



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

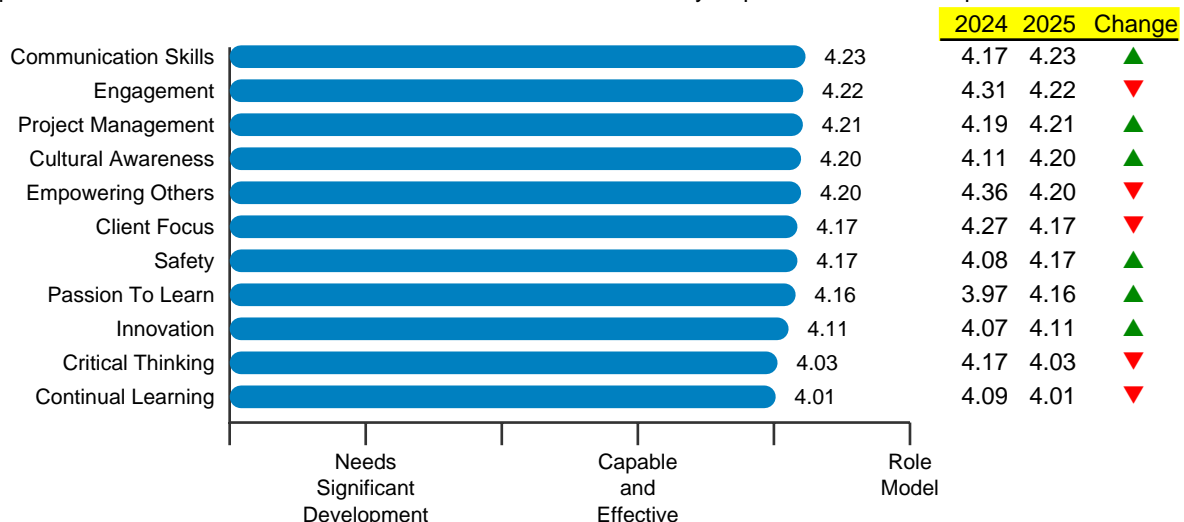
What to Do with Your Feedback

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

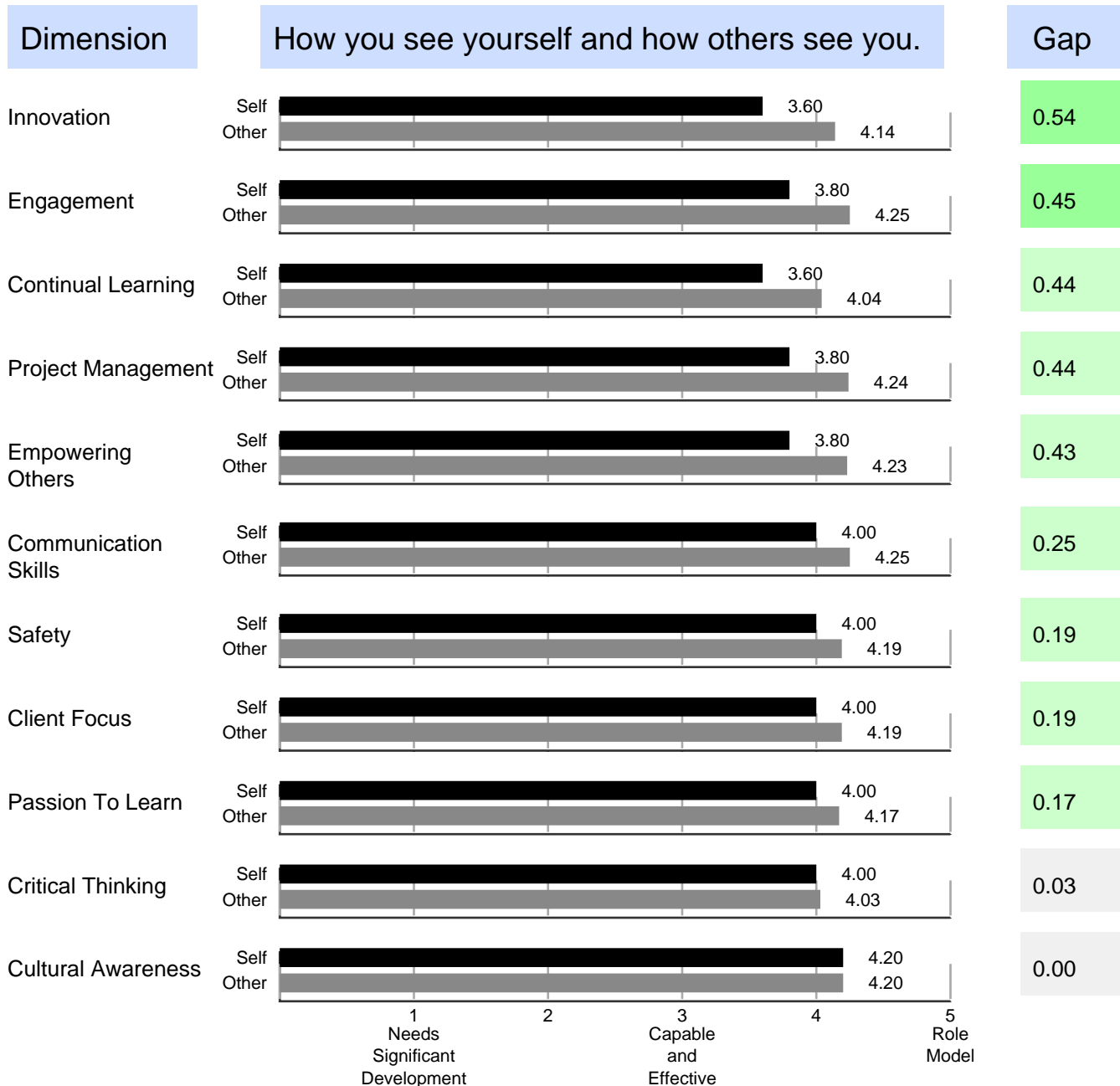
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Engagement

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 Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Ensures that employees have clearly defined goals for their job.	15	4.13	80.0	20%		47%		33%
2. Loves coming to work each day.	15	4.33	100.0		67%			33%
3. Values contributions of employees during discussions.	15	4.33	93.3	7%		53%		40%
4. Regularly keeps employees informed of important changes.	15	4.07	86.7	13%		67%		20%
5. Provides employees with support.	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. Ensures that employees have clearly defined goals for their job.	4.00	4.13	+0.13 ▲
2. Loves coming to work each day.	4.40	4.33	-0.07 ▼
3. Values contributions of employees during discussions.	4.47	4.33	-0.13 ▼
4. Regularly keeps employees informed of important changes.	4.47	4.07	-0.40 ▼
5. Provides employees with support.	4.20	4.21	+0.01 ▲

Empowering 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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Adjusts plans or decisions based on employee feedback when appropriate.	15	4.33	93.3	7%	53%		40%	
7. Motivates and encourages employees to be successful in their jobs.	15	4.33	86.7	13%	40%		47%	
8. Recognizes and rewards employees who make important decisions and take action when necessary.	15	4.07	80.0	20%	53%		27%	
9. Values the expertise that others bring to the team.	15	4.13	80.0	20%	47%		33%	
10. Values the opinions of others.	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. Adjusts plans or decisions based on employee feedback when appropriate.	4.13	4.33	+0.20 ▲
7. Motivates and encourages employees to be successful in their jobs.	4.33	4.33	
8. Recognizes and rewards employees who make important decisions and take action when necessary.	4.20	4.07	-0.13 ▼
9. Values the expertise that others bring to the team.	4.67	4.13	-0.53 ▼
10. Values the opinions of others.	4.47	4.13	-0.33 ▼

Communication Skills

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. Approachable, dependable, and ready to assist when needed.	15	4.67	100.0					
12. Faces the person when speaking or listening to engage in direct communication.	15	4.20	86.7					
13. Responds to questions with accurate and complete answers	14	3.64	57.1					
14. Communicates effectively with all levels of the organization.	14	4.14	85.7					
15. Conveys important reports with a sense of excitement, passion, and urgency.	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. Approachable, dependable, and ready to assist when needed.	4.20	4.67	+0.47 ▲
12. Faces the person when speaking or listening to engage in direct communication.	3.93	4.20	+0.27 ▲
13. Responds to questions with accurate and complete answers	4.47	3.64	-0.82 ▼
14. Communicates effectively with all levels of the organization.	4.00	4.14	+0.14 ▲
15. Conveys important reports with a sense of excitement, passion, and urgency.	4.27	4.47	+0.20 ▲

Passion To Learn

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. Holds self and associates accountable for goal achievement.	15	4.00	66.7	7%	27%	27%	40%	
17. Enjoys learning new skills and techniques.	15	3.87	66.7		33%	47%	20%	
18. Is open minded and curious about learning new skills.	15	4.20	86.7	7%	7%	47%	40%	
19. Takes advantage of training opportunities when they arise.	15	4.33	86.7		13%	40%	47%	
20. Demonstrates through personal behavior the commitment to high standards of performance.	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. Holds self and associates accountable for goal achievement.	3.64	4.00	+0.36 ▲
17. Enjoys learning new skills and techniques.	4.33	3.87	-0.47 ▼
18. Is open minded and curious about learning new skills.	3.93	4.20	+0.27 ▲
19. Takes advantage of training opportunities when they arise.	4.33	4.33	
20. Demonstrates through personal behavior the commitment to high standards of performance.	3.60	4.40	+0.80 ▲

Continual Learning

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 Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Takes the initiative to learn new skills.	15	3.93	73.3	27%		53%		20%
22. Builds on their strengths while addressing their weaknesses.	15	4.00	66.7	13%	20%	20%		47%
23. Takes charge of their training and skills enhancement.	15	4.07	80.0	20%		53%		27%
24. Pursues learning that will enhance job performance.	15	4.00	73.3	13%	13%	33%		40%
25. Improves on their skill sets.	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. Takes the initiative to learn new skills.	4.20	3.93	-0.27 ▼
22. Builds on their strengths while addressing their weaknesses.	4.20	4.00	-0.20 ▼
23. Takes charge of their training and skills enhancement.	4.13	4.07	-0.07 ▼
24. Pursues learning that will enhance job performance.	3.80	4.00	+0.20 ▲
25. Improves on their skill sets.	4.13	4.07	-0.07 ▼

Critical Thinking

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. Demonstrates disciplined reasoning when comparing alternatives.	15	4.00	80.0	7%	13%	53%	27%	
27. Asks targeted questions to resolve uncertainty and ensure data is interpreted accurately.	15	3.67	66.7	20%	13%	47%	20%	
28. Able to consider multiple perspectives and potential explanations.	15	4.40	86.7	13%	33%	53%		
29. Able to 'read between the lines' and 'see under the surface'.	15	4.07	80.0	20%	53%	27%		
30. Examines personal biases and assumptions before forming conclusions.	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. Demonstrates disciplined reasoning when comparing alternatives.	4.47	4.00	-0.47 ▼
27. Asks targeted questions to resolve uncertainty and ensure data is interpreted accurately.	4.00	3.67	-0.33 ▼
28. Able to consider multiple perspectives and potential explanations.	4.33	4.40	+0.07 ▲
29. Able to 'read between the lines' and 'see under the surface'.	4.07	4.07	
30. Examines personal biases and assumptions before forming conclusions.	4.00	4.00	

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 (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
31. Creates a safe environment for idea-sharing.	15	4.27	93.3	7%	60%			33%
32. Encourages disruptive innovation allowing managers to identify and seize opportunities that traditional approaches might overlook.	14	4.14	92.9	7%	71%			21%
33. Seeks innovative ways to change, grow, and improve the department.	15	4.27	100.0		73%			27%
34. Challenges current procedures / processes to develop new solutions.	15	4.40	93.3	7%	47%			47%
35. Promotes disruptive innovation empowering managers to challenge the status quo and push the boundaries of what's possible.	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. Creates a safe environment for idea-sharing.	4.27	4.27	
32. Encourages disruptive innovation allowing managers to identify and seize opportunities that traditional approaches might overlook.	4.20	4.14	-0.06 ▼
33. Seeks innovative ways to change, grow, and improve the department.	3.67	4.27	+0.60 ▲
34. Challenges current procedures / processes to develop new solutions.	4.00	4.40	+0.40 ▲
35. Promotes disruptive innovation empowering managers to challenge the status quo and push the boundaries of what's possible.	4.20	3.47	-0.73 ▼

Safety

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
36. Encourages others to work safely.	15	4.20	93.3	7%		67%		27%
37. Develops a culture of safety.	15	4.27	93.3	7%		60%		33%
38. Ensures that all supervisors are aware of regulatory and compliance measures.	15	4.00	80.0		20%	60%		20%
39. Is aware of OSHA safety guidelines.	15	4.07	86.7	7%	7%	60%		27%
40. Encourages others to attend safety training.	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. Encourages others to work safely.	4.00	4.20	+0.20 ▲
37. Develops a culture of safety.	4.21	4.27	+0.05 ▲
38. Ensures that all supervisors are aware of regulatory and compliance measures.	4.07	4.00	-0.07 ▼
39. Is aware of OSHA safety guidelines.	3.87	4.07	+0.20 ▲
40. Encourages others to attend safety training.	4.27	4.33	+0.07 ▲

Client Focus

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
41. Prioritizes client issues based on urgency.	15	3.93	80.0	13%	7%	53%	27%	
42. Has received good feedback from clients.	15	4.33	93.3	7%		47%	47%	
43. Manages client accounts with high degree of competence.	15	4.13	86.7	13%		60%	27%	
44. Addresses client complaints immediately.	15	4.20	100.0			80%	20%	
45. Provides a high level of service to clients.	15	4.27	86.7	7%	7%	40%	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	2024	2025	Change
41. Prioritizes client issues based on urgency.	3.87	3.93	+0.07 ▲
42. Has received good feedback from clients.	4.13	4.33	+0.20 ▲
43. Manages client accounts with high degree of competence.	4.20	4.13	-0.07 ▼
44. Addresses client complaints immediately.	4.87	4.20	-0.67 ▼
45. Provides a high level of service to clients.	4.27	4.27	

Cultural Awareness

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
46. Is willing to include individuals with different cultural backgrounds on the team.	15	4.40	93.3	7%	47%	47%		
47. Adapts communication style to respect cultural norms and preferences of team members.	15	4.20	93.3	7%	67%		27%	
48. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	4.07	86.7	13%	53%		33%	
49. Publicly acknowledges cultural contributions and achievements in team settings.	15	4.27	93.3	7%	53%		40%	
50. Consistently acknowledges and validates the contributions of team members from all backgrounds.	15	4.07	80.0	20%	53%		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
46. Is willing to include individuals with different cultural backgrounds on the team.	4.13	4.40	+0.27 ▲
47. Adapts communication style to respect cultural norms and preferences of team members.	4.07	4.20	+0.13 ▲
48. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	4.00	4.07	+0.07 ▲
49. Publicly acknowledges cultural contributions and achievements in team settings.	4.13	4.27	+0.13 ▲
50. Consistently acknowledges and validates the contributions of team members from all backgrounds.	4.20	4.07	-0.13 ▼

Project Management

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
51. Formulates the schedule for the project phases, resources usage, and benchmarks.	15	4.33	93.3	7%	47%	47%		
52. Anticipates potential problems and institutes controls and contingency plans to address them.	15	4.13	86.7	13%	60%			27%
53. Works with customers and clients to assess their needs and define project parameters.	15	4.33	100.0		67%			33%
54. Coordinates timelines, events and tasks with various sub-groups within the project.	15	4.27	93.3	7%	60%			33%
55. Successfully negotiated contracts with suppliers.	15	4.00	80.0	20%	60%			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
51. Formulates the schedule for the project phases, resources usage, and benchmarks.	4.13	4.33	+0.20 ▲
52. Anticipates potential problems and institutes controls and contingency plans to address them.	4.40	4.13	-0.27 ▼
53. Works with customers and clients to assess their needs and define project parameters.	4.07	4.33	+0.27 ▲
54. Coordinates timelines, events and tasks with various sub-groups within the project.	4.07	4.27	+0.20 ▲
55. Successfully negotiated contracts with suppliers.	4.27	4.00	-0.27 ▼

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?