



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.

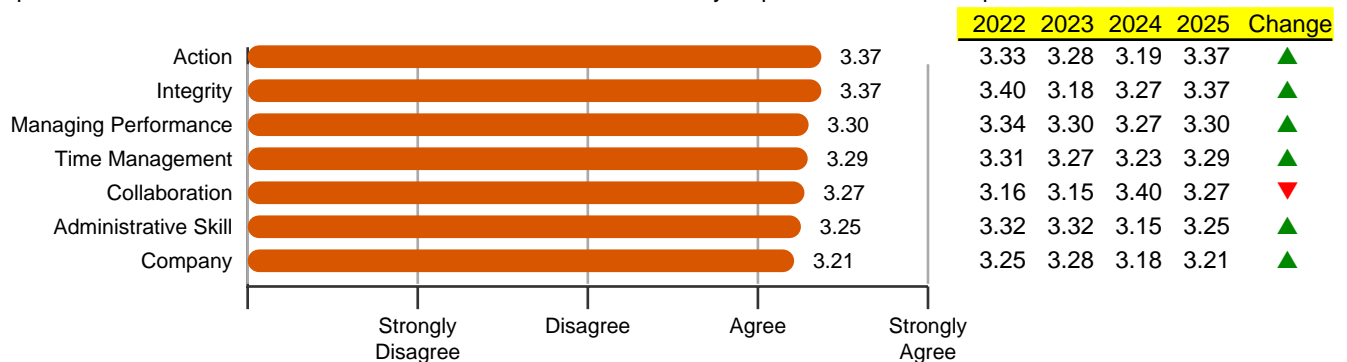
What to Do with Your Feedback

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

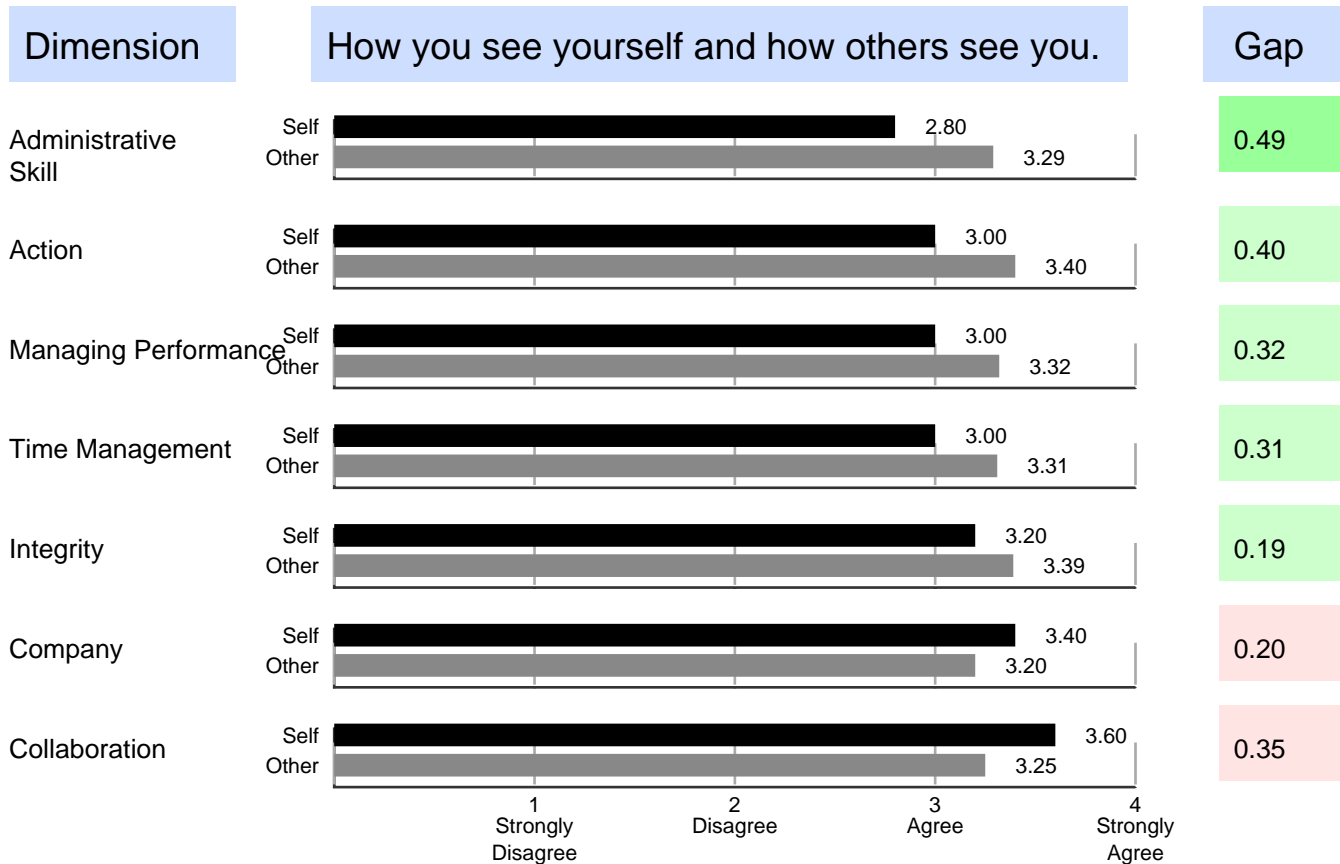
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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
1. Recognizes team members when they contribute significantly to the team.	15	3.20	86.7	13%	53%	33%	
2. Recognizes people who provide outstanding leadership in planning, organizing.	15	3.33	100.0		67%	33%	
3. Measures job performance of subordinates against defined goals and objectives.	15	3.33	93.3	7%	53%	40%	
4. Stresses the importance of meeting production quotas.	15	3.27	93.3	7%	60%	33%	
5. Holds the team leader accountable for the team meeting key performance responsibilities.	14	3.21	85.7	14%	50%	36%	
6. Measures performance of goals and objectives.	15	3.47	100.0		53%	47%	
7. Establishes measures of performance.	15	3.40	93.3	7%	47%	47%	
8. Ensures employees are trained in areas where performance may be lacking.	15	3.20	86.7	13%	53%	33%	
9. Implements remediation plans as needed.	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. Recognizes team members when they contribute significantly to the team.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Recognizes people who provide outstanding leadership in planning, organizing.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Measures job performance of subordinates against defined goals and objectives.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Stresses the importance of meeting production quotas.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Holds the team leader accountable for the team meeting key performance responsibilities.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Measures performance of goals and objectives.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Establishes measures of performance.	3.40	3.20	3.33	3.40	+0.07 ▲

Item	2022	2023	2024	2025	Change
8. Ensures employees are trained in areas where performance may be lacking.	3.40	3.40	3.20	3.20	
9. Implements remediation plans as needed.	3.53	3.40	3.60	3.27	-0.33 ▼

Action

Action reflects the ability to proactively address challenges, take initiative, and act decisively to drive results while fostering a culture of excellence and continuous improvement. It involves being resourceful, ambitious, and tenacious in overcoming obstacles, as well as responsive and preemptive in mitigating potential issues. Effective action includes delegating tasks appropriately, maintaining responsibility, and ensuring timely, results-oriented efforts to achieve goals with efficiency 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. Avoids "Analysis Paralysis" through action.	15	3.20	93.3	7%	67%	27%	
11. Maintains a sense of urgency in daily work routines.	15	3.67	100.0		33%	67%	
12. Acts immediately instead of waiting for someone else to solve the issue.	15	3.40	93.3	7%	47%	47%	
13. Initiates projects or tasks that have a positive impact on the team.	15	3.13	86.7	13%	60%	27%	
14. Pursues goals with action to achieve success.	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. Avoids "Analysis Paralysis" through action.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Maintains a sense of urgency in daily work routines.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Acts immediately instead of waiting for someone else to solve the issue.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Initiates projects or tasks that have a positive impact on the team.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Pursues goals with action to achieve success.	3.20	3.13	3.00	3.47	+0.47 ▲

Integrity

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. Demonstrates honesty and truthfulness at all times.	15	3.53	100.0			47%	53%
16. Maintains attention to detail ensuring that small details in work processes and documentation are accurate and complete.	15	3.47	93.3	7%	40%		53%
17. Demonstrates self-control, emotional maturity, and integrity by maintaining composure and responding courteously, even when faced with rude behavior.	15	2.93	73.3	27%		53%	20%
18. Understands the business need for self-regulation and integrity in reporting.	15	3.40	93.3	7%	47%		47%
19. Admits to, and corrects, even minor mistakes to foster a culture of accountability.	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. Demonstrates honesty and truthfulness at all times.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Maintains attention to detail ensuring that small details in work processes and documentation are accurate and complete.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Demonstrates self-control, emotional maturity, and integrity by maintaining composure and responding courteously, even when faced with rude behavior.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Understands the business need for self-regulation and integrity in reporting.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Admits to, and corrects, even minor mistakes to foster a culture of accountability.	3.13	2.87	3.53	3.53	

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
20. Is productive in an office environment.	15	3.47	100.0	53%		47%	
21. Sets up and oversees administrative policies and procedures for offices or organizations.	15	3.00	80.0	20%	60%		20%
22. Drafts letters, memos, invoices, reports, and other business documents.	15	3.53	100.0	47%		53%	
23. Enters data as needed.	15	3.13	86.7	13%	60%		27%
24. Understands the implications of new information for both current and future problem-solving and decision-making.	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. Is productive in an office environment.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Sets up and oversees administrative policies and procedures for offices or organizations.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Drafts letters, memos, invoices, reports, and other business documents.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Enters data as needed.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Understands the implications of new information for both current and future problem-solving and decision-making.	3.33	3.47	3.33	3.13	-0.20 ▼

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
25. Deals effectively with interruptions.	15	3.07	86.7	13%	67%		20%
26. Manages the workload effectively in order to stay on schedule.	15	3.20	93.3	7%	60%		33%
27. Regularly delivers results on-time.	15	3.40	93.3	7%	47%		47%
28. Combines tasks to save time.	15	3.60	93.3	7%	27%	67%	
29. Uses scripts or software tools to automate computer centered processes.	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. Deals effectively with interruptions.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Manages the workload effectively in order to stay on schedule.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Regularly delivers results on-time.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Combines tasks to save time.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Uses scripts or software tools to automate computer centered processes.	3.21	3.20	3.20	3.20	

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
30. Consults with other partners on issues.	14	3.00	92.9	7%	79%		14%
31. Effectively works with others to create solutions to problems.	15	3.33	93.3	7%	53%		40%
32. Maintains strong relationships with suppliers to ensure quality standards are met.	14	3.29	100.0		71%		29%
33. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	15	3.27	100.0		73%		27%
34. Promotes a culture of collaboration, shared inspiration and creativity to tackle workplace problems.	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. Consults with other partners on issues.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Effectively works with others to create solutions to problems.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Maintains strong relationships with suppliers to ensure quality standards are met.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Promotes a culture of collaboration, shared inspiration and creativity to tackle workplace problems.	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. Maintains positive relationships between the [Company] and government agencies.	15	3.13	86.7	13%	60%		27%
36. Makes a real difference in the communities we serve.	15	3.20	93.3	7%	67%		27%
37. Makes sure everyone knows their role and how it connects to others.	15	3.33	93.3	7%	53%		40%
38. Has created an excellent training and development department.	15	3.07	86.7	13%	67%		20%
39. Creates a work environment that employees appreciate and are able to be productive.	15	3.33	100.0		67%		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
35. Maintains positive relationships between the [Company] and government agencies.	3.20	3.27	3.13	3.13	
36. Makes a real difference in the communities we serve.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Makes sure everyone knows their role and how it connects to others.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Has created an excellent training and development department.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Creates a work environment that employees appreciate and are able to be productive.	3.20	3.27	3.00	3.33	+0.33 ▲