



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.

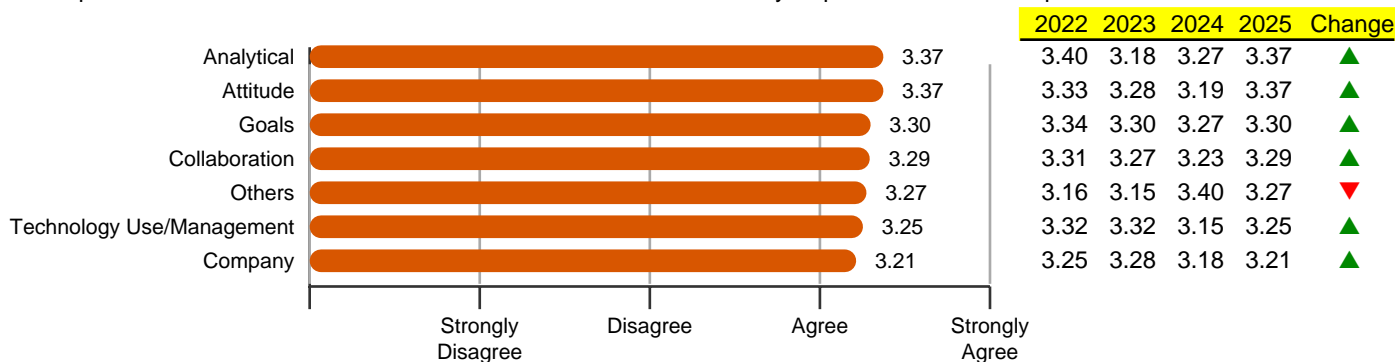
What to Do with Your Feedback

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

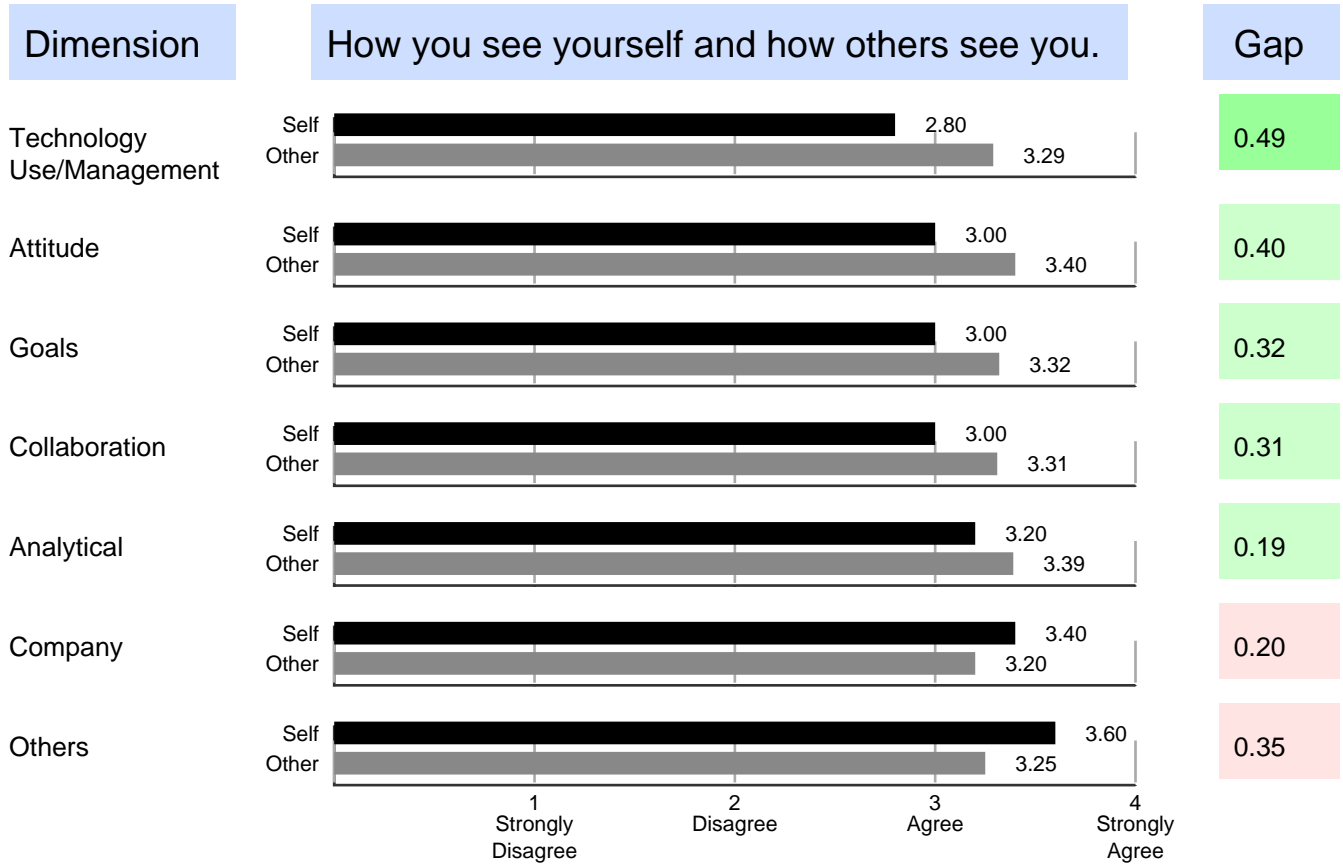
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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
1. Actively motivates and inspires coworkers to work towards and achieve team goals.	15	3.20	86.7	13%	53%	33%	
2. Fosters a disciplined work ethic, allowing for steady progress and the achievement of goals within the designated time frame.	15	3.33	100.0		67%	33%	
3. Helps to set goals for the organization.	15	3.33	93.3	7%	53%	40%	
4. Avoids setting goals solely based on past achievements and instead sets goals inspired by future possibilities.	15	3.27	93.3	7%	60%	33%	
5. Is a dedicated supporter to significantly enhance the likelihood of goal attainment.	14	3.21	85.7	14%	50%	36%	
6. Achieves stretch goals.	15	3.47	100.0		53%	47%	
7. Establishes strategic goals that focus on attracting, developing, and retaining top talent to build a strong, capable workforce.	15	3.40	93.3	7%	47%	47%	
8. Refines and further defines goals as additional information and details become available.	15	3.20	86.7	13%	53%	33%	
9. Focuses on actions that actively contribute to achieving the goal.	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. Actively motivates and inspires coworkers to work towards and achieve team goals.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Fosters a disciplined work ethic, allowing for steady progress and the achievement of goals within the designated time frame.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Helps to set goals for the organization.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Avoids setting goals solely based on past achievements and instead sets goals inspired by future possibilities.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Is a dedicated supporter to significantly enhance the likelihood of goal attainment.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Achieves stretch goals.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Establishes strategic goals that focus on attracting, developing, and retaining top talent to build a strong, capable workforce.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Refines and further defines goals as additional information and details become available.	3.40	3.40	3.20	3.20	
9. Focuses on actions that actively contribute to achieving the goal.	3.53	3.40	3.60	3.27	-0.33 ▼

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
10. Volunteers to represent the team in cross-functional or company-wide working groups.	15	3.20	93.3	7%	67%	27%	
11. Appreciates the efforts of others.	15	3.67	100.0		33%	67%	
12. Invites participation by asking open-ended questions and valuing all voices.	15	3.40	93.3	7%	47%	47%	
13. Contributes extra effort during peak periods to relieve pressure from colleagues.	15	3.13	86.7	13%	60%	27%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
14. Welcomes revisions to plans when they lead to better outcomes, rather than clinging to original strategies.	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. Volunteers to represent the team in cross-functional or company-wide working groups.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Appreciates the efforts of others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Invites participation by asking open-ended questions and valuing all voices.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Contributes extra effort during peak periods to relieve pressure from colleagues.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Welcomes revisions to plans when they lead to better outcomes, rather than clinging to original strategies.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Evaluates evidence impartially, especially when it challenges existing beliefs or ideas.	15	3.53	100.0	47%		53%	
16. Evaluates the validity and reliability of data and research findings.	15	3.47	93.3	7%	40%	53%	
17. Able to project future data points based on historical data.	15	2.93	73.3	27%	53%		20%
18. Performs checks on data accuracy and quality.	15	3.40	93.3	7%	47%	47%	
19. Reviews tasks, deadlines, and resources needed to ensure smooth completion of the project.	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. Evaluates evidence impartially, especially when it challenges existing beliefs or ideas.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Evaluates the validity and reliability of data and research findings.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Able to project future data points based on historical data.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Performs checks on data accuracy and quality.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Reviews tasks, deadlines, and resources needed to ensure smooth completion of the project.	3.13	2.87	3.53	3.53	

Technology Use/Management

Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

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. Applies complex rules and regulations to maintain optimal system performance.	15	3.47	100.0		53%	47%	
21. Adopts the implementation of new technology into the workplace.	15	3.00	80.0	20%	60%	20%	
22. Supports employee training and development initiatives regarding implementation of technology.	15	3.53	100.0		47%	53%	
23. Maximizes the use of new technology to deliver products and services.	15	3.13	86.7	13%	60%	27%	
24. Understands and is committed to implementing new technologies.	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. Applies complex rules and regulations to maintain optimal system performance.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Adopts the implementation of new technology into the workplace.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Supports employee training and development initiatives regarding implementation of technology.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Maximizes the use of new technology to deliver products and services.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Understands and is committed to implementing new technologies.	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. Builds and strengthens relationships to improve collaboration and leadership.	15	3.07	86.7	13%	67%		20%
26. Works with others to manage conflicts using a constructive approach.	15	3.20	93.3	7%	60%		33%
27. Uses group decision making.	15	3.40	93.3	7%	47%		47%
28. Guides team members to reconcile their differences and collaborate effectively.	15	3.60	93.3	7%	27%	67%	
29. Fosters a cooperative environment rather than a highly competitive one.	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. Builds and strengthens relationships to improve collaboration and leadership.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Works with others to manage conflicts using a constructive approach.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Uses group decision making.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Guides team members to reconcile their differences and collaborate effectively.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Fosters a cooperative environment rather than a highly competitive one.	3.21	3.20	3.20	3.20	

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
30. Treats others with respect and dignity.	14	3.00	92.9	7%	79%		14%
31. ...treats others with respect and dignity.	15	3.33	93.3	7%	53%		40%
32. Respects the opinions of other employees.	14	3.29	100.0		71%		29%
33. Constructively receives criticism and suggestions from others.	15	3.27	100.0		73%		27%
34. Able to see issues from others' perspectives.	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. Treats others with respect and dignity.	2.87	3.27	3.07	3.00	-0.07 ▼
31. ...treats others with respect and dignity.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Respects the opinions of other employees.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Constructively receives criticism and suggestions from others.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Able to see issues from others' perspectives.	3.33	3.00	3.53	3.47	-0.07 ▼

Company

A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving initiatives and objectives, while maintaining competitiveness through innovation, adaptability, and well-crafted policies. Through its image, impact, and teamwork, a Company becomes a place where employees feel empowered to contribute meaningfully and clients are consistently served with distinction.

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. Openly acknowledges mistakes and takes accountability without deflecting blame.	15	3.13	86.7	13%	60%	27%	
36. Makes sure employees have a sense of belonging and purpose in the organization.	15	3.20	93.3	7%	67%	27%	
37. Represents the company at trade shows and events.	15	3.33	93.3	7%	53%	40%	
38. Implements an EEO policy ensures that all employees are treated fairly and without discrimination.	15	3.07	86.7	13%	67%	20%	
39. Provides access to training, documentation, and expert support to help employees use resources effectively	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. Openly acknowledges mistakes and takes accountability without deflecting blame.	3.20	3.27	3.13	3.13	
36. Makes sure employees have a sense of belonging and purpose in the organization.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Represents the company at trade shows and events.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Implements an EEO policy ensures that all employees are treated fairly and without discrimination.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Provides access to training, documentation, and expert support to help employees use resources effectively	3.20	3.27	3.00	3.33	+0.33 ▲