

Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

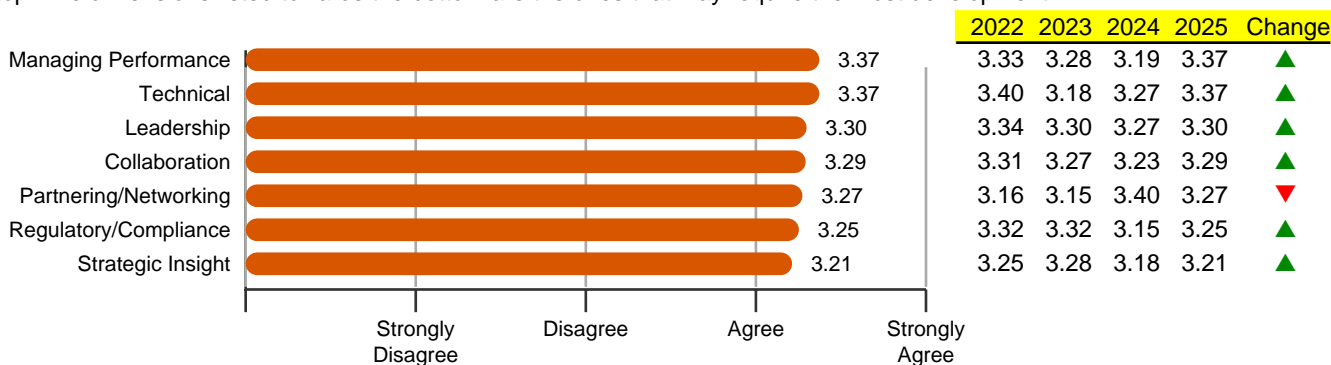
## What to Do with Your Feedback

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.



Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

## 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. Expects employees to proactively identify problems and propose solutions.	15	3.20	86.7	13%	53%	33%	
2. Mentors others.	15	3.33	100.0		67%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
3. Recognizes and appreciates the work of others.	15	3.33	93.3	7%	53%	40%	
4. Highly effective supervisor.	15	3.27	93.3	7%	60%	33%	
5. Clearly articulates expectations.	14	3.21	85.7	14%	50%	36%	
6. Consistently challenges employees to exceed goals, not just meet them.	15	3.47	100.0		53%	47%	
7. Provides clear directions for others to follow.	15	3.40	93.3	7%	47%	47%	
8. Provides early warning to subordinate leaders of tasks they will be responsible for.	15	3.20	86.7	13%	53%	33%	
9. Never divulges confidential information given by colleagues.	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. Expects employees to proactively identify problems and propose solutions.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Mentors others.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Recognizes and appreciates the work of others.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Highly effective supervisor.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Clearly articulates expectations.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Consistently challenges employees to exceed goals, not just meet them.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Provides clear directions for others to follow.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Provides early warning to subordinate leaders of tasks they will be responsible for.	3.40	3.40	3.20	3.20	
9. Never divulges confidential information given by colleagues.	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. Creates several measures of success for each goal.	15	3.20	93.3	7%	67%		27%
11. Clearly articulates the performance requirements for the position.	15	3.67	100.0		33%	67%	
12. Recognizes employees who have courage in persevering against great odds and difficulties.	15	3.40	93.3	7%	47%		47%
13. Rewards employees for exceeding goals.	15	3.13	86.7	13%	60%		27%
14. Establishes indicators to measure levels of performance.	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. Creates several measures of success for each goal.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Clearly articulates the performance requirements for the position.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Recognizes employees who have courage in persevering against great odds and difficulties.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Rewards employees for exceeding goals.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Establishes indicators to measure levels of performance.	3.20	3.13	3.00	3.47	+0.47 ▲

## Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

### 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. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.53	100.0			47%	53%
16. Demonstrates mastery of the technical competencies required in his/her work.	15	3.47	93.3	7%	40%		53%
17. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	2.93	73.3	27%		53%	20%
18. Knows how to produce high quality products/work.	15	3.40	93.3	7%	47%		47%
19. Is knowledgeable of procedures or systems necessary for the job.	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. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.67	3.27	3.20	3.53	+0.33 ▲
16. Demonstrates mastery of the technical competencies required in his/her work.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Knows how to produce high quality products/work.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Is knowledgeable of procedures or systems necessary for the job.	3.13	2.87	3.53	3.53	

## Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for 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
20. Maintains historical records and documents as needed/required.	15	3.47	100.0			53%	47%
21. Reviews documentation and procedures manuals to ensure regulatory compliance.	15	3.00	80.0	20%		60%	20%
22. Appoints a supervisory committee to ensure effective oversight of the organization.	15	3.53	100.0			47%	53%
23. Provides direction and oversight for the compliance department.	15	3.13	86.7	13%		60%	27%
24. Ensures appropriate followup for regulatory violations.	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. Maintains historical records and documents as needed/required.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Reviews documentation and procedures manuals to ensure regulatory compliance.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Appoints a supervisory committee to ensure effective oversight of the organization.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Provides direction and oversight for the compliance department.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Ensures appropriate followup for regulatory violations.	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. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	15	3.07	86.7	13%	67%		20%
26. Addresses interpersonal issues with a collaborative mindset.	15	3.20	93.3	7%	60%		33%
27. Gains the cooperation of others to accomplish common goals and objectives.	15	3.40	93.3	7%	47%		47%
28. Develops networks and builds alliances across departments.	15	3.60	93.3	7%	27%	67%	
29. Creates an environment that encourages information sharing.	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. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Addresses interpersonal issues with a collaborative mindset.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Gains the cooperation of others to accomplish common goals and objectives.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Develops networks and builds alliances across departments.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Creates an environment that encourages information sharing.	3.21	3.20	3.20	3.20	

## Partnering/Networking

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication. Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry impact.

### 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. Develops key business relationships with clients/customers.	14	3.00	92.9	7%	79%		14%
31. Ensures that lessons learned from the partnership are disseminated and built upon.	15	3.33	93.3	7%	53%		40%
32. Expands network of colleagues to include others who may contribute to the department's success.	14	3.29	100.0		71%		29%
33. Engages with partners that offer complementary services and competencies.	15	3.27	100.0		73%		27%
34. Is an active member of professional associations or professional groups to stay connected with peers.	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. Develops key business relationships with clients/customers.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Ensures that lessons learned from the partnership are disseminated and built upon.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Expands network of colleagues to include others who may contribute to the department's success.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Engages with partners that offer complementary services and competencies.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is an active member of professional associations or professional groups to stay connected with peers.	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. Keeps abreast of regulatory, technological, and competitive shifts that could impact the organization's strategic direction.	15	3.13	86.7	13%	60%		27%
36. Creates a vision for the organization based on insights gathered from other companies in the industry.	15	3.20	93.3	7%	67%		27%
37. Inspires employees to adopt the strategic plan.	15	3.33	93.3	7%	53%		40%
38. Adjusts strategic plans based on insights gathered from different points of view.	15	3.07	86.7	13%	67%		20%
39. Works with others to develop insights into the resources and actions required to produce desired results.	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. Keeps abreast of regulatory, technological, and competitive shifts that could impact the organization's strategic direction.	3.20	3.27	3.13	3.13	
36. Creates a vision for the organization based on insights gathered from other companies in the industry.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Inspires employees to adopt the strategic plan.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Adjusts strategic plans based on insights gathered from different points of view.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Works with others to develop insights into the resources and actions required to produce desired results.	3.20	3.27	3.00	3.33	+0.33 ▲