



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.

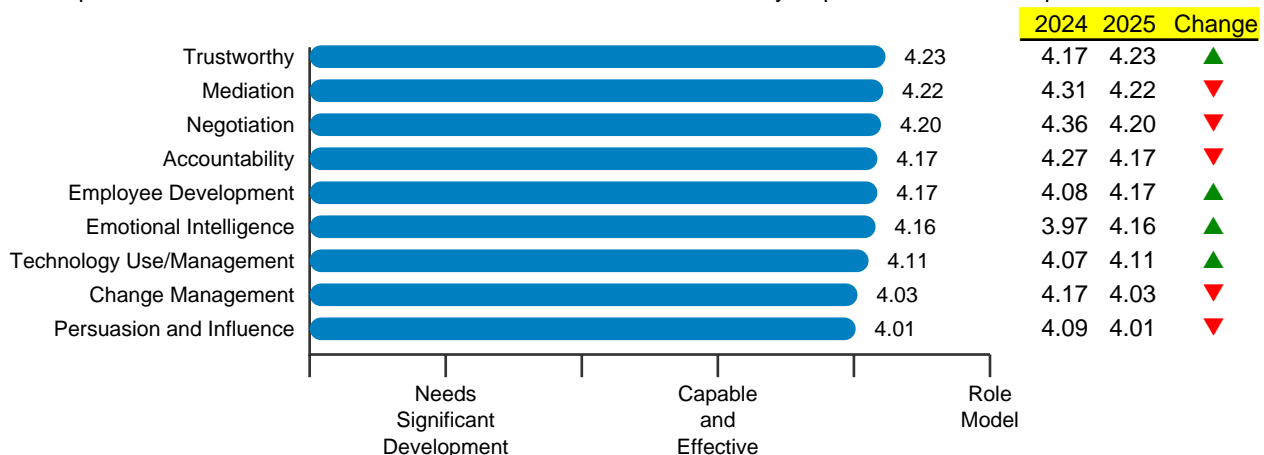
## What to Do with Your Feedback

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

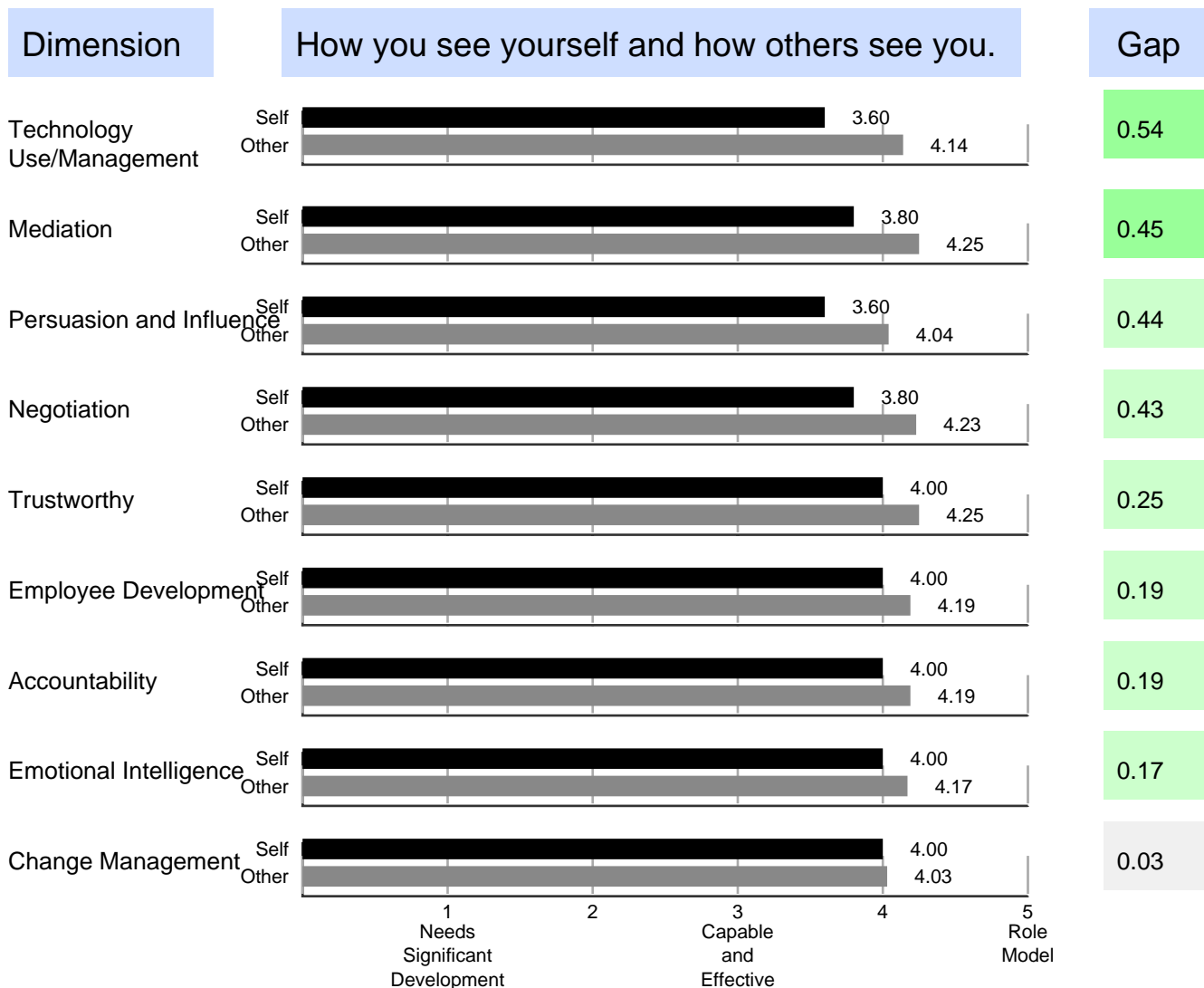
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



## Mediation

### 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Response Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Poses respectful, curiosity-driven questions to help parties articulate concerns and clarify misunderstandings.	15	4.13	80.0	20%	47%	33%		
2. Helps disputing parties arrive at a mutually acceptable solution to their conflict.	15	4.33	100.0		67%	33%		
3. Encourages empathy, active listening, and reframing of positions into shared interests.	15	4.33	93.3	7%	53%	40%		
4. Invites reflection through nonjudgmental questions that surface unspoken needs and assumptions.	15	4.07	86.7	13%	67%	20%		
5. Adapts the mediation structure in real time based on emerging dynamics and party feedback.	14	4.21	85.7	14%	50%	36%		

### 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	2024	2025	Change
1. Poses respectful, curiosity-driven questions to help parties articulate concerns and clarify misunderstandings.	4.00	4.13	+0.13 ▲
2. Helps disputing parties arrive at a mutually acceptable solution to their conflict.	4.40	4.33	-0.07 ▼
3. Encourages empathy, active listening, and reframing of positions into shared interests.	4.47	4.33	-0.13 ▼
4. Invites reflection through nonjudgmental questions that surface unspoken needs and assumptions.	4.47	4.07	-0.40 ▼
5. Adapts the mediation structure in real time based on emerging dynamics and party feedback.	4.20	4.21	+0.01 ▲

## Negotiation

### 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	4.33	93.3	7%	53%		40%	
7. Is aware of and manages own emotions and understands the emotions of others which helps in navigating tense situations and in finding common ground.	15	4.33	86.7	13%	40%		47%	
8. Clearly articulates points and actively listens to the others to ensure that both sides understand each other's needs and concerns.	15	4.07	80.0	20%	53%		27%	
9. Knows where to stand firm and where to compromise.	15	4.13	80.0	20%	47%		33%	
10. Alters plans to respond to immediate challenges.	15	4.13	86.7	13%	60%		27%	

### 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	2024	2025	Change
6. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	4.13	4.33	+0.20 ▲
7. Is aware of and manages own emotions and understands the emotions of others which helps in navigating tense situations and in finding common ground.	4.33	4.33	
8. Clearly articulates points and actively listens to the others to ensure that both sides understand each other's needs and concerns.	4.20	4.07	-0.13 ▼
9. Knows where to stand firm and where to compromise.	4.67	4.13	-0.53 ▼
10. Alters plans to respond to immediate challenges.	4.47	4.13	-0.33 ▼

## Trustworthy

### 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Demonstrates congruence between statements and actions.	15	4.67	100.0					
12. Communicates an understanding of the other person's interests, needs and concerns.	15	4.20	86.7					
13. Delivers on promises made.	14	3.64	57.1					
14. Is a person you can trust.	14	4.14	85.7					
15. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	4.47	93.3					

### 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	2024	2025	Change
11. Demonstrates congruence between statements and actions.	4.20	4.67	+0.47 ▲
12. Communicates an understanding of the other person's interests, needs and concerns.	3.93	4.20	+0.27 ▲
13. Delivers on promises made.	4.47	3.64	-0.82 ▼
14. Is a person you can trust.	4.00	4.14	+0.14 ▲
15. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	4.27	4.47	+0.20 ▲

## Emotional Intelligence

### 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.00	66.7	7%	27%	27%	40%	
17. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.87	66.7		33%	47%	20%	
18. Accurately perceives the emotional reactions of others.	15	4.20	86.7	7%	7%	47%	40%	
19. Is able to control their own emotions.	15	4.33	86.7		13%	40%	47%	
20. Is able to express themselves clearly.	15	4.40	100.0			60%	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	2024	2025	Change
16. Is attentive to emotional cues and interprets others' feelings correctly.	3.64	4.00	+0.36 ▲
17. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	4.33	3.87	-0.47 ▼
18. Accurately perceives the emotional reactions of others.	3.93	4.20	+0.27 ▲
19. Is able to control their own emotions.	4.33	4.33	
20. Is able to express themselves clearly.	3.60	4.40	+0.80 ▲

## Persuasion and Influence

### 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Confronts individuals with information about their beliefs and values.	15	3.93	73.3	27%		53%		20%
22. Prepares visual aids, storytelling elements, or analogies in advance to reinforce complex points.	15	4.00	66.7	13%	20%	20%	47%	
23. Moves employees from being afraid of change to having a growth-oriented mindset, sparking more employee engagement.	15	4.07	80.0	20%		53%		27%
24. Uses logic and reason to persuade and influence others.	15	4.00	73.3	13%	13%	33%		40%
25. Persuades others to consider alternative points of view.	15	4.07	86.7	13%		67%		20%

### 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	2024	2025	Change
21. Confronts individuals with information about their beliefs and values.	4.20	3.93	-0.27 ▼
22. Prepares visual aids, storytelling elements, or analogies in advance to reinforce complex points.	4.20	4.00	-0.20 ▼
23. Moves employees from being afraid of change to having a growth-oriented mindset, sparking more employee engagement.	4.13	4.07	-0.07 ▼
24. Uses logic and reason to persuade and influence others.	3.80	4.00	+0.20 ▲
25. Persuades others to consider alternative points of view.	4.13	4.07	-0.07 ▼

## Change Management

### 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Helps employees to view change as something positive for the organization.	15	4.00	80.0	7%	13%	53%		27%
27. Establishes the necessary direction to guide the changes.	15	3.67	66.7	20%	13%	47%		20%
28. Adjusts leadership approach to align with evolving circumstances.	15	4.40	86.7	13%	33%	53%		
29. Helps employees overcome their resistance to change.	15	4.07	80.0	20%		53%		27%
30. Is proactive in planning for multiple possible future conditions be prepared for all possible scenarios.	14	4.00	92.9	7%		86%		7%

### 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	2024	2025	Change
26. Helps employees to view change as something positive for the organization.	4.47	4.00	-0.47 ▼
27. Establishes the necessary direction to guide the changes.	4.00	3.67	-0.33 ▼
28. Adjusts leadership approach to align with evolving circumstances.	4.33	4.40	+0.07 ▲
29. Helps employees overcome their resistance to change.	4.07	4.07	
30. Is proactive in planning for multiple possible future conditions be prepared for all possible scenarios.	4.00	4.00	

## Technology Use/Management

### 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Supports employee training and development initiatives regarding implementation of technology.	15	4.27	93.3	7%	60%			33%
32. Maximizes the use of new technology to deliver products and services.	14	4.14	92.9	7%	71%			21%
33. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.27	100.0		73%			27%
34. Understands and is committed to implementing new technologies.	15	4.40	93.3	7%	47%			47%
35. Adopts the implementation of new technology into the workplace.	15	3.47	53.3	13%	33%		47%	7%

### 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	2024	2025	Change
31. Supports employee training and development initiatives regarding implementation of technology.	4.27	4.27	
32. Maximizes the use of new technology to deliver products and services.	4.20	4.14	-0.06 ▼
33. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.67	4.27	+0.60 ▲
34. Understands and is committed to implementing new technologies.	4.00	4.40	+0.40 ▲
35. Adopts the implementation of new technology into the workplace.	4.20	3.47	-0.73 ▼

## Employee Development

### 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Encourages employees to take the initiative and contribute ideas that influence team or organizational outcomes.	15	4.20	93.3	7%	67%			27%
37. Promotes employees for the right reasons.	15	4.27	93.3	7%	60%			33%
38. Offers training that is relevant for the position.	15	4.00	80.0	20%	60%			20%
39. Is a mentor to others.	15	4.07	86.7	7%	7%	60%		27%
40. Is committed to offering the training our department needs.	15	4.33	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	2024	2025	Change
36. Encourages employees to take the initiative and contribute ideas that influence team or organizational outcomes.	4.00	4.20	+0.20 ▲
37. Promotes employees for the right reasons.	4.21	4.27	+0.05 ▲
38. Offers training that is relevant for the position.	4.07	4.00	-0.07 ▼
39. Is a mentor to others.	3.87	4.07	+0.20 ▲
40. Is committed to offering the training our department needs.	4.27	4.33	+0.07 ▲

## Accountability

### 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development					Role Model
				1	2	3	4	5	
41. Continues to work diligently on a problem despite setbacks.	15	3.93	80.0	13%	7%	53%		27%	
42. Accepts accountability for their work.	15	4.33	93.3	7%		47%		47%	
43. Takes responsibility for the team's actions and results.	15	4.13	86.7	13%		60%		27%	
44. Can be counted on to do their role well.	15	4.20	100.0			80%		20%	
45. Acknowledges errors and takes the steps necessary to rectify them.	15	4.27	86.7	7%	7%	40%		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	2024	2025	Change
41. Continues to work diligently on a problem despite setbacks.	3.87	3.93	+0.07 ▲
42. Accepts accountability for their work.	4.13	4.33	+0.20 ▲
43. Takes responsibility for the team's actions and results.	4.20	4.13	-0.07 ▼
44. Can be counted on to do their role well.	4.87	4.20	-0.67 ▼
45. Acknowledges errors and takes the steps necessary to rectify them.	4.27	4.27	

## Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

What do you like best about working with this individual?

What do you like least about working with this individual?

What do you see as this person's most important leadership-related strengths?

What do you see as this person's most important leadership-related areas for improvement?

Any final comments?