

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.

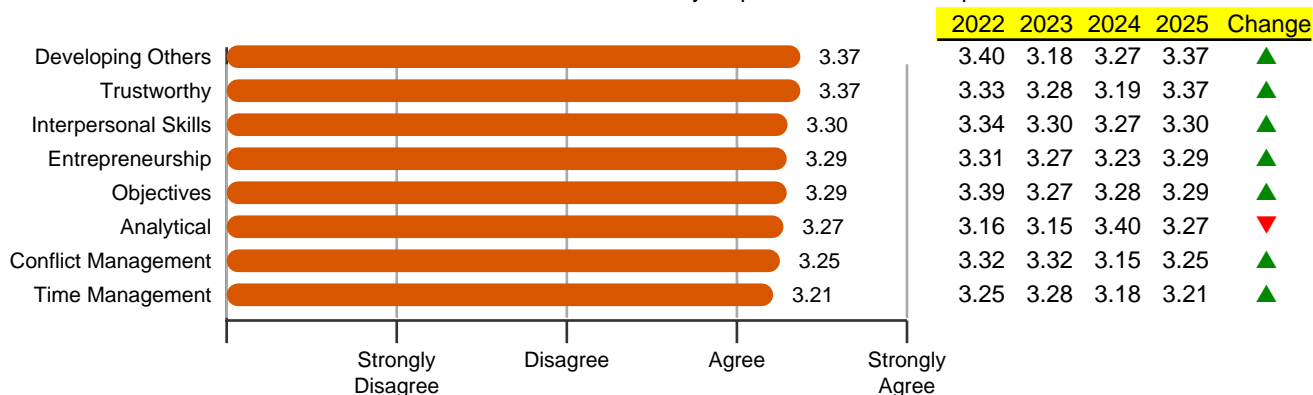
What to Do with Your Feedback

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

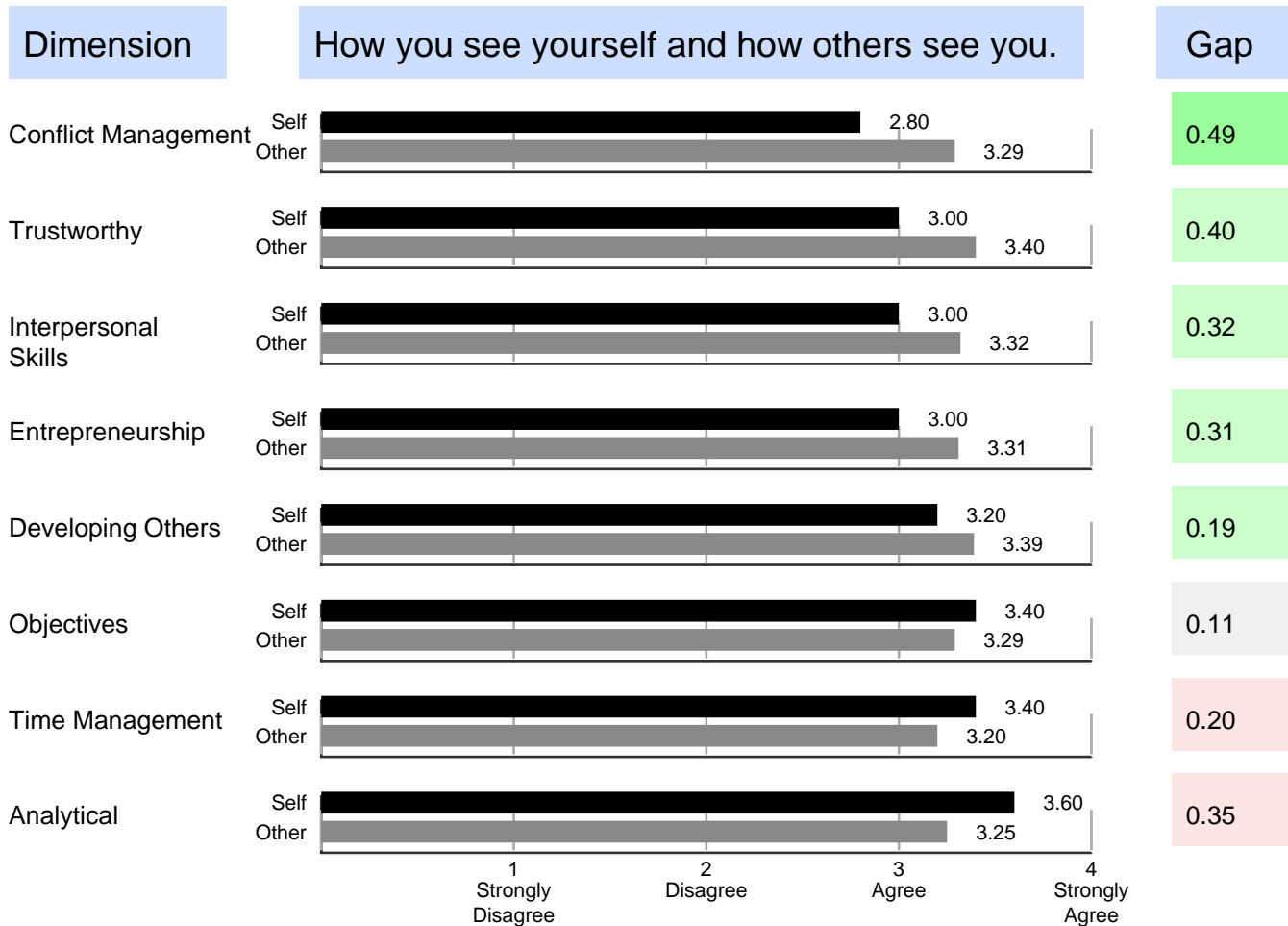
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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 |
|---|----|------|-------|-------------------|----------|-------|----------------|
| 1. Sees values in the diversity of individuals on the team. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 2. Is thoughtful and honest about the feedback they give others. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 3. Demonstrates compassion and understanding of others. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 4. Is trusted by peers and co-workers; others are willing to confide in him/her | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 5. Gives constructive feedback on performance reviews. | 14 | 3.21 | 85.7 | 14% | 50% | 36% | |
| 6. Uses tact, compassion, and sensitivity in interactions with others. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 7. Offers praise to colleagues who have successfully completed major projects. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 8. Is a role model for others demonstrating the importance of interpersonal skills. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 9. Respectful of the opinions and ideas of others. | 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. Sees values in the diversity of individuals on the team. | 3.20 | 3.20 | 3.00 | 3.20 | +0.20 ▲ |
| 2. Is thoughtful and honest about the feedback they give others. | 3.27 | 3.40 | 3.40 | 3.33 | -0.07 ▼ |
| 3. Demonstrates compassion and understanding of others. | 3.40 | 3.40 | 3.27 | 3.33 | +0.07 ▲ |
| 4. Is trusted by peers and co-workers; others are willing to confide in him/her | 3.47 | 3.33 | 3.40 | 3.27 | -0.13 ▼ |
| 5. Gives constructive feedback on performance reviews. | 3.00 | 3.20 | 3.13 | 3.21 | +0.08 ▲ |
| 6. Uses tact, compassion, and sensitivity in interactions with others. | 3.40 | 3.13 | 3.07 | 3.47 | +0.40 ▲ |
| 7. Offers praise to colleagues who have successfully completed major projects. | 3.40 | 3.20 | 3.33 | 3.40 | +0.07 ▲ |
| 8. Is a role model for others demonstrating the importance of interpersonal skills. | 3.40 | 3.40 | 3.20 | 3.20 | |
| 9. Respectful of the opinions and ideas of others. | 3.53 | 3.40 | 3.60 | 3.27 | -0.33 ▼ |

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 |
|--|----|------|-------|-------------------|----------|-------|----------------|
| 10. Delivers on promises made. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 11. Is trustworthy; is someone I can trust. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 12. Demonstrates a sense of responsibility and commitment to public trust. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 13. Takes ownership, delivers on commitments | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 14. Communicates an understanding of the other person's interests, needs and concerns. | 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. Delivers on promises made. | 3.33 | 3.47 | 3.27 | 3.20 | -0.07 ▼ |
| 11. Is trustworthy; is someone I can trust. | 3.40 | 3.40 | 3.27 | 3.67 | +0.40 ▲ |
| 12. Demonstrates a sense of responsibility and commitment to public trust. | 3.53 | 3.20 | 3.00 | 3.40 | +0.40 ▲ |
| 13. Takes ownership, delivers on commitments | 3.20 | 3.21 | 3.40 | 3.13 | -0.27 ▼ |
| 14. Communicates an understanding of the other person's interests, needs and concerns. | 3.20 | 3.13 | 3.00 | 3.47 | +0.47 ▲ |

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 |
|---|----|------|-------|-------------------|----------|-------|----------------|
| 15. Creates opportunities for professional development. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 16. Recognizes and celebrates accomplishments of others. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 17. Sets performance objectives for subordinates that encourages development opportunities. | 15 | 2.93 | 73.3 | 27% | 53% | 20% | |
| 18. Assesses employees' developmental needs. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 19. Tries to ensure employees are ready to move to the next level. | 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. Creates opportunities for professional development. | 3.67 | 3.27 | 3.20 | 3.53 | +0.33 ▲ |
| 16. Recognizes and celebrates accomplishments of others. | 3.33 | 3.00 | 3.07 | 3.47 | +0.40 ▲ |
| 17. Sets performance objectives for subordinates that encourages development opportunities. | 3.40 | 3.20 | 3.33 | 2.93 | -0.40 ▼ |
| 18. Assesses employees' developmental needs. | 3.47 | 3.53 | 3.20 | 3.40 | +0.20 ▲ |
| 19. Tries to ensure employees are ready to move to the next level. | 3.13 | 2.87 | 3.53 | 3.53 | |

Conflict Management

Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

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. Seeks to develop a shared understanding of the issues involved. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 21. Demonstrates empathy and insight by recognizing what's driving the conflict beneath the surface. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |
| 22. Creates balance in discussions by drawing out perspectives that may otherwise go unheard. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 23. Creates an environment where concerns can be voiced early, making it easier to address issues before they escalate. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 24. Attentively hears each person as they share their distinct viewpoints on the matter. | 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. Seeks to develop a shared understanding of the issues involved. | 3.40 | 3.20 | 2.87 | 3.47 | +0.60 ▲ |
| 21. Demonstrates empathy and insight by recognizing what's driving the conflict beneath the surface. | 3.47 | 3.13 | 3.20 | 3.00 | -0.20 ▼ |
| 22. Creates balance in discussions by drawing out perspectives that may otherwise go unheard. | 3.20 | 3.33 | 3.07 | 3.53 | +0.47 ▲ |
| 23. Creates an environment where concerns can be voiced early, making it easier to address issues before they escalate. | 3.20 | 3.47 | 3.27 | 3.13 | -0.13 ▼ |
| 24. Attentively hears each person as they share their distinct viewpoints on the matter. | 3.33 | 3.47 | 3.33 | 3.13 | -0.20 ▼ |

Entrepreneurship

Ability to develop, manage, and expand business opportunities.

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 and utilizes mentors to help guide professional development. | 15 | 3.07 | 86.7 | 13% | 67% | 20% | |
| 26. Is comfortable operating in an environment of uncertainty. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 27. Can work effectively in an environment of uncertainty. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 28. Takes the initiative to complete tasks. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 29. Encourages risk taking for developing potential business opportunities. | 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 and utilizes mentors to help guide professional development. | 3.27 | 3.33 | 3.27 | 3.07 | -0.20 ▼ |
| 26. Is comfortable operating in an environment of uncertainty. | 3.53 | 3.33 | 3.33 | 3.20 | -0.13 ▼ |
| 27. Can work effectively in an environment of uncertainty. | 3.20 | 3.33 | 2.93 | 3.40 | +0.47 ▲ |
| 28. Takes the initiative to complete tasks. | 3.33 | 3.13 | 3.40 | 3.60 | +0.20 ▲ |
| 29. Encourages risk taking for developing potential business opportunities. | 3.21 | 3.20 | 3.20 | 3.20 | |

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 |
|--|----|------|-------|-------------------|----------|-------|----------------|
| 30. Analyzes various legal and business situations to find patterns and draw conclusions that others might miss. | 14 | 3.00 | 92.9 | 7% | 79% | | 14% |
| 31. Assesses the validity and correctness of the data before using it to draw conclusions. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 32. Synthesizes data from multiple sources to draw logical conclusions. | 14 | 3.29 | 100.0 | | 71% | | 29% |
| 33. Identifies potential problem areas. | 15 | 3.27 | 100.0 | | 73% | | 27% |
| 34. Decomposes complex information into smaller, manageable parts to understand the details better. | 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. Analyzes various legal and business situations to find patterns and draw conclusions that others might miss. | 2.87 | 3.27 | 3.07 | 3.00 | -0.07 ▼ |
| 31. Assesses the validity and correctness of the data before using it to draw conclusions. | 3.13 | 3.07 | 3.47 | 3.33 | -0.13 ▼ |
| 32. Synthesizes data from multiple sources to draw logical conclusions. | 3.40 | 3.07 | 3.60 | 3.29 | -0.31 ▼ |
| 33. Identifies potential problem areas. | 3.07 | 3.33 | 3.33 | 3.27 | -0.07 ▼ |
| 34. Decomposes complex information into smaller, manageable parts to understand the details better. | 3.33 | 3.00 | 3.53 | 3.47 | -0.07 ▼ |

Time Management

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

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 proactive in completing work. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 36. Delegates routine tasks to team members, allowing the manager to concentrate on more strategic or complex responsibilities. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 37. Sets a good balance between work and family life. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 38. Often arrives at work early to get the day started. | 15 | 3.07 | 86.7 | 13% | 67% | 20% | |
| 39. Uses automation when possible to save time. | 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. Is proactive in completing work. | 3.20 | 3.27 | 3.13 | 3.13 | |
| 36. Delegates routine tasks to team members, allowing the manager to concentrate on more strategic or complex responsibilities. | 3.53 | 3.20 | 3.33 | 3.20 | -0.13 ▼ |
| 37. Sets a good balance between work and family life. | 3.20 | 3.27 | 3.07 | 3.33 | +0.26 ▲ |
| 38. Often arrives at work early to get the day started. | 3.13 | 3.40 | 3.33 | 3.07 | -0.27 ▼ |
| 39. Uses automation when possible to save time. | 3.20 | 3.27 | 3.00 | 3.33 | +0.33 ▲ |

Objectives

Establishes and completes 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 |
|--|----|------|-------|-------------------|----------|-------|----------------|
| 40. Able to organize work. | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 41. Works toward achieving established goals and objectives. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 42. Communicates goals and objectives to employees. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 43. Assures [Company] principles are understood, employed & pursued. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 44. Ability to establish realistic goals. | 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. Able to organize work. | 3.00 | 3.20 | 3.27 | 3.33 | +0.07 ▲ |
| 41. Works toward achieving established goals and objectives. | 3.47 | 3.20 | 2.93 | 3.33 | +0.40 ▲ |
| 42. Communicates goals and objectives to employees. | 3.27 | 3.53 | 3.13 | 3.40 | +0.27 ▲ |
| 43. Assures [Company] principles are understood, employed & pursued. | 3.87 | 3.13 | 3.20 | 3.13 | -0.07 ▼ |
| 44. Ability to establish realistic goals. | 3.33 | 3.27 | 3.87 | 3.27 | -0.60 ▼ |