



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.

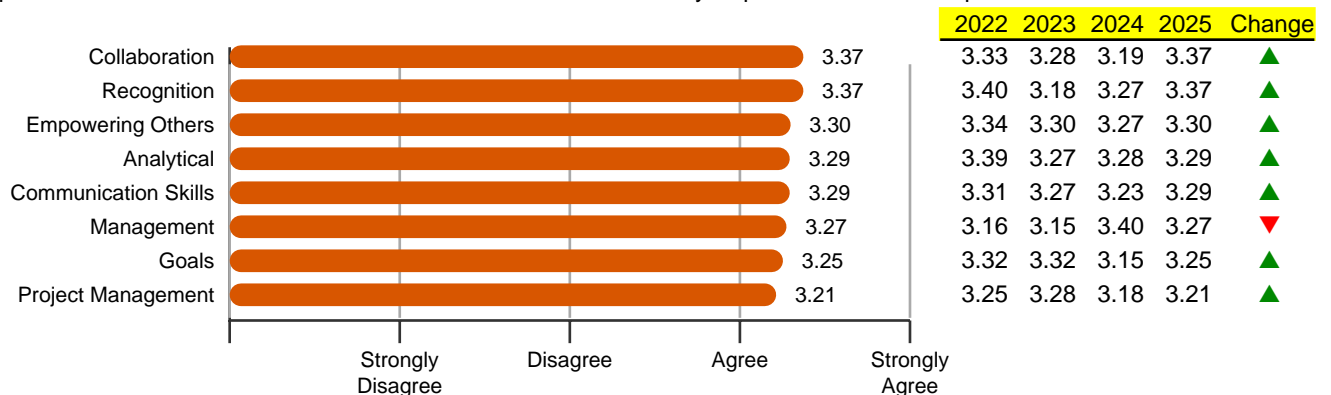
What to Do with Your Feedback

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

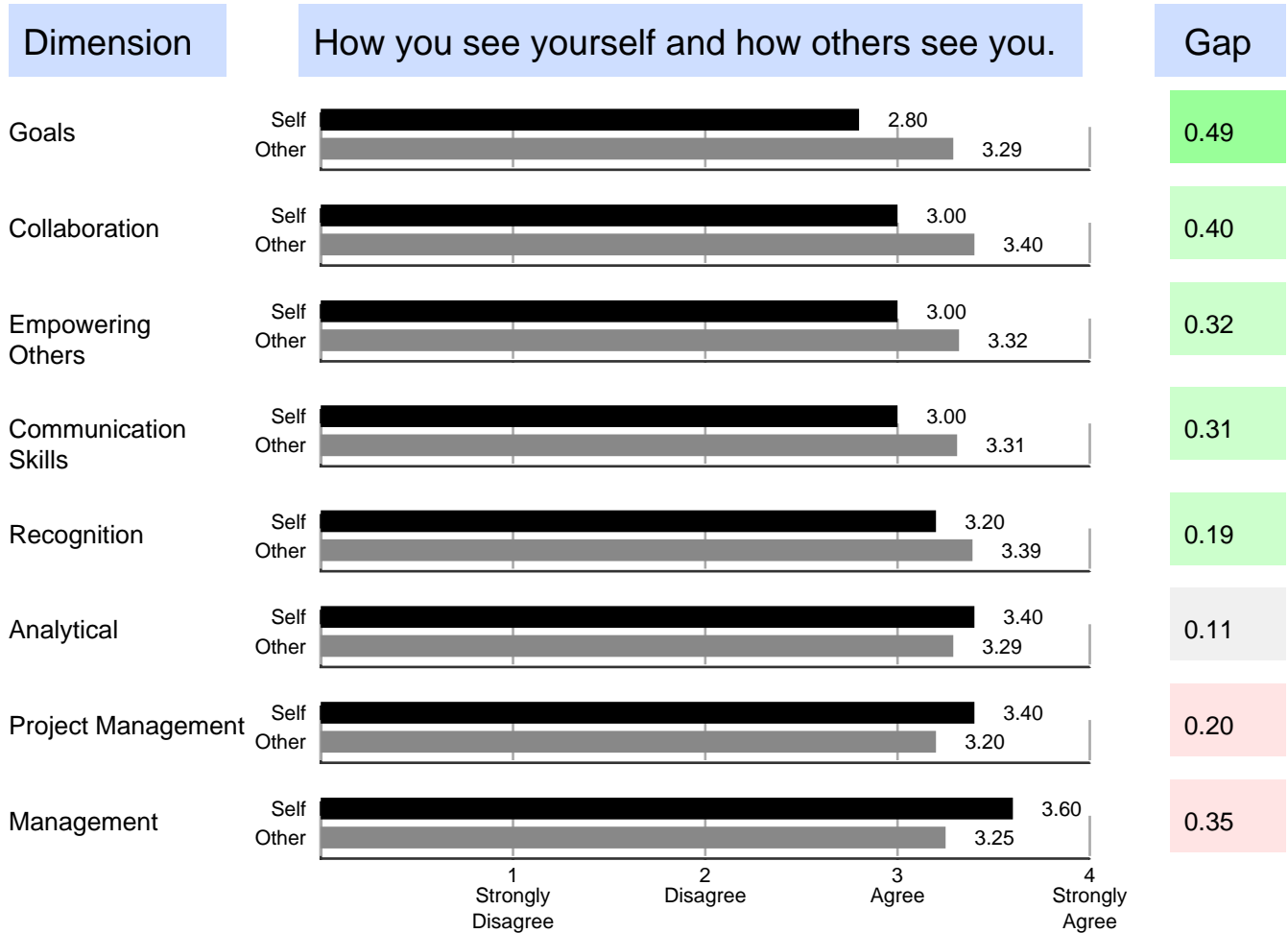
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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
1. Lets employees make their own decisions.	15	3.20	86.7	13%	53%	33%	
2. Encourages employees to solve problems on their own.	15	3.33	100.0		67%	33%	
3. Gives responsibility for making important decisions to employees.	15	3.33	93.3	7%	53%	40%	
4. Supports the decisions of others even if those decisions may sometimes lead to mistakes.	15	3.27	93.3	7%	60%	33%	
5. Gives employees the freedom to set their own schedule.	14	3.21	85.7	14%	50%	36%	
6. Gives employees important tasks to expand their career options.	15	3.47	100.0		53%	47%	
7. Allows the team to take responsibility for the project.	15	3.40	93.3	7%	47%	47%	
8. Assigns important tasks to subordinates.	15	3.20	86.7	13%	53%	33%	
9. Encourages independent, original thinking and creative problem-solving.	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. Lets employees make their own decisions.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Encourages employees to solve problems on their own.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Gives responsibility for making important decisions to employees.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Supports the decisions of others even if those decisions may sometimes lead to mistakes.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Gives employees the freedom to set their own schedule.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Gives employees important tasks to expand their career options.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Allows the team to take responsibility for the project.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Assigns important tasks to subordinates.	3.40	3.40	3.20	3.20	

Item	2022	2023	2024	2025	Change
9. Encourages independent, original thinking and creative problem-solving.	3.53	3.40	3.60	3.27	-0.33 ▼

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
10. Collaborates in group decision making.	15	3.20	93.3	7%	67%	27%	
11. Recognizes and rewards the contributions of team members.	15	3.67	100.0		33%	67%	
12. Gains the cooperation of others to accomplish common goals and objectives.	15	3.40	93.3	7%	47%	47%	
13. Has the confidence and trust of other team members.	15	3.13	86.7	13%	60%	27%	
14. Contributes resources and knowledge to support others' success.	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. Collaborates in group decision making.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Recognizes and rewards the contributions of team members.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Gains the cooperation of others to accomplish common goals and objectives.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Has the confidence and trust of other team members.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Contributes resources and knowledge to support others' success.	3.20	3.13	3.00	3.47	+0.47 ▲

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Uses recognition and rewards to reinforce desired behaviors.	15	3.53	100.0			47%	53%
16. Offers recognition that is contingent upon specific performance achievement.	15	3.47	93.3	7%	40%		53%
17. Personally thanks employees for doing a good job.	15	2.93	73.3	27%		53%	20%
18. Gives recognition immediately after employees achieve certain levels of performance.	15	3.40	93.3	7%	47%		47%
19. Engages in employee recognition activities.	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. Uses recognition and rewards to reinforce desired behaviors.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Offers recognition that is contingent upon specific performance achievement.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Personally thanks employees for doing a good job.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Gives recognition immediately after employees achieve certain levels of performance.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Engages in employee recognition activities.	3.13	2.87	3.53	3.53	

Goals

Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

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. Connects shorter task specific goals to longer term performance goals.	15	3.47	100.0		53%	47%	
21. Achieves the completion of multiple goals through a combination of strategic planning, adaptability, and effective time management.	15	3.00	80.0	20%	60%		20%
22. Adheres to established schedules and timelines to effectively achieve goals.	15	3.53	100.0		47%	53%	
23. Consistently stays on course and avoids distractions.	15	3.13	86.7	13%	60%		27%
24. Is aware of the objectives and intentions that assigned goals aim to achieve.	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. Connects shorter task specific goals to longer term performance goals.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Achieves the completion of multiple goals through a combination of strategic planning, adaptability, and effective time management.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Adheres to established schedules and timelines to effectively achieve goals.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Consistently stays on course and avoids distractions.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Is aware of the objectives and intentions that assigned goals aim to achieve.	3.33	3.47	3.33	3.13	-0.20 ▼

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
25. Delivers influential presentations.	15	3.07	86.7	13%	67%	20%	
26. Discusses ideas and concepts with peers.	15	3.20	93.3	7%	60%	33%	
27. Keeps an open-door policy to provide support and guidance.	15	3.40	93.3	7%	47%	47%	
28. Uses software, graphics, or other aids to clarify complex or technical reports.	15	3.60	93.3	7%	27%	67%	
29. Verifies understanding throughout discussions.	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. Delivers influential presentations.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Discusses ideas and concepts with peers.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Keeps an open-door policy to provide support and guidance.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Uses software, graphics, or other aids to clarify complex or technical reports.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Verifies understanding throughout discussions.	3.21	3.20	3.20	3.20	

Management

Management is the disciplined practice of aligning people, resources, and strategy to achieve organizational goals through clear communication, timely feedback, and consistent accountability. It involves leading by example, empowering others to act with confidence, and coordinating team efforts to ensure progress, development, and high performance. Effective managers establish focus and direction, inspire commitment, and recognize contributions while managing time, projects, and strategic priorities with precision. They delegate thoughtfully, supervise with integrity, resolve conflicts constructively, and allocate resources responsively to sustain momentum and drive results.

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. Upholds ethical standards and organizational values even when under pressure or facing adversity.	14	3.00	92.9	7%	79%		14%
31. Ensures resources are allocated fairly and transparently across teams, projects, or departments.	15	3.33	93.3	7%	53%		40%
32. Ensures the department consistently achieves production targets on time.	14	3.29	100.0		71%		29%
33. Considers the long-term impact of decisions and takes responsibility for potential risks.	15	3.27	100.0		73%		27%
34. Outlines the key measures for the project.	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. Upholds ethical standards and organizational values even when under pressure or facing adversity.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Ensures resources are allocated fairly and transparently across teams, projects, or departments.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Ensures the department consistently achieves production targets on time.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Considers the long-term impact of decisions and takes responsibility for potential risks.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Outlines the key measures for the project.	3.33	3.00	3.53	3.47	-0.07 ▼

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

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. Prepares and utilizes QC Checklists to ensure high quality.	15	3.13	86.7	13%	60%	27%	
36. Responds quickly and appropriately to unforeseen problems.	15	3.20	93.3	7%	67%	27%	
37. Establishes the scope for the project.	15	3.33	93.3	7%	53%	40%	
38. Coordinates timelines, events and tasks with various sub-groups within the project.	15	3.07	86.7	13%	67%	20%	
39. Locates the equipment and supplies needed for the project.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Prepares and utilizes QC Checklists to ensure high quality.	3.20	3.27	3.13	3.13	
36. Responds quickly and appropriately to unforeseen problems.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Establishes the scope for the project.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Coordinates timelines, events and tasks with various sub-groups within the project.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Locates the equipment and supplies needed for the project.	3.20	3.27	3.00	3.33	+0.33 ▲

Analytical

Analytical skills are the ability to think critically, be open-minded, and reduce complex issues into more manageable parts. The ability to collect, validate, and analyze data is important for making decisions, forecasting, and developing models. Attention to detail and a willingness to work with quantitative data are needed. Having a good understanding of systems, how to present data, and how to conduct research is useful. Analytical skills also require a certain degree of curiosity.

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
40. Creates new visualizations of the data.	15	3.33	100.0		67%		33%
41. Determines if facts are consistent across multiple sources.	15	3.33	93.3	7%	53%		40%
42. Determines the relevance and accuracy of information.	15	3.40	93.3	7%	47%		47%
43. Makes decisions based on solid, credible evidence rather than personal biases or preconceived notions.	15	3.13	86.7	13%	60%		27%
44. Takes the steps to maintain precision when collecting and measuring data.	15	3.27	100.0		73%		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
40. Creates new visualizations of the data.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Determines if facts are consistent across multiple sources.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Determines the relevance and accuracy of information.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Makes decisions based on solid, credible evidence rather than personal biases or preconceived notions.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Takes the steps to maintain precision when collecting and measuring data.	3.33	3.27	3.87	3.27	-0.60 ▼