



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.

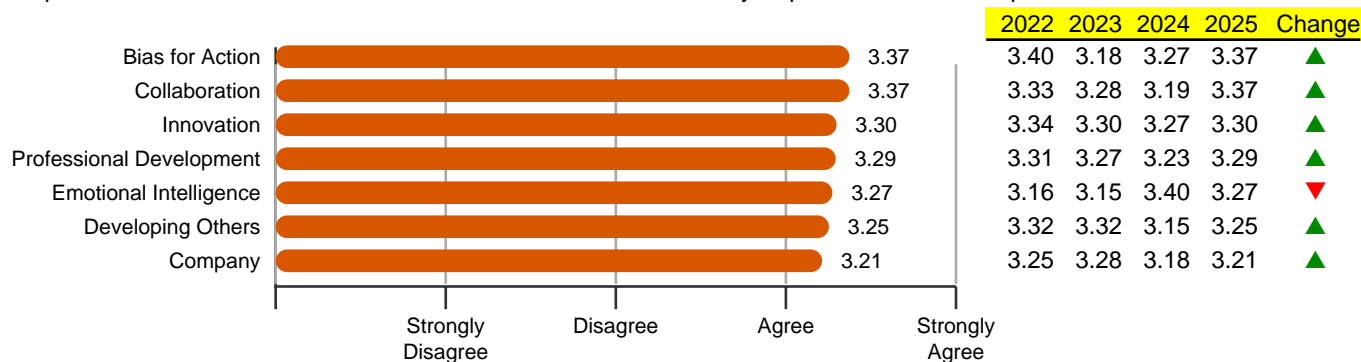
What to Do with Your Feedback

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

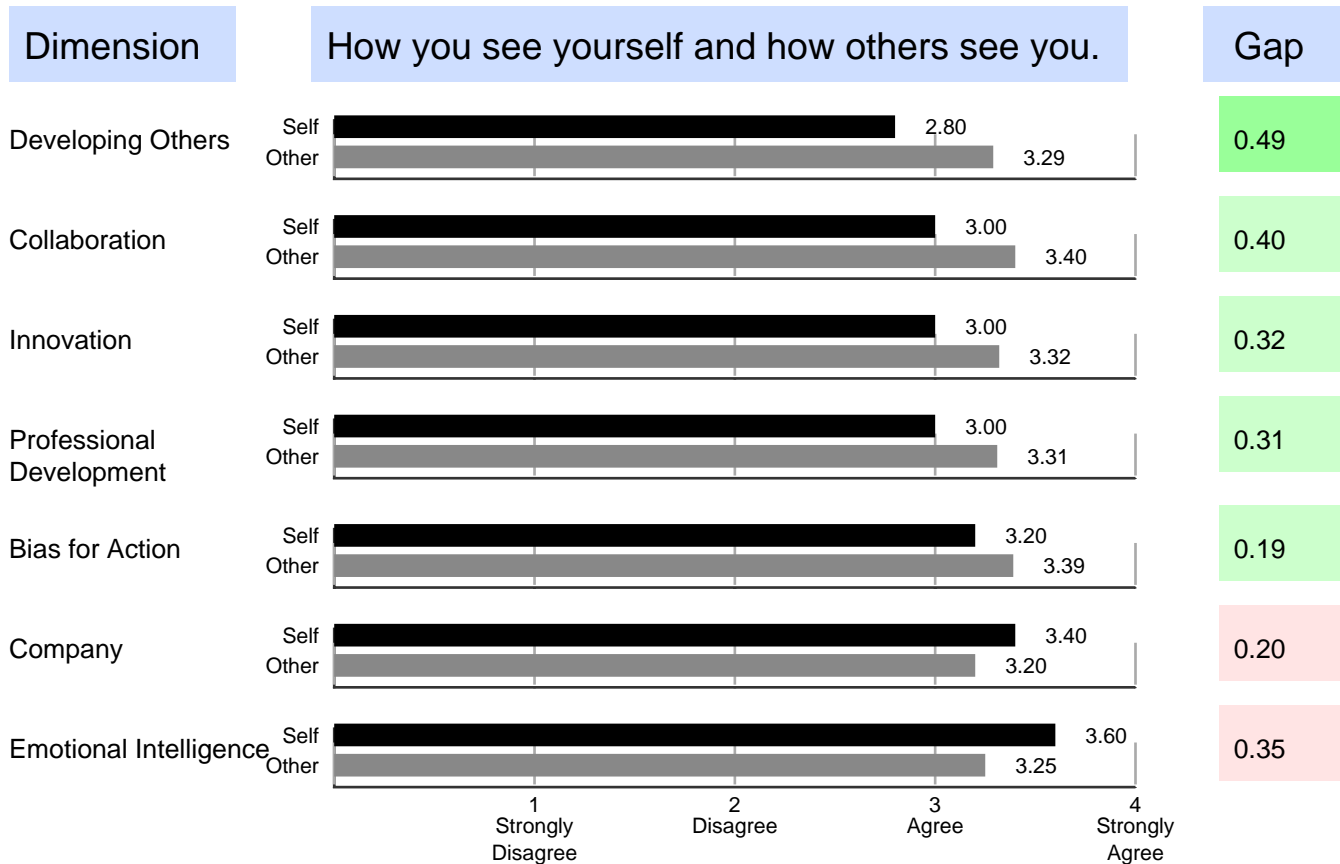
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

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. Challenges current procedures / processes to develop new solutions.	15	3.20	86.7	13%	53%	33%	
2. Adequately funds innovation efforts to ensure their success.	15	3.33	100.0		67%	33%	
3. Supports changes to the standard way of doing things.	15	3.33	93.3	7%	53%	40%	
4. Improves and makes systems more efficient.	15	3.27	93.3	7%	60%	33%	
5. Develops effective solutions for viewing problems from a different point of view.	14	3.21	85.7	14%	50%	36%	
6. Willing to entertain and experiment with new ideas leading to potential breakthrough innovations and competitive advantages.	15	3.47	100.0		53%	47%	
7. Analyzes current procedures and identifies opportunities for improvement.	15	3.40	93.3	7%	47%	47%	
8. Is able to think through complex problems using unique solutions.	15	3.20	86.7	13%	53%	33%	
9. Regularly audits the company's innovation effectiveness.	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. Challenges current procedures / processes to develop new solutions.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Adequately funds innovation efforts to ensure their success.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Supports changes to the standard way of doing things.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Improves and makes systems more efficient.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Develops effective solutions for viewing problems from a different point of view.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Willing to entertain and experiment with new ideas leading to potential breakthrough innovations and competitive advantages.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Analyzes current procedures and identifies opportunities for improvement.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Is able to think through complex problems using unique solutions.	3.40	3.40	3.20	3.20	
9. Regularly audits the company's innovation effectiveness.	3.53	3.40	3.60	3.27	-0.33 ▼

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
10. Engages with team members to build a collaborative work environment.	15	3.20	93.3	7%	67%	27%	
11. Builds consensus among team members.	15	3.67	100.0	33%	67%		
12. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	15	3.40	93.3	7%	47%	47%	
13. Integrates digital tools to streamline the collaborative processes of Research and Development.	15	3.13	86.7	13%	60%	27%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
14. Creates an environment of open and transparent communication.	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. Engages with team members to build a collaborative work environment.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Builds consensus among team members.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Integrates digital tools to streamline the collaborative processes of Research and Development.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Creates an environment of open and transparent communication.	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. Conveys a sense of urgency about addressing problems and opportunities	15	3.53	100.0	47%		53%	
16. Keeps the team regularly updated as to the progress to ensure everyone is aware of what work still needs to be done.	15	3.47	93.3	7%	40%	53%	
17. Is very proactive and takes on many responsibilities not directly assigned.	15	2.93	73.3	27%	53%		20%
18. Is not afraid to take corrective action when necessary.	15	3.40	93.3	7%	47%	47%	
19. Views obstacles and problems as opportunities to demonstrate skills and resilience.	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. Conveys a sense of urgency about addressing problems and opportunities	3.67	3.27	3.20	3.53	+0.33 ▲
16. Keeps the team regularly updated as to the progress to ensure everyone is aware of what work still needs to be done.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Is very proactive and takes on many responsibilities not directly assigned.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Is not afraid to take corrective action when necessary.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Views obstacles and problems as opportunities to demonstrate skills and resilience.	3.13	2.87	3.53	3.53	

Developing Others

Training and developing members of the team/department.

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. Creates opportunities for professional development.	15	3.47	100.0		53%	47%	
21. Recognizes and celebrates accomplishments of others.	15	3.00	80.0	20%	60%	20%	
22. Is open to receiving feedback.	15	3.53	100.0		47%	53%	
23. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.13	86.7	13%	60%	27%	
24. Tries to ensure employees are ready to move to the next level.	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. Creates opportunities for professional development.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Recognizes and celebrates accomplishments of others.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Is open to receiving feedback.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Tries to ensure employees are ready to move to the next level.	3.33	3.47	3.33	3.13	-0.20 ▼

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
25. Seeks opportunities for continuous learning.	15	3.07	86.7	13%	67%	20%	
26. Encourages employees to take courses relevant to their job.	15	3.20	93.3	7%	60%	33%	
27. Contributing fully to the extent of their skills	15	3.40	93.3	7%	47%	47%	
28. Seeks opportunities for professional development.	15	3.60	93.3	7%	27%	67%	
29. Allows employees to fully participate in employee training and professional development.	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. Seeks opportunities for continuous learning.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Encourages employees to take courses relevant to their job.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Contributing fully to the extent of their skills	3.20	3.33	2.93	3.40	+0.47 ▲
28. Seeks opportunities for professional development.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Allows employees to fully participate in employee training and professional development.	3.21	3.20	3.20	3.20	

Emotional Intelligence

Ability to perceive, interpret, and understand the emotions of others.

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 able to express themselves clearly.	14	3.00	92.9	7%	79%		14%
31. Is able to manage their own emotions.	15	3.33	93.3	7%	53%		40%
32. Accurately perceives the emotional reactions of others.	14	3.29	100.0		71%		29%
33. Able to understand others' points of view.	15	3.27	100.0		73%		27%
34. Is able to control their own emotions.	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 able to express themselves clearly.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Is able to manage their own emotions.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Accurately perceives the emotional reactions of others.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Able to understand others' points of view.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is able to control their own emotions.	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. Creates a culture that makes employees feel proud and excited to be part of the team.	15	3.13	86.7	13%	60%	27%	
36. Provides access to training, documentation, and expert support to help employees use resources effectively	15	3.20	93.3	7%	67%	27%	
37. Serves as a trusted ambassador of the company's values, delivering strategic outcomes that reinforce client confidence.	15	3.33	93.3	7%	53%	40%	
38. Creates a team structure that supports strong collaboration and communication.	15	3.07	86.7	13%	67%	20%	
39. Keeps teams focused on what's next, not just what's now.	15	3.33	100.0		67%	33%	

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Item	2022	2023	2024	2025	Change
35. Creates a culture that makes employees feel proud and excited to be part of the team.	3.20	3.27	3.13	3.13	
36. Provides access to training, documentation, and expert support to help employees use resources effectively	3.53	3.20	3.33	3.20	-0.13 ▼
37. Serves as a trusted ambassador of the company's values, delivering strategic outcomes that reinforce client confidence.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Creates a team structure that supports strong collaboration and communication.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Keeps teams focused on what's next, not just what's now.	3.20	3.27	3.00	3.33	+0.33 ▲