



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.

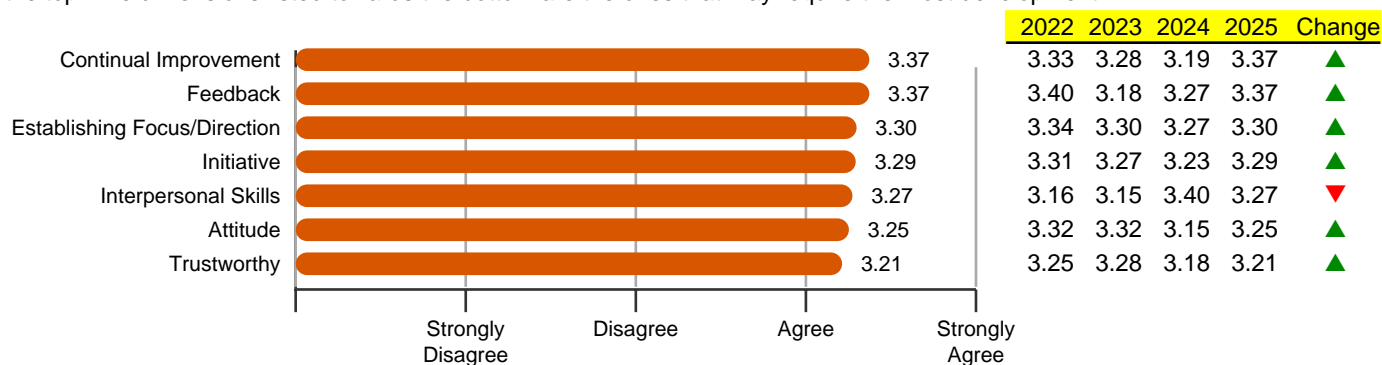
What to Do with Your Feedback

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

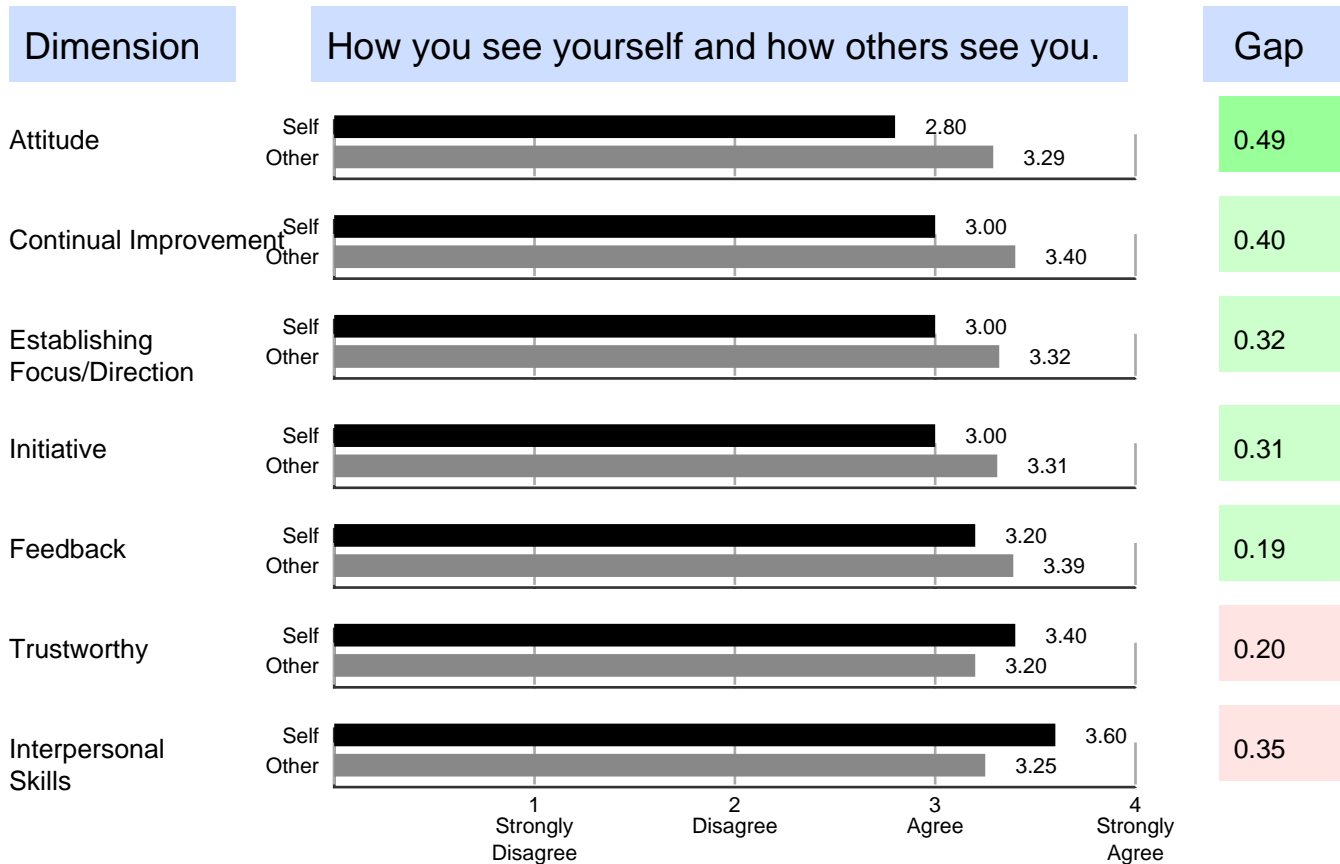
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Establishing Focus/Direction

Establishing Focus/Direction is the ability to align people, plans, and resources toward meaningful goals by setting clear expectations, creating structure, and maintaining strategic clarity. It involves setting clear goals that connect individual efforts to organizational priorities, and applying situational awareness to assess risks, opportunities, and team dynamics. Managers demonstrate this competency by designing procedures, building schedules, guiding performance, and prioritizing tasks and resources to keep teams focused and productive. Success in this area also requires flexibility, self-discipline, and a commitment to monitoring progress, preparing resources, and sustaining attention through changing conditions.

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. Gains employee commitment to the task.	15	3.20	86.7	13%	53%	33%	
2. Creates measures of performance to ensure progress is being made.	15	3.33	100.0		67%	33%	
3. Is flexible and ready to adjust strategies in response to changing circumstances.	15	3.33	93.3	7%	53%	40%	
4. Articulates the objectives in clear, measurable terms so that every team member understands what success looks like.	15	3.27	93.3	7%	60%	33%	
5. Establishes work schedules for the crew to keep progress moving forward.	14	3.21	85.7	14%	50%	36%	
6. Excellent at managing time.	15	3.47	100.0		53%	47%	
7. Developing a plan or strategy providing a clear path forward.	15	3.40	93.3	7%	47%	47%	
8. Schedules regular one-on-one meetings with employees to help give focus and direction.	15	3.20	86.7	13%	53%	33%	
9. Helps guide employees with prioritizing tasks.	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. Gains employee commitment to the task.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Creates measures of performance to ensure progress is being made.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Is flexible and ready to adjust strategies in response to changing circumstances.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Articulates the objectives in clear, measurable terms so that every team member understands what success looks like.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Establishes work schedules for the crew to keep progress moving forward.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Excellent at managing time.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Developing a plan or strategy providing a clear path forward.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Schedules regular one-on-one meetings with employees to help give focus and direction.	3.40	3.40	3.20	3.20	
9. Helps guide employees with prioritizing tasks.	3.53	3.40	3.60	3.27	-0.33 ▼

Continual Improvement

Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

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. Fosters a culture of open communication and continuous improvement.	15	3.20	93.3	7%	67%	27%	
11. Analyzes processes to determine areas for improvement.	15	3.67	100.0		33%	67%	
12. Open to the suggestions from others.	15	3.40	93.3	7%	47%	47%	
13. Looks for ways to improve work processes and procedures.	15	3.13	86.7	13%	60%	27%	
14. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.47	100.0		53%	47%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
10. Fosters a culture of open communication and continuous improvement.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Analyzes processes to determine areas for improvement.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Open to the suggestions from others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Looks for ways to improve work processes and procedures.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.20	3.13	3.00	3.47	+0.47 ▲

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Continuously gathers and embeds feedback from a wide array of sources.	15	3.53	100.0			47%	53%
16. Invites and values input from others to gain a more comprehensive understanding of their abilities and areas where they can develop further.	15	3.47	93.3	7%	40%		53%
17. Breaks down the feedback into manageable components, to help employees better understand the actions needed to improve.	15	2.93	73.3	27%		53%	20%
18. Views feedback as an opportunity for growth.	15	3.40	93.3	7%	47%		47%
19. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.	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. Continuously gathers and embeds feedback from a wide array of sources.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Invites and values input from others to gain a more comprehensive understanding of their abilities and areas where they can develop further.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Breaks down the feedback into manageable components, to help employees better understand the actions needed to improve.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Views feedback as an opportunity for growth.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.	3.13	2.87	3.53	3.53	

Attitude

Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

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. Engages in empathetic listening without interrupting others or posturing in front of a group.	15	3.47	100.0		53%	47%	
21. Responds constructively to last-minute changes and shifting priorities, without frustration or resistance, and with a positive attitude.	15	3.00	80.0	20%	60%	20%	
22. Always does their best effort on the job.	15	3.53	100.0		47%	53%	
23. Welcomes revisions to plans when they lead to better outcomes, rather than clinging to original strategies.	15	3.13	86.7	13%	60%	27%	
24. Listens actively to others without interrupting or dismissing their contributions.	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. Engages in empathetic listening without interrupting others or posturing in front of a group.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Responds constructively to last-minute changes and shifting priorities, without frustration or resistance, and with a positive attitude.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Always does their best effort on the job.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Welcomes revisions to plans when they lead to better outcomes, rather than clinging to original strategies.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Listens actively to others without interrupting or dismissing their contributions.	3.33	3.47	3.33	3.13	-0.20 ▼

Initiative

Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

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. Will continue to work on a problem even in the face of obstacles.	15	3.07	86.7	13%	67%	20%	
26. Takes action in the absence of specific direction.	15	3.20	93.3	7%	60%	33%	
27. Begins a task and follows through until completion.	15	3.40	93.3	7%	47%	47%	
28. Persists in stakeholder engagement even when initial outreach is met with resistance or indifference.	15	3.60	93.3	7%	27%	67%	
29. Acts quickly when an opportunity becomes available.	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
25. Will continue to work on a problem even in the face of obstacles.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Takes action in the absence of specific direction.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Begins a task and follows through until completion.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Persists in stakeholder engagement even when initial outreach is met with resistance or indifference.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Acts quickly when an opportunity becomes available.	3.21	3.20	3.20	3.20	

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Assists those in the department who need help in meeting performance metrics.	14	3.00	92.9	7%	79%		14%
31. Recognizes the contributions of others.	15	3.33	93.3	7%	53%		40%
32. Communicates well at all levels of the organization.	14	3.29	100.0		71%		29%
33. Embraces the differences in individuals that comprise 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%

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. Assists those in the department who need help in meeting performance metrics.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Recognizes the contributions of others.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Communicates well at all levels of the organization.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Embraces the differences in individuals that comprise 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 ▼

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
35. Is a person you can trust.	15	3.13	86.7	13%	60%	27%	
36. Takes care to maintain confidential information.	15	3.20	93.3	7%	67%	27%	
37. Demonstrates congruence between statements and actions.	15	3.33	93.3	7%	53%	40%	
38. Works in a way that makes others want to work with her/him.	15	3.07	86.7	13%	67%	20%	
39. Communicates an understanding of the other person's interests, needs and concerns.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Is a person you can trust.	3.20	3.27	3.13	3.13	
36. Takes care to maintain confidential information.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Demonstrates congruence between statements and actions.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Works in a way that makes others want to work with her/him.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Communicates an understanding of the other person's interests, needs and concerns.	3.20	3.27	3.00	3.33	+0.33 ▲