

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.

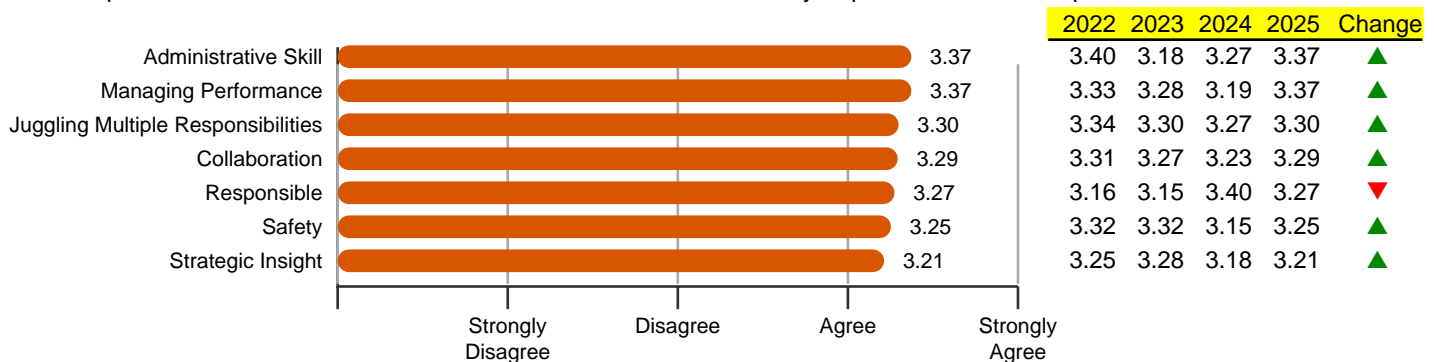
What to Do with Your Feedback

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

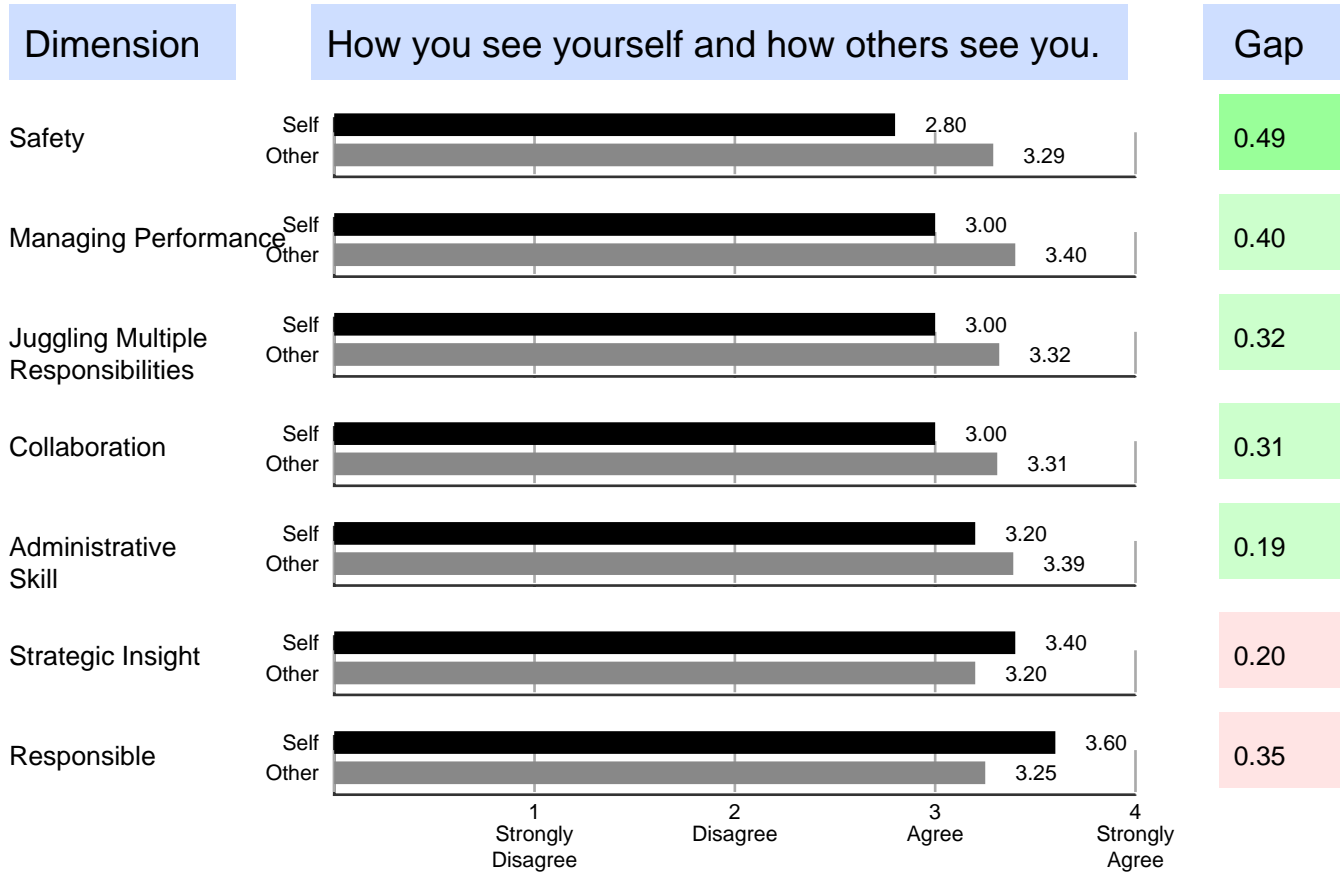
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Juggling Multiple Responsibilities

Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

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. Spends the most time and effort on critical tasks first.	15	3.20	86.7	13%	53%	33%	
2. Is aware of the deadlines for specific tasks/assignments.	15	3.33	100.0		67%	33%	
3. Builds in extra time in the schedule for unplanned events/occurrences.	15	3.33	93.3	7%	53%	40%	
4. Assesses current capabilities before committing to new requests from customers.	15	3.27	93.3	7%	60%	33%	
5. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	14	3.21	85.7	14%	50%	36%	
6. Coordinates the work of a team by assigning tasks to other team members.	15	3.47	100.0		53%	47%	
7. Organizes tasks for the most efficient order of completion.	15	3.40	93.3	7%	47%	47%	
8. Prioritizes tasks for efficiency.	15	3.20	86.7	13%	53%	33%	
9. Plans and organizes continuously while performing all other responsibilities and activities.	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. Spends the most time and effort on critical tasks first.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is aware of the deadlines for specific tasks/assignments.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Builds in extra time in the schedule for unplanned events/occurrences.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Assesses current capabilities before committing to new requests from customers.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Coordinates the work of a team by assigning tasks to other team members.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Organizes tasks for the most efficient order of completion.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Prioritizes tasks for efficiency.	3.40	3.40	3.20	3.20	

Item	2022	2023	2024	2025	Change
9. Plans and organizes continuously while performing all other responsibilities and activities.	3.53	3.40	3.60	3.27	-0.33 ▼

Managing Performance

Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

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 long and short term goals.	15	3.20	93.3	7%	67%	27%	
11. Records production quotas on a daily basis.	15	3.67	100.0	33%	67%		
12. Is proactive in administering the rewards program.	15	3.40	93.3	7%	47%	47%	
13. Presents performance feedback in a clear and concise manner to address performance issues.	15	3.13	86.7	13%	60%	27%	
14. Sets the Objectives and Key Results (OKRs) required for the position.	15	3.47	100.0	53%	47%		

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
10. Sets long and short term goals.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Records production quotas on a daily basis.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is proactive in administering the rewards program.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Presents performance feedback in a clear and concise manner to address performance issues.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Sets the Objectives and Key Results (OKRs) required for the position.	3.20	3.13	3.00	3.47	+0.47 ▲

Administrative Skill

Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

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. Prepares payroll and tax forms/reports.	15	3.53	100.0			47%	53%
16. Effectively conveys information verbally to others.	15	3.47	93.3	7%	40%		53%
17. Keeps track of document updates and revisions to ensure the most current version is readily available while preserving earlier versions if needed.	15	2.93	73.3	27%		53%	20%
18. Follows established policies and procedures.	15	3.40	93.3	7%	47%		47%
19. Actively seeks to assist others in need.	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. Prepares payroll and tax forms/reports.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Effectively conveys information verbally to others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Keeps track of document updates and revisions to ensure the most current version is readily available while preserving earlier versions if needed.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Follows established policies and procedures.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Actively seeks to assist others in need.	3.13	2.87	3.53	3.53	

Safety

Works in a safe manner and promotes safe working conditions.

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 accurate safety records.	15	3.47	100.0			53%	47%
21. Creates accurate and effective measures of safety.	15	3.00	80.0	20%		60%	20%
22. Works to implement corrective safety measures.	15	3.53	100.0			47%	53%
23. Participates in safety training as applicable.	15	3.13	86.7	13%		60%	27%
24. Develops a sustainable safety culture.	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 accurate safety records.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Creates accurate and effective measures of safety.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Works to implement corrective safety measures.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Participates in safety training as applicable.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Develops a sustainable safety culture.	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. Respectful of others in group discussions.	15	3.07	86.7	13%	67%		20%
26. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	15	3.20	93.3	7%	60%		33%
27. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	15	3.40	93.3	7%	47%		47%
28. Defines shared goals with the committee members.	15	3.60	93.3	7%	27%	67%	
29. Effectively uses digital tools do you use to improve collaboration in the department.	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. Respectful of others in group discussions.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Defines shared goals with the committee members.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Effectively uses digital tools do you use to improve collaboration in the department.	3.21	3.20	3.20	3.20	

Responsible

Takes responsibility for actions and sets a good example for 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. Holds herself / himself accountable to goals / objectives	14	3.00	92.9	7%	79%		14%
31. Completes assigned work tasks.	15	3.33	93.3	7%	53%	40%	
32. Sets high personal standards of performance.	14	3.29	100.0		71%	29%	
33. ...takes personal responsibility for results.	15	3.27	100.0		73%	27%	
34. Acts as a resource without removing individual responsibility.	15	3.47	93.3	7%	40%	53%	

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Item	2022	2023	2024	2025	Change
30. Holds herself / himself accountable to goals / objectives	2.87	3.27	3.07	3.00	-0.07 ▼
31. Completes assigned work tasks.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Sets high personal standards of performance.	3.40	3.07	3.60	3.29	-0.31 ▼
33. ...takes personal responsibility for results.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Acts as a resource without removing individual responsibility.	3.33	3.00	3.53	3.47	-0.07 ▼

Strategic Insight

Strategic Insight is the ability to synthesize observations, data, and interactions into forward-looking decisions that align organizational goals with evolving market and stakeholder needs. It requires a deep understanding of business cycles, customer expectations, and internal dynamics--supported by analytical rigor, clear communication, and collaborative engagement across diverse groups. Managers with strategic insight anticipate challenges, adjust plans responsively, and foster innovation through creative problem solving and informed planning.

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. Works with others to develop insights into the resources and actions required to produce desired results.	15	3.13	86.7	13%	60%		27%
36. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	15	3.20	93.3	7%	67%		27%
37. Observes employees at work to get better insight into the issues they are dealing with.	15	3.33	93.3	7%	53%		40%
38. Implements long-term solutions to problems.	15	3.07	86.7	13%	67%		20%
39. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	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. Works with others to develop insights into the resources and actions required to produce desired results.	3.20	3.27	3.13	3.13	
36. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Observes employees at work to get better insight into the issues they are dealing with.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Implements long-term solutions to problems.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	3.20	3.27	3.00	3.33	+0.33 ▲