



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.

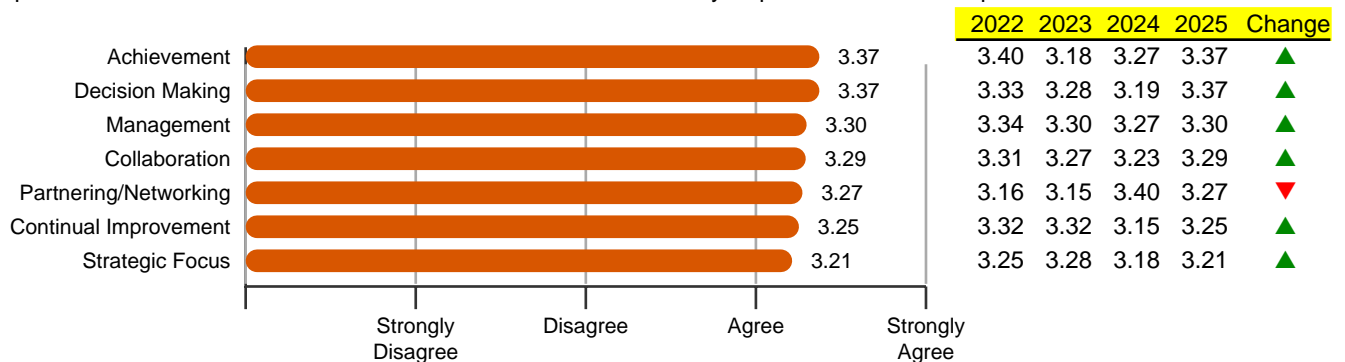
What to Do with Your Feedback

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.



Management is the disciplined practice of aligning people, resources, and strategy to achieve organizational goals through clear communication, timely feedback, and consistent accountability. It involves leading by example, empowering others to act with confidence, and coordinating team efforts to ensure progress, development, and high performance. Effective managers establish focus and direction, inspire commitment, and recognize contributions while managing time, projects, and strategic priorities with precision. They delegate thoughtfully, supervise with integrity, resolve conflicts constructively, and allocate resources responsively to sustain momentum and drive results.

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. Consistently models the behaviors, attitudes, and standards expected of the team.	15	3.20	86.7	13%	53%	33%	
2. Tracks progress against strategic goals and uses	15	3.33	100.0		67%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
3. Plans and organizes resource use and task timelines across multiple projects.	15	3.33	93.3	7%	53%	40%	
4. Fosters a culture of autonomy and innovation by empowering employees to think independently and solve problems creatively.	15	3.27	93.3	7%	60%	33%	
5. Provides feedback based on observable facts and behaviors--not personal opinions or emotions.	14	3.21	85.7	14%	50%	36%	
6. Recognizes individual and team accomplishments and reward them appropriately.	15	3.47	100.0		53%	47%	
7. Demonstrates genuine interest in employee perspectives, validating concerns through attentive listening.	15	3.40	93.3	7%	47%	47%	
8. Proactively removes barriers or competing demands that reduced team focus.	15	3.20	86.7	13%	53%	33%	
9. Sets clear expectations and reinforces accountability through consistent follow-through.	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. Consistently models the behaviors, attitudes, and standards expected of the team.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Tracks progress against strategic goals and uses insights to refine future plans.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Plans and organizes resource use and task timelines across multiple projects.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Fosters a culture of autonomy and innovation by empowering employees to think independently and solve problems creatively.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Provides feedback based on observable facts and behaviors--not personal opinions or emotions.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Recognizes individual and team accomplishments and reward them appropriately.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Demonstrates genuine interest in employee perspectives, validating concerns through attentive listening.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Proactively removes barriers or competing demands that reduced team focus.	3.40	3.40	3.20	3.20	
9. Sets clear expectations and reinforces accountability through consistent follow-through.	3.53	3.40	3.60	3.27	-0.33 ▼

Decision Making

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints. Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

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. Conducts post-decision reviews to learn from outcomes and improve future evaluations.	15	3.20	93.3	7%	67%		27%
11. Identifies when stress, urgency, or overconfidence may be affecting clarity and recalibrates accordingly.	15	3.67	100.0		33%	67%	
12. Remains focused on the immediate goal when making decisions.	15	3.40	93.3	7%	47%		47%
13. Is firm in their decision and not easily influenced by the whims of others.	15	3.13	86.7	13%	60%		27%
14. Examines relevant factors needed to make a decision.	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. Conducts post-decision reviews to learn from outcomes and improve future evaluations.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Identifies when stress, urgency, or overconfidence may be affecting clarity and recalibrates accordingly.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Remains focused on the immediate goal when making decisions.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Is firm in their decision and not easily influenced by the whims of others.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Examines relevant factors needed to make a decision.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Promotes a culture of process-driven success, empowering teams to perform at their highest potential.	15	3.53	100.0			47%	53%
16. Demonstrates a well-organized and timely approach to achieve desired results	15	3.47	93.3	7%	40%		53%
17. Works at a quick pace to complete a high volume of work.	15	2.93	73.3	27%		53%	20%
18. Adheres to established guidelines and best practices to drive consistent, high-quality performance.	15	3.40	93.3	7%	47%		47%
19. Turns setbacks into learning opportunities.	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. Promotes a culture of process-driven success, empowering teams to perform at their highest potential.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Demonstrates a well-organized and timely approach to achieve desired results	3.33	3.00	3.07	3.47	+0.40 ▲
17. Works at a quick pace to complete a high volume of work.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Adheres to established guidelines and best practices to drive consistent, high-quality performance.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Turns setbacks into learning opportunities.	3.13	2.87	3.53	3.53	

Continual Improvement

Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

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. Promotes training and development opportunities to enhance job performance.	15	3.47	100.0		53%	47%	
21. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.00	80.0	20%	60%		20%
22. Open to the suggestions from others.	15	3.53	100.0		47%	53%	
23. Looks for ways to expand current job responsibilities.	15	3.13	86.7	13%	60%		27%
24. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	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. Promotes training and development opportunities to enhance job performance.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Open to the suggestions from others.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Looks for ways to expand current job responsibilities.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	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. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	15	3.07	86.7	13%	67%		20%
26. Involves others in reaching a consensus during group activities.	15	3.20	93.3	7%	60%		33%
27. Collaborates with others to resolve conflicts constructively.	15	3.40	93.3	7%	47%		47%
28. Collaborates to manage interpersonal disputes with a positive approach.	15	3.60	93.3	7%	27%	67%	
29. Creates an environment to support free exchange of information.	15	3.20	86.7	13%	53%		33%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
25. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Involves others in reaching a consensus during group activities.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Collaborates with others to resolve conflicts constructively.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Collaborates to manage interpersonal disputes with a positive approach.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Creates an environment to support free exchange of information.	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. Regularly attends conferences and seminars to meet with others in the industry.	14	3.00	92.9	7%	79%		14%
31. Creates the conditions for partnerships to grow and develop.	15	3.33	93.3	7%	53%		40%
32. Forms strong relationships with customers.	14	3.29	100.0		71%		29%
33. Is comfortable working in partnership with colleagues from other departments.	15	3.27	100.0		73%		27%
34. Defines a partnering strategy for identifying and selecting a partner.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
30. Regularly attends conferences and seminars to meet with others in the industry.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Creates the conditions for partnerships to grow and develop.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Forms strong relationships with customers.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is comfortable working in partnership with colleagues from other departments.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Defines a partnering strategy for identifying and selecting a partner.	3.33	3.00	3.53	3.47	-0.07 ▼

Strategic Focus

Strategic focus is the ability to analyze complex challenges, determine the best approach to achieving organizational goals, and proactively address risks that impact operations. It involves scanning internal and external environments, formulating corporate-level strategies, and aligning projects with the company's vision, mission, and values to ensure long-term success. Effective strategic focus mobilizes leadership to implement change, coordinate cross-functional teams, and leverage SWOT analysis to refine decision-making and drive sustainable growth.

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. Looks for opportunities to enhance contributions to the bottom line.	15	3.13	86.7	13%	60%	27%	
36. Creates a SWOT matrix to help analyze data.	15	3.20	93.3	7%	67%	27%	
37. Develops high-level strategic planning models to identify opportunities to improve the company.	15	3.33	93.3	7%	53%	40%	
38. Determines the best strategy for achieving elevated levels of performance.	15	3.07	86.7	13%	67%	20%	
39. Turns strategic priorities into action plans.	15	3.33	100.0		67%	33%	

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Item	2022	2023	2024	2025	Change
35. Looks for opportunities to enhance contributions to the bottom line.	3.20	3.27	3.13	3.13	
36. Creates a SWOT matrix to help analyze data.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Develops high-level strategic planning models to identify opportunities to improve the company.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Determines the best strategy for achieving elevated levels of performance.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Turns strategic priorities into action plans.	3.20	3.27	3.00	3.33	+0.33 ▲