



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.

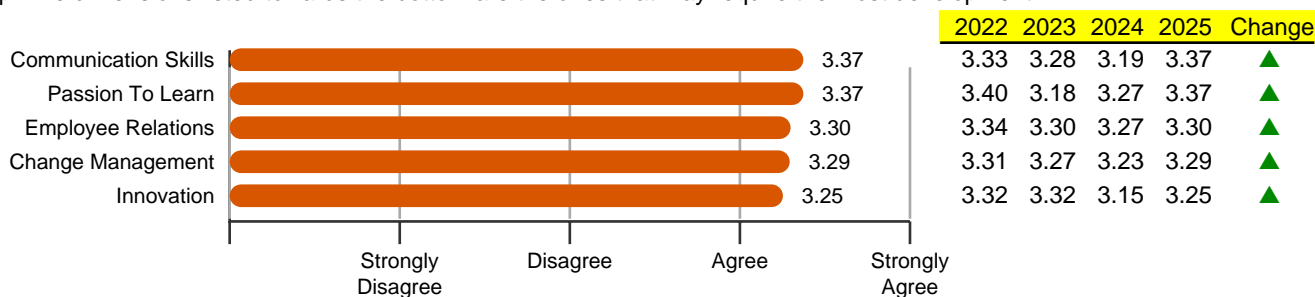
What to Do with Your Feedback

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

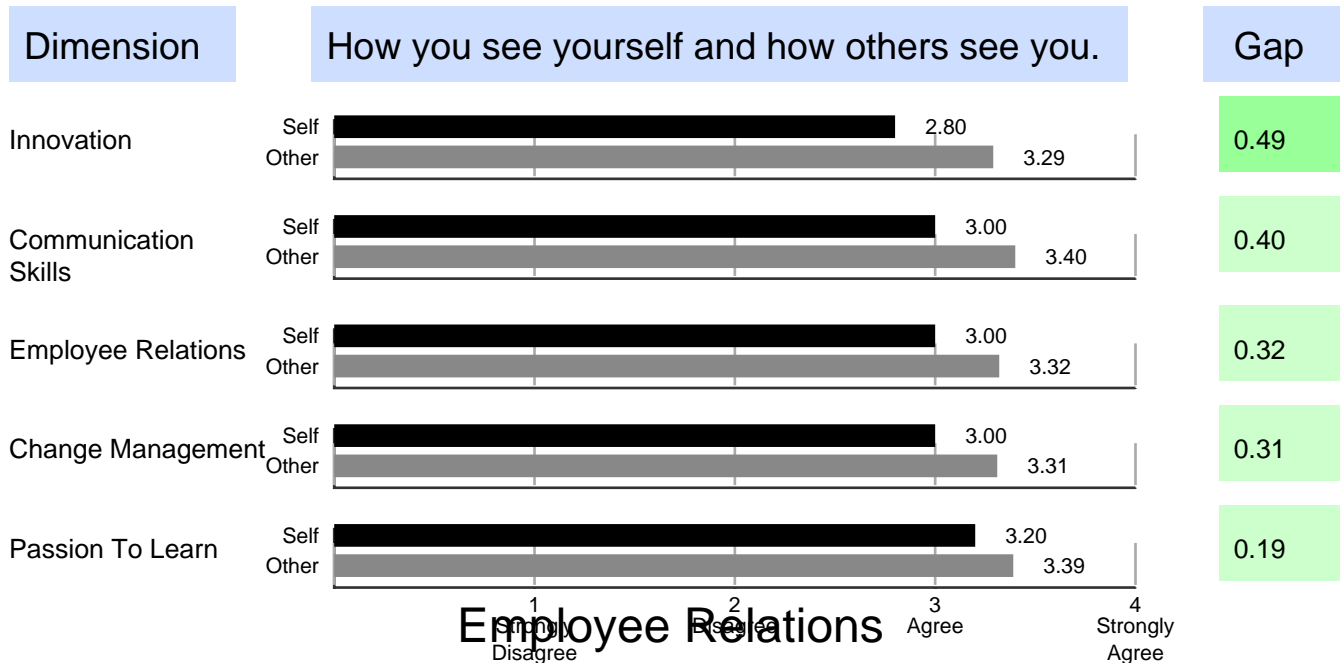
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 5 principal dimensions of leadership.

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 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Includes employees in strategic planning to reflect a shared commitment to organizational success.	15	3.20	86.7	13%	53%	33%	
2. Ensures managers apply company policies consistently across teams, roles, and departments to ensure equitable treatment.	15	3.33	100.0		67%	33%	
3. Allows employees to work independently when necessary.	15	3.33	93.3	7%	53%	40%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
4. Regularly reviews and updates policies to ensure relevance, fairness, and alignment with industry best practices.	15	3.27	93.3	7%	60%	33%	
5. Recognizes the union's right to bargain on behalf of employees at the company.	14	3.21	85.7	14%	50%	36%	
6. Anticipates future challenges and proactively adapts policies to meet evolving needs.	15	3.47	100.0		53%	47%	
7. Implements the grievance process in a way that is fair and equitable.	15	3.40	93.3	7%	47%	47%	
8. Honors all provisions of the employment contracts.	15	3.20	86.7	13%	53%	33%	
9. Has good interactions with employees.	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. Includes employees in strategic planning to reflect a shared commitment to organizational success.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Ensures managers apply company policies consistently across teams, roles, and departments to ensure equitable treatment.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Allows employees to work independently when necessary.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Regularly reviews and updates policies to ensure relevance, fairness, and alignment with industry best practices.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Recognizes the union's right to bargain on behalf of employees at the company.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Anticipates future challenges and proactively adapts policies to meet evolving needs.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Implements the grievance process in a way that is fair and equitable.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Honors all provisions of the employment contracts.	3.40	3.40	3.20	3.20	
9. Has good interactions with employees.	3.53	3.40	3.60	3.27	-0.33 ▼

Communication Skills

Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational success.

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. Is approachable and accessible when needed.	15	3.20	93.3	7%	67%	27%	
11. Summarizes or paraphrases the current question to confirm understanding.	15	3.67	100.0		33%	67%	
12. Writes complete and developmentally-oriented performance appraisals with clear goals, using SMART criteria	15	3.40	93.3	7%	47%	47%	
13. Ensures comprehension during conversations or group presentations.	15	3.13	86.7	13%	60%	27%	
14. Delivers well-prepared, informed, poised and succinct presentations.	15	3.47	100.0		53%	47%	

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Item	2022	2023	2024	2025	Change
10. Is approachable and accessible when needed.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Summarizes or paraphrases the current question to confirm understanding.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Writes complete and developmentally-oriented performance appraisals with clear goals, using SMART criteria	3.53	3.20	3.00	3.40	+0.40 ▲
13. Ensures comprehension during conversations or group presentations.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Delivers well-prepared, informed, poised and succinct presentations.	3.20	3.13	3.00	3.47	+0.47 ▲

Passion To Learn

High level of curiosity and committed to their professional 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Enhances value to the company through additional training and development.	15	3.53	100.0			47%	53%
16. Creates an environment that supports personal development and exploration.	15	3.47	93.3	7%	40%		53%
17. Is open minded and curious about learning new skills.	15	2.93	73.3	27%		53%	20%
18. Will participate in training classes even if offered outside of normal working hours.	15	3.40	93.3	7%	47%		47%
19. Constantly enhances product knowledge through experimentation and play.	15	3.53	100.0			47%	53%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
15. Enhances value to the company through additional training and development.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Creates an environment that supports personal development and exploration.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Is open minded and curious about learning new skills.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Will participate in training classes even if offered outside of normal working hours.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Constantly enhances product knowledge through experimentation and play.	3.13	2.87	3.53	3.53	

Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

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. Determines how much risk the company is willing to take in implementing innovations to the products and services.	15	3.47	100.0			53%	47%
21. Optimizes innovative ideas for maximum success.	15	3.00	80.0	20%		60%	20%
22. Seeks innovative ways to change, grow, and improve the company.	15	3.53	100.0			47%	53%
23. Supports innovation at all levels of the organization.	15	3.13	86.7	13%		60%	27%
24. Identifies fresh approaches to solving problems.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
20. Determines how much risk the company is willing to take in implementing innovations to the products and services.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Optimizes innovative ideas for maximum success.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Seeks innovative ways to change, grow, and improve the company.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Supports innovation at all levels of the organization.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Identifies fresh approaches to solving problems.	3.33	3.47	3.33	3.13	-0.20 ▼

Change Management

Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments. Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Encourages managers to embrace the changes.	15	3.07	86.7	13%	67%		20%
26. Effective in dealing with ambiguous and challenging situations.	15	3.20	93.3	7%	60%		33%
27. Collaborates with peers and subject matter experts to prepare for changes.	15	3.40	93.3	7%	47%		47%
28. Is interested in working on projects that may not be well defined.	15	3.60	93.3	7%	27%	67%	
29. Champions and implements organizational change.	15	3.20	86.7	13%	53%		33%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
25. Encourages managers to embrace the changes.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Effective in dealing with ambiguous and challenging situations.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Collaborates with peers and subject matter experts to prepare for changes.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Is interested in working on projects that may not be well defined.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Champions and implements organizational change.	3.21	3.20	3.20	3.20	