

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.

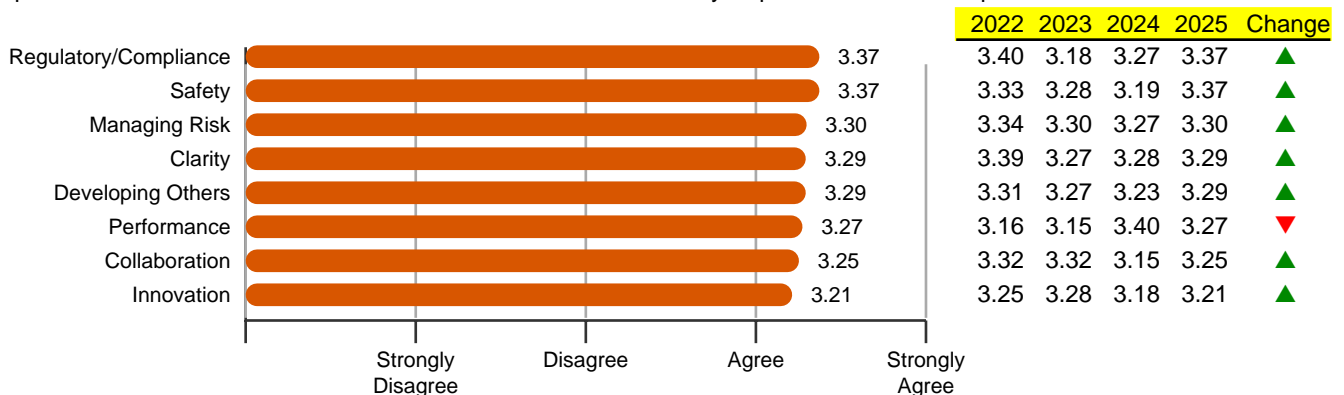
## What to Do with Your Feedback

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

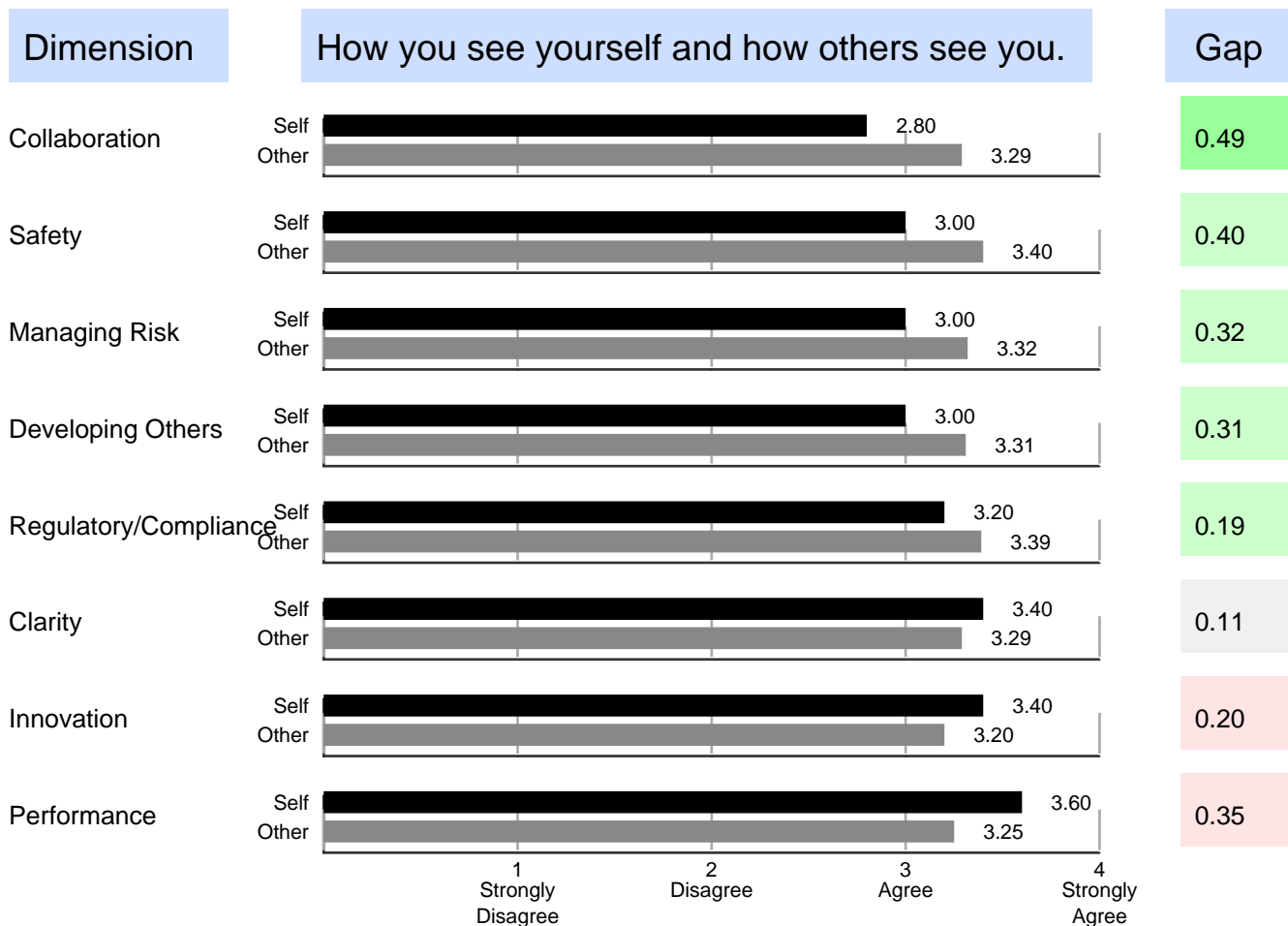
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. Effective risk management can improve responsiveness to critical events and the information gathered can help improve strategic decision making.

### 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 that small changes may snowball into major events.	15	3.20	86.7	13%	53%	33%	
2. Identifies and mitigates risks while making informed, strategic decisions.	15	3.33	100.0		67%	33%	
3. Works effectively to mitigate risks.	15	3.33	93.3	7%	53%	40%	
4. Is aware of the financial implications of certain risks.	15	3.27	93.3	7%	60%	33%	
5. Offers training to reduce safety incidents in the workplace.	14	3.21	85.7	14%	50%	36%	
6. Has the knowledge and skills to accurately identify risks in the workplace.	15	3.47	100.0		53%	47%	
7. Performs a risk analysis as needed.	15	3.40	93.3	7%	47%	47%	
8. Seeks specific risks that will create opportunities to advance the department/company.	15	3.20	86.7	13%	53%	33%	
9. Rewards risky ideas that may yield significant benefits.	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 that small changes may snowball into major events.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Identifies and mitigates risks while making informed, strategic decisions.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Works effectively to mitigate risks.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Is aware of the financial implications of certain risks.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Offers training to reduce safety incidents in the workplace.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Has the knowledge and skills to accurately identify risks in the workplace.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Performs a risk analysis as needed.	3.40	3.20	3.33	3.40	+0.07 ▲

Item	2022	2023	2024	2025	Change
8. Seeks specific risks that will create opportunities to advance the department/company.	3.40	3.40	3.20	3.20	
9. Rewards risky ideas that may yield significant benefits.	3.53	3.40	3.60	3.27	-0.33 ▼

## 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
10. Ensures that all supervisors are aware of regulatory and compliance measures.	15	3.20	93.3	7%	67%	27%	
11. Is aware of OSHA safety guidelines.	15	3.67	100.0	33%	67%		
12. Is not afraid to question a potential safety issue observed in the workplace.	15	3.40	93.3	7%	47%	47%	
13. Mitigates hazards and safety issues that arise.	15	3.13	86.7	13%	60%	27%	
14. Commits adequate resources toward safety measures.	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. Ensures that all supervisors are aware of regulatory and compliance measures.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Is aware of OSHA safety guidelines.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is not afraid to question a potential safety issue observed in the workplace.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Mitigates hazards and safety issues that arise.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Commits adequate resources toward safety measures.	3.20	3.13	3.00	3.47	+0.47 ▲

## 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
15. Ensures appropriate followup for regulatory violations.	15	3.53	100.0			47%	53%
16. Develops regulatory compliance strategies.	15	3.47	93.3	7%	40%		53%
17. Is aware of federal and local laws affecting employees.	15	2.93	73.3	27%		53%	20%
18. Performs regulatory risk management to manage the risks of compliance (or non-compliance).	15	3.40	93.3	7%	47%		47%
19. Conducts necessary risk assessments.	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. Ensures appropriate followup for regulatory violations.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Develops regulatory compliance strategies.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Is aware of federal and local laws affecting employees.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Performs regulatory risk management to manage the risks of compliance (or non-compliance).	3.47	3.53	3.20	3.40	+0.20 ▲
19. Conducts necessary risk assessments.	3.13	2.87	3.53	3.53	

## 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
20. Create an environment where collaboration and teamwork is encouraged.	15	3.47	100.0		53%	47%	
21. Respects individual differences that contribute to solving problems.	15	3.00	80.0	20%	60%		20%
22. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	15	3.53	100.0		47%	53%	
23. Shares knowledge, ideas and resources to achieve quicker success.	15	3.13	86.7	13%	60%		27%
24. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	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. Create an environment where collaboration and teamwork is encouraged.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Respects individual differences that contribute to solving problems.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Shares knowledge, ideas and resources to achieve quicker success.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	3.33	3.47	3.33	3.13	-0.20 ▼

## 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
25. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.07	86.7	13%	67%		20%
26. Creates a work environment that fosters positive feedback to employees.	15	3.20	93.3	7%	60%		33%
27. Encourages employees through recognition of positive changes in behavior.	15	3.40	93.3	7%	47%		47%
28. Supports the successes of other employees.	15	3.60	93.3	7%	27%		67%
29. Provides constructive feedback to others.	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. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Creates a work environment that fosters positive feedback to employees.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Encourages employees through recognition of positive changes in behavior.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Supports the successes of other employees.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Provides constructive feedback to others.	3.21	3.20	3.20	3.20	

# Performance

Maintains high level of performance.

## 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. Effective in performing his/her job.	14	3.00	92.9	7%	79%		14%
31. Works effectively in the department.	15	3.33	93.3	7%	53%		40%
32. Has great overall performance	14	3.29	100.0		71%		29%
33. Shown significant improvement in job performance.	15	3.27	100.0		73%		27%
34. Able to organize work.	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. Effective in performing his/her job.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Works effectively in the department.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Has great overall performance	3.40	3.07	3.60	3.29	-0.31 ▼
33. Shown significant improvement in job performance.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Able to organize work.	3.33	3.00	3.53	3.47	-0.07 ▼

## Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

### 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. Simplifies processes and reduce bureaucratic hurdles that might stifle creativity and innovation.	15	3.13	86.7	13%	60%		27%
36. Develops innovative products or services.	15	3.20	93.3	7%	67%		27%
37. Offers solutions to problems when talking with clients.	15	3.33	93.3	7%	53%		40%
38. Provides incentives for employees who contribute innovative ideas and successfully implement them.	15	3.07	86.7	13%	67%		20%
39. Suggests new ideas at meetings.	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. Simplifies processes and reduce bureaucratic hurdles that might stifle creativity and innovation.	3.20	3.27	3.13	3.13	
36. Develops innovative products or services.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Offers solutions to problems when talking with clients.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Provides incentives for employees who contribute innovative ideas and successfully implement them.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Suggests new ideas at meetings.	3.20	3.27	3.00	3.33	+0.33 ▲

## Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.  
Able to express ideas effectively.

### 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. Clearly explains responsibilities to individuals.	15	3.33	100.0		67%		33%
41. Uses appropriate grammar and tense in communications.	15	3.33	93.3	7%	53%		40%
42. Avoids stating unclear or conflicting goals.	15	3.40	93.3	7%	47%		47%
43. Checks details thoroughly.	15	3.13	86.7	13%	60%		27%
44. Is clear about the roles and duties of team members.	15	3.27	100.0		73%		27%

### Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
40. Clearly explains responsibilities to individuals.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Uses appropriate grammar and tense in communications.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Avoids stating unclear or conflicting goals.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Checks details thoroughly.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Is clear about the roles and duties of team members.	3.33	3.27	3.87	3.27	-0.60 ▼