integrity; helping build safe, collaborative environments where cultural differences are valued as strengths.

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. Treats others with dignity and respect.	15	3.00	80.0	20%	60%		20%
22. Maintains professional decorum and avoids culturally insensitive language or behavior.	15	3.53	100.0		47%	53%	
23. Recognizes how cultural context influences employee motivation, communication, and collaboration.	15	3.13	86.7	13%	60%		27%
24. Engages with individuals that have different cultural backgrounds.	15	3.13	80.0	7%	13%	40%	40%
25. Encourages a work environment where individual differences are valued.	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. Treats others with dignity and respect.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Maintains professional decorum and avoids culturally insensitive language or behavior.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Recognizes how cultural context influences employee motivation, communication, and collaboration.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Engages with individuals that have different cultural backgrounds.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Encourages a work environment where individual differences are valued.	3.27	3.33	3.27	3.07	-0.20 ▼

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Sets a high standard for job performance.	15	3.20	93.3	7%	60%	33%	
27. Effectively organizes resources and plans	15	3.40	93.3	7%	47%	47%	
28. Works well in this position.	15	3.60	93.3	7%	27%	67%	
29. Listens and responds to issues and problems	15	3.20	86.7	13%	53%	33%	
30. Able to organize work.	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. Sets a high standard for job performance.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Effectively organizes resources and plans	3.20	3.33	2.93	3.40	+0.47 ▲
28. Works well in this position.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Listens and responds to issues and problems	3.21	3.20	3.20	3.20	
30. Able to organize work.	2.87	3.27	3.07	3.00	-0.07 ▼

Interpersonal Skills

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

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. Is trusted by peers and co-workers; others are willing to confide in him/her	15	3.33	93.3	7%	53%	40%	
32. Is thoughtful and honest about the feedback they give others.	14	3.29	100.0		71%	29%	
33. Sees values in the diversity of individuals on the team.	15	3.27	100.0		73%	27%	
34. Successfully resolves conflicts and grievances to a win-win solution.	15	3.47	93.3	7%	40%	53%	
35. Demonstrates willingness to work with 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. Is trusted by peers and co-workers; others are willing to confide in him/her	3.13	3.07	3.47	3.33	-0.13 ▼
32. Is thoughtful and honest about the feedback they give others.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Sees values in the diversity of individuals on the team.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Successfully resolves conflicts and grievances to a win-win solution.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Demonstrates willingness to work with others.	3.20	3.27	3.13	3.13	

Strategic Focus

Strategic focus is the ability to analyze complex challenges, determine the best approach to achieving organizational goals, and proactively address risks that impact operations. It involves scanning internal and external environments, formulating corporate-level strategies, and aligning projects with the company's vision, mission, and values to ensure long-term success. Effective strategic focus mobilizes leadership to implement change, coordinate cross-functional teams, and leverage SWOT analysis to refine decision-making and drive sustainable 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Aligns cross-functional teams to the strategic plan.	15	3.20	93.3	7%	67%		27%
37. Creates deadlines for various components of the strategy.	15	3.33	93.3	7%	53%		40%
38. Modifies strategic decisions depending on changes in the business environment.	15	3.07	86.7	13%	67%		20%
39. Develops a strategic plan for adapting the organization to better respond to external changes in the marketplace.	15	3.33	100.0		67%		33%
40. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	15	3.33	100.0		67%		33%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
36. Aligns cross-functional teams to the strategic plan.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Creates deadlines for various components of the strategy.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Modifies strategic decisions depending on changes in the business environment.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Develops a strategic plan for adapting the organization to better respond to external changes in the marketplace.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	3.00	3.20	3.27	3.33	+0.07 ▲