

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.

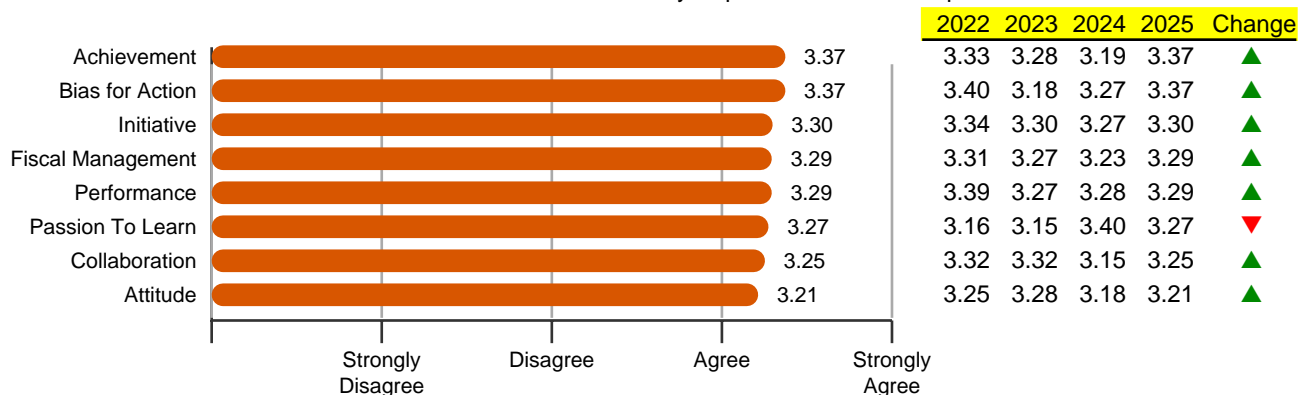
What to Do with Your Feedback

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

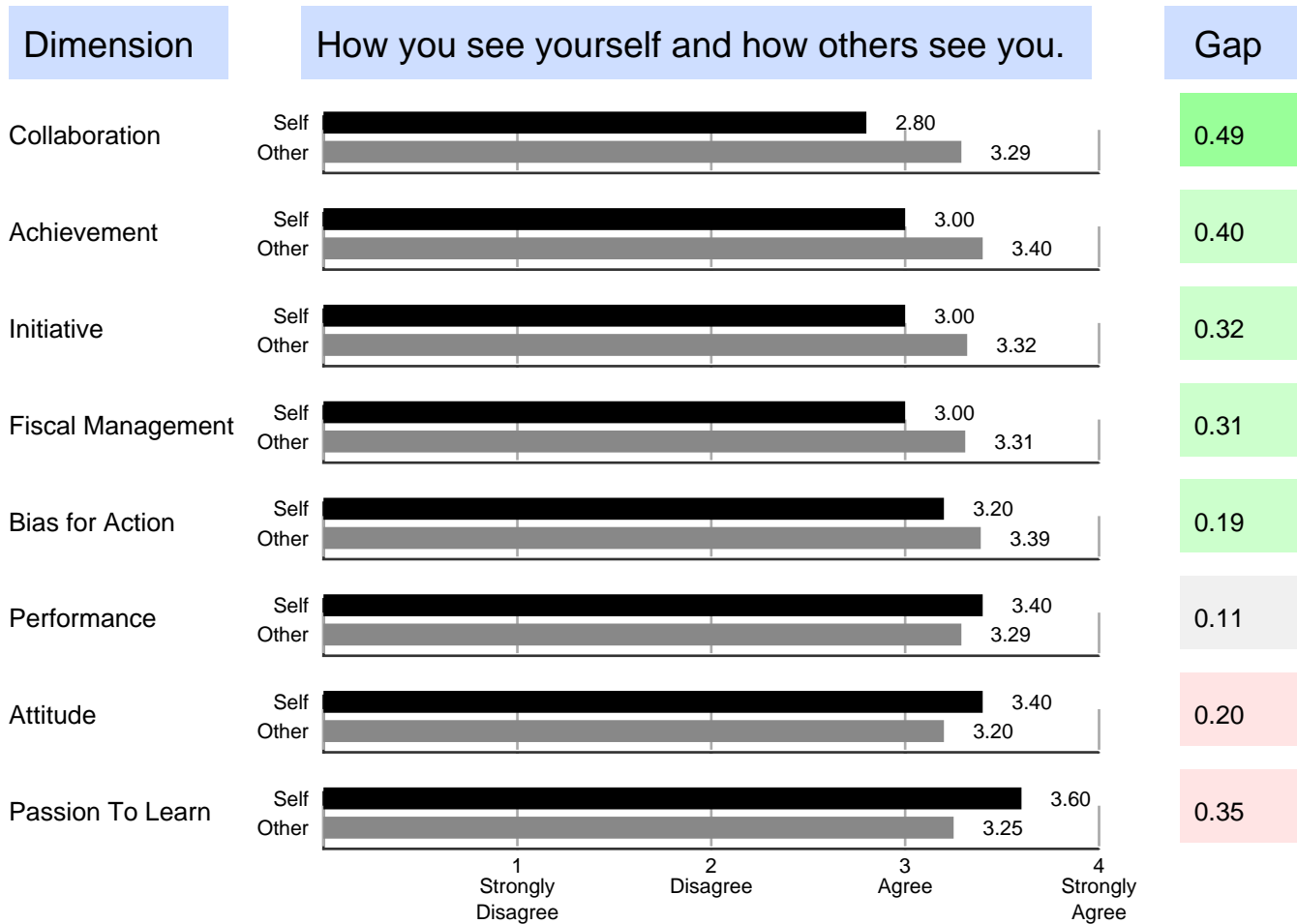
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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
1. Is proactive when preparing for potential problems or critical events.	15	3.20	86.7	13%	53%	33%	
2. Takes action in the absence of specific direction.	15	3.33	100.0		67%	33%	
3. Initiates draft reports for consideration.	15	3.33	93.3	7%	53%	40%	
4. Looks to start work on new projects without waiting for direction from the manager.	15	3.27	93.3	7%	60%	33%	
5. Gladly seeks additional responsibilities.	14	3.21	85.7	14%	50%	36%	
6. Takes corrective action to rectify issues.	15	3.47	100.0		53%	47%	
7. Is an inspiration for others to perform above expectations.	15	3.40	93.3	7%	47%	47%	
8. Takes appropriate actions to address problems or issues.	15	3.20	86.7	13%	53%	33%	
9. Begins immediate action on projects.	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. Is proactive when preparing for potential problems or critical events.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Takes action in the absence of specific direction.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Initiates draft reports for consideration.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Looks to start work on new projects without waiting for direction from the manager.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Gladly seeks additional responsibilities.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Takes corrective action to rectify issues.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Is an inspiration for others to perform above expectations.	3.40	3.20	3.33	3.40	+0.07 ▲

Item	2022	2023	2024	2025	Change
8. Takes appropriate actions to address problems or issues.	3.40	3.40	3.20	3.20	
9. Begins immediate action on projects.	3.53	3.40	3.60	3.27	-0.33 ▼

Achievement

Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's 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
10. Champions process improvements that enhance productivity, compliance, and overall success.	15	3.20	93.3	7%	67%	27%	
11. Is flexible in adjusting priorities to meet the demands of changing situations.	15	3.67	100.0		33%	67%	
12. Reduced department expenses by 25 percent.	15	3.40	93.3	7%	47%	47%	
13. Increased revenue for the company.	15	3.13	86.7	13%	60%	27%	
14. Moves decisively to complete initiatives ahead of schedule.	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. Champions process improvements that enhance productivity, compliance, and overall success.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Is flexible in adjusting priorities to meet the demands of changing situations.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Reduced department expenses by 25 percent.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Increased revenue for the company.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Moves decisively to complete initiatives ahead of schedule.	3.20	3.13	3.00	3.47	+0.47 ▲

Bias for Action

Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

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. Is accountable for the outcomes of decisions, whether they lead to success or require adjustments.	15	3.53	100.0			47%	53%
16. Adapts to changing circumstances and finds new ways to achieve goals.	15	3.47	93.3	7%	40%		53%
17. Develops contingency plans for various scenarios, ensuring the team is prepared for different outcomes.	15	2.93	73.3	27%		53%	20%
18. Prioritizes tasks effectively, often choosing tasks that have the highest impact or urgency.	15	3.40	93.3	7%	47%		47%
19. Maintains concentration and avoiding distractions to ensure consistent progress.	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. Is accountable for the outcomes of decisions, whether they lead to success or require adjustments.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Adapts to changing circumstances and finds new ways to achieve goals.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Develops contingency plans for various scenarios, ensuring the team is prepared for different outcomes.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Prioritizes tasks effectively, often choosing tasks that have the highest impact or urgency.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Maintains concentration and avoiding distractions to ensure consistent progress.	3.13	2.87	3.53	3.53	

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
20. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	15	3.47	100.0		53%	47%	
21. Effectively uses digital tools do you use to improve collaboration in the department.	15	3.00	80.0	20%	60%	20%	
22. Involves others in reaching a consensus during group activities.	15	3.53	100.0		47%	53%	
23. Promotes a culture of collaboration, shared inspiration and creativity to tackle workplace problems.	15	3.13	86.7	13%	60%	27%	
24. Effectively works with others to create solutions to problems.	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. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Effectively uses digital tools do you use to improve collaboration in the department.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Involves others in reaching a consensus during group activities.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Promotes a culture of collaboration, shared inspiration and creativity to tackle workplace problems.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Effectively works with others to create solutions to problems.	3.33	3.47	3.33	3.13	-0.20 ▼

Fiscal Management

Maintains appropriate financial controls and budgets.

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. Develops of the department's annual budget.	15	3.07	86.7	13%	67%	20%	
26. Monitors expenses and verifies the need for items purchased.	15	3.20	93.3	7%	60%	33%	
27. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.40	93.3	7%	47%	47%	
28. Keeps excellent records for financial transparency.	15	3.60	93.3	7%	27%	67%	
29. Monitors spending.	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. Develops of the department's annual budget.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Monitors expenses and verifies the need for items purchased.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Ensures others follow the correct rules and regulations on fiscal matters.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Keeps excellent records for financial transparency.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Monitors spending.	3.21	3.20	3.20	3.20	

Passion To Learn

High level of curiosity and committed to their professional development.

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. Creates an environment that supports personal development and exploration.	14	3.00	92.9	7%	79%		14%
31. Stays up-to-date on emerging technologies.	15	3.33	93.3	7%	53%		40%
32. Demonstrates a willingness to participate in continuing education courses.	14	3.29	100.0		71%		29%
33. Enhances value to the company through additional training and development.	15	3.27	100.0		73%		27%
34. Exhibits willingness to upgrade skills through additional training and education.	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. Creates an environment that supports personal development and exploration.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Stays up-to-date on emerging technologies.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Demonstrates a willingness to participate in continuing education courses.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Enhances value to the company through additional training and development.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Exhibits willingness to upgrade skills through additional training and education.	3.33	3.00	3.53	3.47	-0.07 ▼

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
35. Approaches failures as stepping stones toward improvement.	15	3.13	86.7	13%	60%	27%	
36. Encourages team members of the potential benefits of taking a bold step, even if success isn't guaranteed.	15	3.20	93.3	7%	67%	27%	
37. Celebrates team achievements with genuine enthusiasm, showcasing investment in collective success.	15	3.33	93.3	7%	53%	40%	
38. Exhibits a professional and gracious demeanor.	15	3.07	86.7	13%	67%	20%	
39. Looks for ways to succeed in spite of any obstacles or circumstances.	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. Approaches failures as stepping stones toward improvement.	3.20	3.27	3.13	3.13	
36. Encourages team members of the potential benefits of taking a bold step, even if success isn't guaranteed.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Celebrates team achievements with genuine enthusiasm, showcasing investment in collective success.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Exhibits a professional and gracious demeanor.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Looks for ways to succeed in spite of any obstacles or circumstances.	3.20	3.27	3.00	3.33	+0.33 ▲

Performance

Maintains high level of 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
40. Works well in this position.	15	3.33	100.0		67%		33%
41. Listens and responds to issues and problems	15	3.33	93.3	7%	53%		40%
42. Able to organize work.	15	3.40	93.3	7%	47%		47%
43. Effectively organizes resources and plans	15	3.13	86.7	13%	60%		27%
44. Has great overall performance	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. Works well in this position.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Listens and responds to issues and problems	3.47	3.20	2.93	3.33	+0.40 ▲
42. Able to organize work.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Effectively organizes resources and plans	3.87	3.13	3.20	3.13	-0.07 ▼
44. Has great overall performance	3.33	3.27	3.87	3.27	-0.60 ▼