



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.

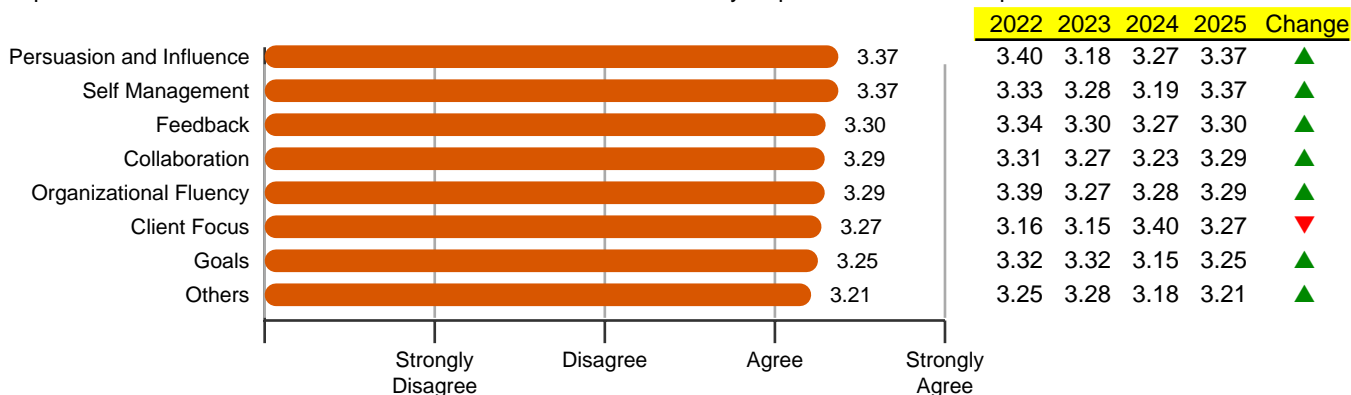
What to Do with Your Feedback

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

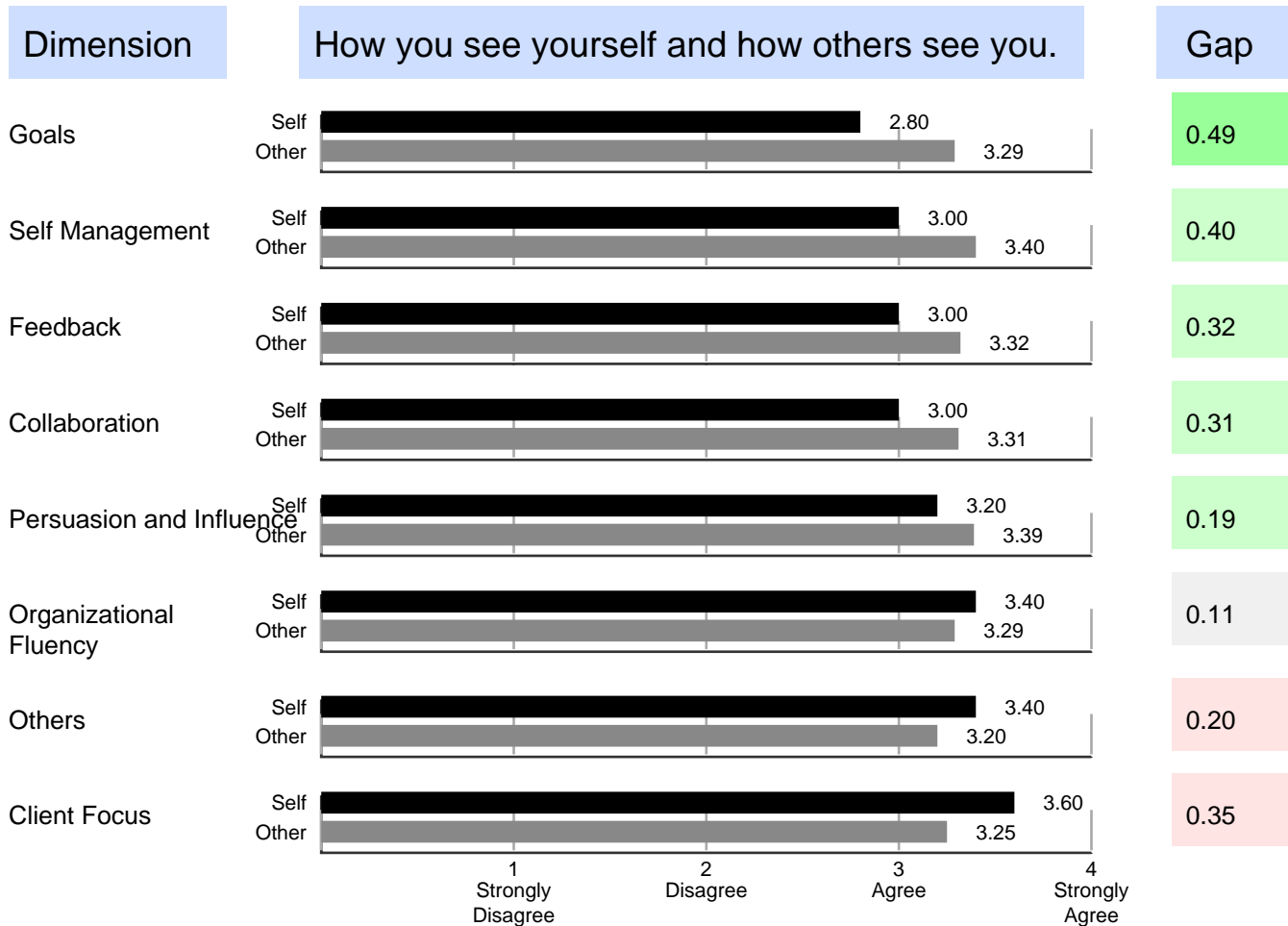
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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
1. Implements best practices regarding feedback.	15	3.20	86.7	13%	53%	33%	
2. Begins feedback with what the recipient is doing well to set a positive tone and helps them feel valued.	15	3.33	100.0		67%	33%	
3. Offers resources, tools, and regular check-ins to ensure employees stay on track and make meaningful progress during the feedback process.	15	3.33	93.3	7%	53%	40%	
4. Regularly assesses job performance against set objectives and benchmarks, pinpointing opportunities for enhancement.	15	3.27	93.3	7%	60%	33%	
5. Provides guidance and support throughout the feedback process.	14	3.21	85.7	14%	50%	36%	
6. Considers other's opinions and suggestions.	15	3.47	100.0		53%	47%	
7. Welcomes feedback as a catalyst for self-reflection and development.	15	3.40	93.3	7%	47%	47%	
8. Implements concrete solutions to address issues identified via feedback.	15	3.20	86.7	13%	53%	33%	
9. Avoids becoming defensive or taking feedback personally, understanding that the purpose of feedback is to improve performance or behavior.	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. Implements best practices regarding feedback.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Begins feedback with what the recipient is doing well to set a positive tone and helps them feel valued.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Offers resources, tools, and regular check-ins to ensure employees stay on track and make meaningful progress during the feedback process.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Regularly assesses job performance against set objectives and benchmarks, pinpointing opportunities for enhancement.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Provides guidance and support throughout the feedback process.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Considers other's opinions and suggestions.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Welcomes feedback as a catalyst for self-reflection and development.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Implements concrete solutions to address issues identified via feedback.	3.40	3.40	3.20	3.20	
9. Avoids becoming defensive or taking feedback personally, understanding that the purpose of feedback is to improve performance or behavior.	3.53	3.40	3.60	3.27	-0.33 ▼

Self Management

Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own performance.

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. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.20	93.3	7%	67%	27%	
11. Analyzes interpersonal problems instead of reacting to them.	15	3.67	100.0		33%	67%	
12. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.40	93.3	7%	47%	47%	
13. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.13	86.7	13%	60%	27%	
14. Steps away from a situation to process appropriate response.	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. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Analyzes interpersonal problems instead of reacting to them.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Steps away from a situation to process appropriate response.	3.20	3.13	3.00	3.47	+0.47 ▲

Persuasion and Influence

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational goals.

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. Works to persuade others.	15	3.53	100.0			47%	53%
16. Designs communication strategies that sequence information logically, building understanding and commitment step by step.	15	3.47	93.3	7%	40%	53%	
17. Is aware of boundaries and limits on interactions to prevent disputes.	15	2.93	73.3	27%	53%		20%
18. Creates an environment where employees can explore new ideas and evolve their approach to problem-solving.	15	3.40	93.3	7%	47%	47%	
19. Is aware of how messages may be received and interpreted by individuals.	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. Works to persuade others.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Designs communication strategies that sequence information logically, building understanding and commitment step by step.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Is aware of boundaries and limits on interactions to prevent disputes.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Creates an environment where employees can explore new ideas and evolve their approach to problem-solving.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Is aware of how messages may be received and interpreted by individuals.	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. Makes sure that team members have a clear idea of our group's goals.	15	3.47	100.0		53%	47%	
21. Fully backs the objectives assigned to subordinates.	15	3.00	80.0	20%	60%	20%	
22. Gives helpful feedback and lends support to coworkers in reaching their goals.	15	3.53	100.0		47%	53%	
23. Determines the critical metrics that will indicate progress toward goals.	15	3.13	86.7	13%	60%	27%	
24. Sets goals to improve performance metrics and measures progress by taking regular measurements over time.	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. Makes sure that team members have a clear idea of our group's goals.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Fully backs the objectives assigned to subordinates.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Gives helpful feedback and lends support to coworkers in reaching their goals.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Determines the critical metrics that will indicate progress toward goals.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Sets goals to improve performance metrics and measures progress by taking regular measurements over time.	3.33	3.47	3.33	3.13	-0.20 ▼

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
25. Engages in teamwork to handle disputes positively.	15	3.07	86.7	13%	67%	20%	
26. Fosters strong collaborative relationships with suppliers.	15	3.20	93.3	7%	60%	33%	
27. Respects and utilizes diverse perspectives in addressing challenges.	15	3.40	93.3	7%	47%	47%	
28. Collaborates in time, effort, and expertise to help achieve success.	15	3.60	93.3	7%	27%	67%	
29. Models collaborative behavior through leading by example.	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
25. Engages in teamwork to handle disputes positively.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Fosters strong collaborative relationships with suppliers.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Respects and utilizes diverse perspectives in addressing challenges.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Collaborates in time, effort, and expertise to help achieve success.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Models collaborative behavior through leading by example.	3.21	3.20	3.20	3.20	

Client Focus

Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving services to enhance the client experience. A client-focused approach builds trust, ensures positive interactions, and demonstrates long-term commitment by consistently adapting to evolving expectations and providing high-quality service.

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. Is available to respond to client needs.	14	3.00	92.9	7%	79%	14%	
31. Makes sure client needs are understood by the team members.	15	3.33	93.3	7%	53%	40%	
32. Supports client focused policies and procedures.	14	3.29	100.0		71%	29%	
33. Prioritizes client issues based on urgency.	15	3.27	100.0		73%	27%	
34. Consistently exceeds client expectations.	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. Is available to respond to client needs.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Makes sure client needs are understood by the team members.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Supports client focused policies and procedures.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Prioritizes client issues based on urgency.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Consistently exceeds client expectations.	3.33	3.00	3.53	3.47	-0.07 ▼

Others

Works well with other employees.

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. Supports the efforts of other employees in implementing solutions to problems.	15	3.13	86.7	13%	60%	27%	
36. Helpful	15	3.20	93.3	7%	67%	27%	
37. Treats others with respect and dignity.	15	3.33	93.3	7%	53%	40%	
38. ...treats others with respect and dignity.	15	3.07	86.7	13%	67%	20%	
39. Consistently demonstrates ability and willingness to trust others.	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. Supports the efforts of other employees in implementing solutions to problems.	3.20	3.27	3.13	3.13	
36. Helpful	3.53	3.20	3.33	3.20	-0.13 ▼
37. Treats others with respect and dignity.	3.20	3.27	3.07	3.33	+0.26 ▲
38. ...treats others with respect and dignity.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Consistently demonstrates ability and willingness to trust others.	3.20	3.27	3.00	3.33	+0.33 ▲

Organizational Fluency

Able to work within the department/division/organization. Understand how different parts of the business interact.

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. Gets things done through the department.	15	3.33	100.0		67%		33%
41. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.33	93.3	7%	53%		40%
42. Understands departmental policies and procedures.	15	3.40	93.3	7%	47%		47%
43. Effective in communicating with others within the organization.	15	3.13	86.7	13%	60%		27%
44. Able to explain departmental policies and procedures to others.	15	3.27	100.0		73%		27%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
40. Gets things done through the department.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Understands departmental policies and procedures.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Effective in communicating with others within the organization.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Able to explain departmental policies and procedures to others.	3.33	3.27	3.87	3.27	-0.60 ▼