

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.

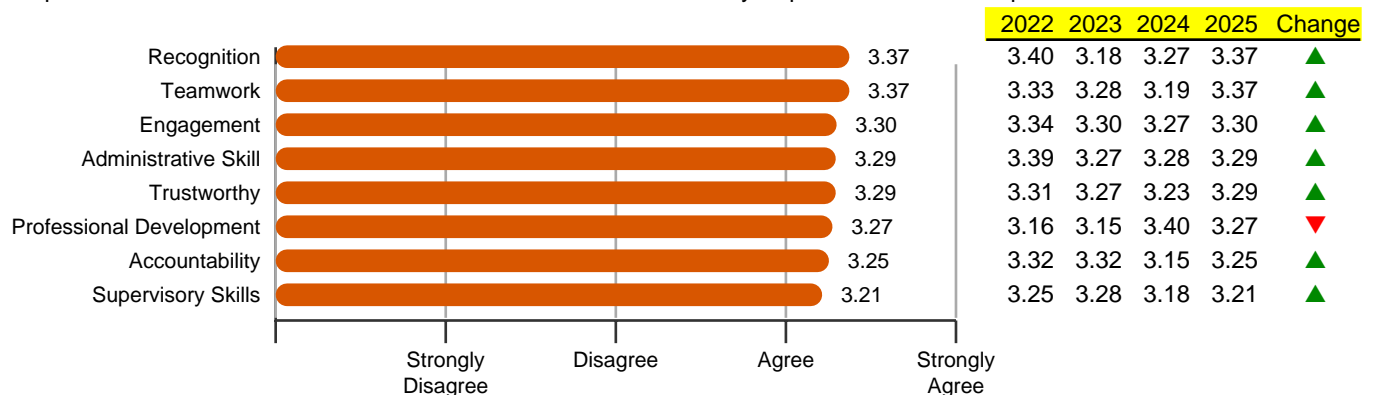
What to Do with Your Feedback

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

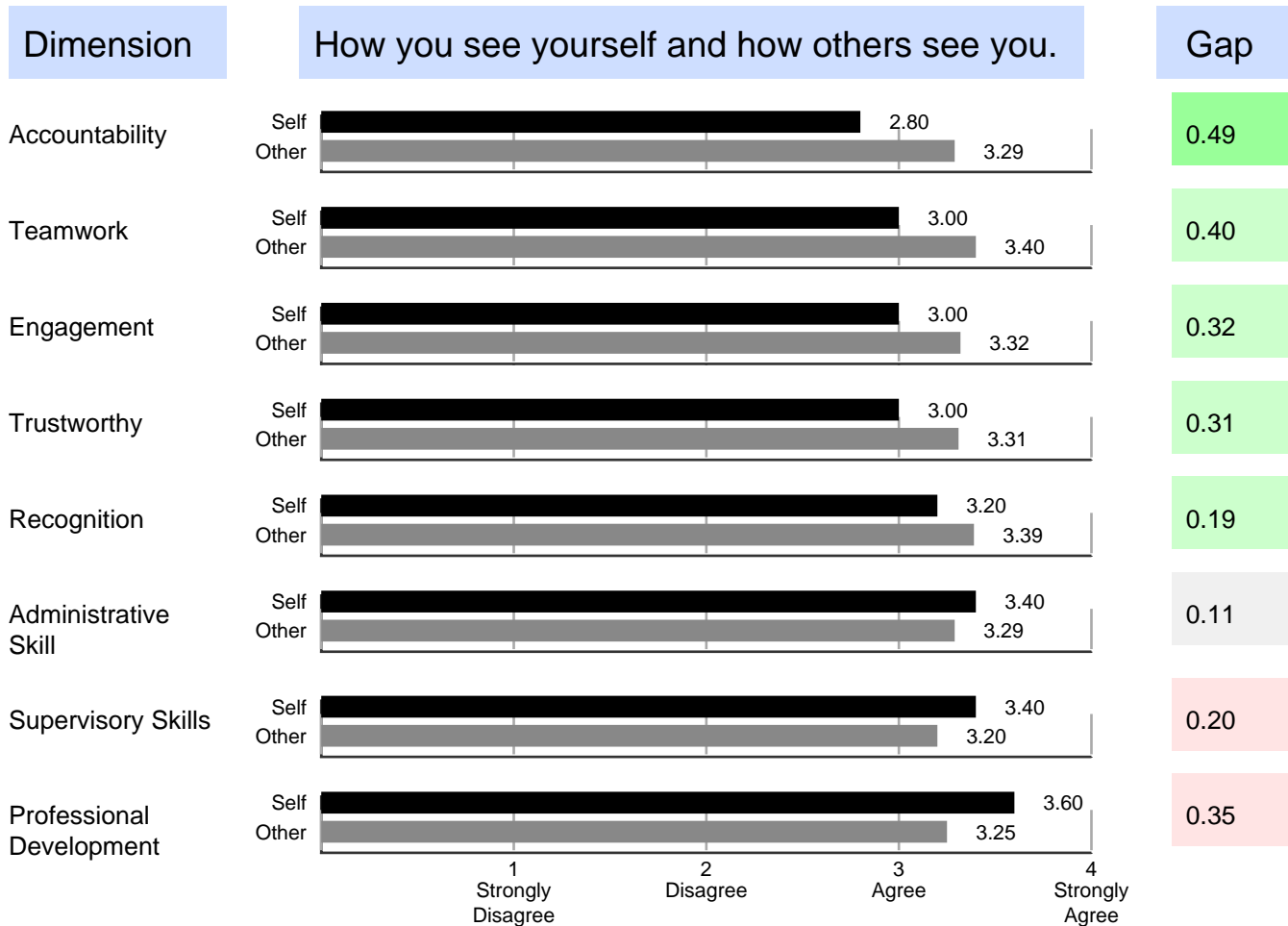
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Engagement

Engagement is the deep connection employees feel to their work, demonstrated through involvement, high energy, enthusiasm, and commitment to organizational success. It is strengthened when employees are aligned with company values and goals, understand their roles, remain aware of changes, and exercise autonomy while contributing meaningful impact through accountability and innovation. Engagement thrives in environments that support employee development, encourage input, provide feedback and recognition, and foster satisfaction, interpersonal relations, and trust between supervisors and teams. Ultimately, engagement reflects a culture where employees feel valued, supported, and inspired, creating both individual fulfillment and collective achievement.

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. Permits employees to make decisions.	15	3.20	86.7	13%	53%	33%	
2. Is aware of business operations and work with others to improve performance and benefit the organization.	15	3.33	100.0		67%	33%	
3. Is enthusiastic about coming to work each day.	15	3.33	93.3	7%	53%	40%	
4. Gives employees a voice and say in important decisions affecting them.	15	3.27	93.3	7%	60%	33%	
5. Gives advice and guidance when asked.	14	3.21	85.7	14%	50%	36%	
6. Gets a sense of accomplishment from their job.	15	3.47	100.0		53%	47%	
7. Supports career development and progression.	15	3.40	93.3	7%	47%	47%	
8. Supports the decisions employees make.	15	3.20	86.7	13%	53%	33%	
9. Provides feedback that leads to visible changes or improvements.	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. Permits employees to make decisions.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is aware of business operations and work with others to improve performance and benefit the organization.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Is enthusiastic about coming to work each day.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Gives employees a voice and say in important decisions affecting them.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Gives advice and guidance when asked.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Gets a sense of accomplishment from their job.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Supports career development and progression.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Supports the decisions employees make.	3.40	3.40	3.20	3.20	
9. Provides feedback that leads to visible changes or improvements.	3.53	3.40	3.60	3.27	-0.33 ▼

Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building.

To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members.

Some teams have a specified leader to help supervise or coach other team members.

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. Committed to the successful completion of team goals.	15	3.20	93.3	7%	67%		27%
11. Is able to accurately paraphrase and summarize what other team members have said.	15	3.67	100.0		33%	67%	
12. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	15	3.40	93.3	7%	47%		47%
13. Creates a culture that fosters and values collaboration.	15	3.13	86.7	13%	60%		27%
14. Creates opportunities to learn with other team members	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. Committed to the successful completion of team goals.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Is able to accurately paraphrase and summarize what other team members have said.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Creates a culture that fosters and values collaboration.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Creates opportunities to learn with other team members	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. Offers praise to employees at least once a month.	15	3.53	100.0			47%	53%
16. Recognizes team members who offer a significant contribution to a project.	15	3.47	93.3	7%		40%	53%
17. Highlights specific contributions, demonstrating to employees how their efforts support department goals and drive success.	15	2.93	73.3	27%		53%	20%
18. Uses internal communication tools or recognition platforms to instantly acknowledge achievements.	15	3.40	93.3	7%		47%	47%
19. Empowers employees to have more autonomy as recognition and reward for good job performance.	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. Offers praise to employees at least once a month.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Recognizes team members who offer a significant contribution to a project.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Highlights specific contributions, demonstrating to employees how their efforts support department goals and drive success.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Uses internal communication tools or recognition platforms to instantly acknowledge achievements.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Empowers employees to have more autonomy as recognition and reward for good job performance.	3.13	2.87	3.53	3.53	

Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

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. Handles sensitive information with discretion and confidentiality.	15	3.47	100.0		53%	47%	
21. Commits to leading the initiatives to solving critical issues.	15	3.00	80.0	20%	60%	20%	
22. Fully embraces the responsibilities that contribute to our departmental success.	15	3.53	100.0		47%	53%	
23. Informs supervisor of progress without having to be asked about it.	15	3.13	86.7	13%	60%	27%	
24. Exhibits a sense of ownership of the process.	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. Handles sensitive information with discretion and confidentiality.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Commits to leading the initiatives to solving critical issues.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Fully embraces the responsibilities that contribute to our departmental success.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Informs supervisor of progress without having to be asked about it.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Exhibits a sense of ownership of the process.	3.33	3.47	3.33	3.13	-0.20 ▼

Trustworthy

Is trusted by others. Builds and maintains trust with others. Is open and honest.

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. Is trustworthy; is someone I can trust.	15	3.07	86.7	13%	67%	20%	
26. Takes ownership, delivers on commitments	15	3.20	93.3	7%	60%	33%	
27. Works in a way that makes others want to work with her/him.	15	3.40	93.3	7%	47%	47%	
28. Builds and maintains the trust of others.	15	3.60	93.3	7%	27%	67%	
29. Communicates an understanding of the other person's interests, needs and concerns.	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. Is trustworthy; is someone I can trust.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Takes ownership, delivers on commitments	3.53	3.33	3.33	3.20	-0.13 ▼
27. Works in a way that makes others want to work with her/him.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Builds and maintains the trust of others.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Communicates an understanding of the other person's interests, needs and concerns.	3.21	3.20	3.20	3.20	

Professional Development

Improvement through specialized training and participating in advanced professional courses.

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. Quickly acquire and apply new knowledge and skills when needed	14	3.00	92.9	7%	79%		14%
31. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.33	93.3	7%	53%		40%
32. Contributing fully to the extent of their skills	14	3.29	100.0		71%		29%
33. Seeks opportunities for continuous learning.	15	3.27	100.0		73%		27%
34. Allows employees to fully participate in employee training and professional development.	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. Quickly acquire and apply new knowledge and skills when needed	2.87	3.27	3.07	3.00	-0.07 ▼
31. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.13	3.07	3.47	3.33	-0.13 ▼
32. Contributing fully to the extent of their skills	3.40	3.07	3.60	3.29	-0.31 ▼
33. Seeks opportunities for continuous learning.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Allows employees to fully participate in employee training and professional development.	3.33	3.00	3.53	3.47	-0.07 ▼

Supervisory Skills

Supervisory skills encompass a broad set of leadership competencies that enable managers to effectively guide and support their teams. These skills involve clear communication, decision-making, and interpersonal abilities to foster collaboration, accountability, and professional growth, while also ensuring structured performance management, disciplinary action, and conflict resolution when necessary. Strong supervisors lead by example, empower employees through delegation, provide constructive feedback, and create a positive, high-performing work environment built on teamwork, recognition, and stability.

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. Demonstrates empathy, respect, and openness to employees.	15	3.13	86.7	13%	60%	27%	
36. Fosters a positive work environment in the department.	15	3.20	93.3	7%	67%	27%	
37. Empowers employees to make their own decisions in the field.	15	3.33	93.3	7%	53%	40%	
38. Always remains calm and professional even in stressful situations.	15	3.07	86.7	13%	67%	20%	
39. Is aware of the unique strengths of each employee.	15	3.33	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	2022	2023	2024	2025	Change
35. Demonstrates empathy, respect, and openness to employees.	3.20	3.27	3.13	3.13	
36. Fosters a positive work environment in the department.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Empowers employees to make their own decisions in the field.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Always remains calm and professional even in stressful situations.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Is aware of the unique strengths of each employee.	3.20	3.27	3.00	3.33	+0.33 ▲

Administrative Skill

Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

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. Uses proper spelling, capitalization, punctuation, and grammar in written documents.	15	3.33	100.0		67%		33%
41. Selects and uses training/instructional methods and procedures appropriate for the situation when learning or teaching new things.	15	3.33	93.3	7%	53%		40%
42. Serves as a liaison to other departments.	15	3.40	93.3	7%	47%		47%
43. Is productive in an office environment.	15	3.13	86.7	13%	60%		27%
44. Takes responsibility for decisions.	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. Uses proper spelling, capitalization, punctuation, and grammar in written documents.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Selects and uses training/instructional methods and procedures appropriate for the situation when learning or teaching new things.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Serves as a liaison to other departments.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Is productive in an office environment.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Takes responsibility for decisions.	3.33	3.27	3.87	3.27	-0.60 ▼