

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.

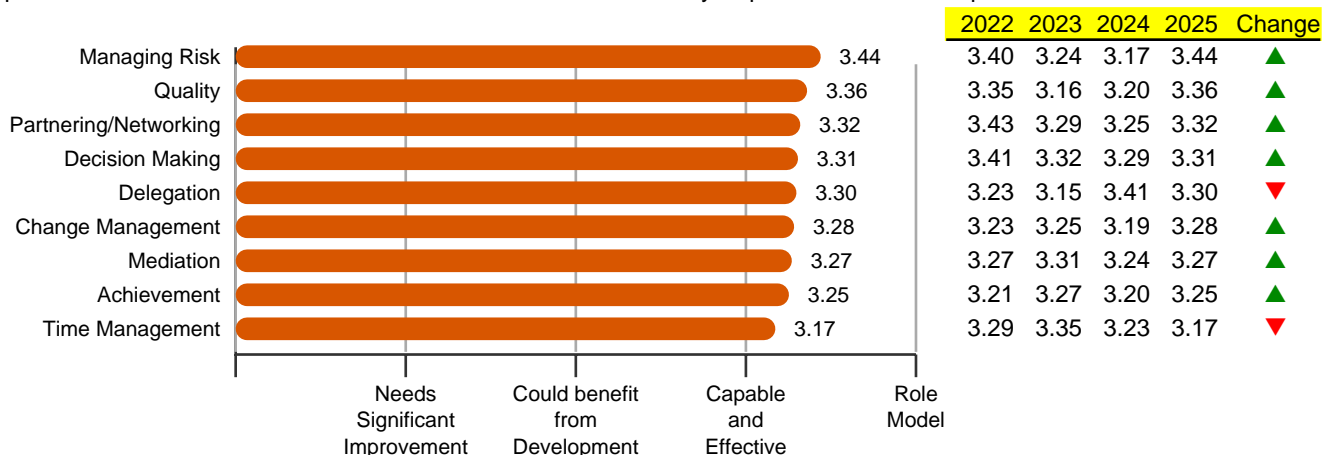
## What to Do with Your Feedback

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

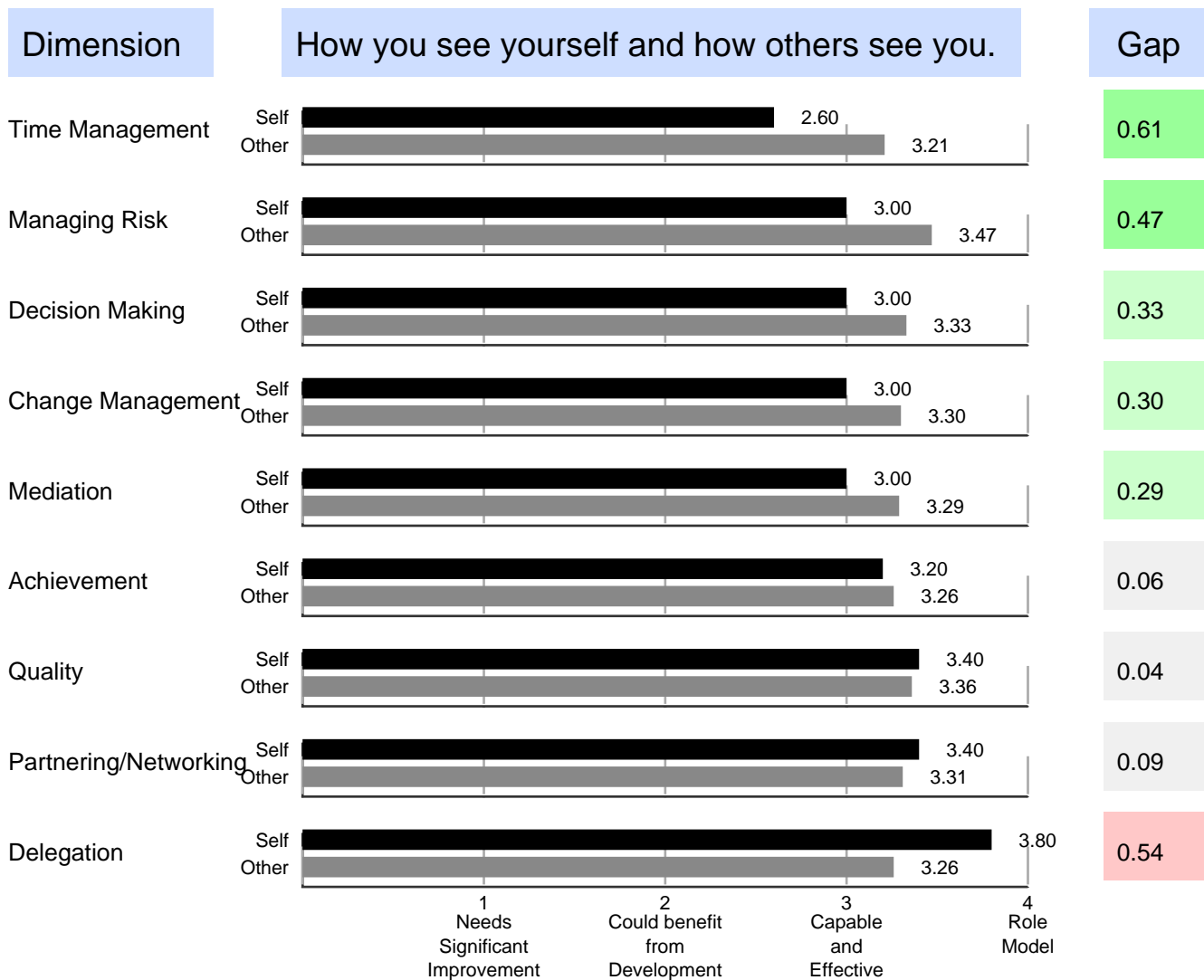
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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

Mediation is a structured process in which a neutral third party facilitates dialogue between disputing parties to help them reach a voluntary, mutually acceptable resolution. The mediator maintains control of the process by managing emotional dynamics, ensuring informed consent, and addressing obstructive behaviors while preserving confidentiality and trust. Through careful preparation, strategic planning, and active listening, the mediator gathers information, identifies core issues, and frames them in ways that promote clarity, empathy, and constructive negotiation. Flexibly guiding information exchange, private meetings, and decision-making, the mediator supports parties in exploring options, resolving disputes, and building durable agreements.

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Determines what documents are to be exchanged with each side.	15	3.20	86.7	13%	53%	33%	
2. Helps parties move from impasse to resolution without litigation or coercion.	15	3.33	100.0		67%	33%	
3. Encourages creative problem-solving and consensus-building over positional bargaining.	15	3.33	93.3	7%	53%	40%	
4. Maintains neutrality while actively listening and validating each party's perspective.	15	3.27	93.3	7%	60%	33%	
5. Works with both parties to determine the most appropriate schedule and process.	14	3.21	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	2022	2023	2024	2025	Change
1. Determines what documents are to be exchanged with each side.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Helps parties move from impasse to resolution without litigation or coercion.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Encourages creative problem-solving and consensus-building over positional bargaining.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Maintains neutrality while actively listening and validating each party's perspective.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Works with both parties to determine the most appropriate schedule and process.	3.00	3.20	3.13	3.21	+0.08 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Does not lose sight of the big picture when making decisions	15	3.47	100.0		53%	47%	
7. Employs sound judgment and logical reasoning.	15	3.40	93.3	7%	47%	47%	
8. Aligns choices with organizational goals by calculating expected value and costs.	15	3.20	86.7	13%	53%	33%	
9. Decides which long-term goals should be met.	15	3.27	86.7	13%	47%	40%	
10. Has enough self-control to avoid making impulsive decisions.	15	3.20	93.3	7%	67%	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	2022	2023	2024	2025	Change
6. Does not lose sight of the big picture when making decisions	3.40	3.13	3.07	3.47	+0.40 ▲
7. Employs sound judgment and logical reasoning.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Aligns choices with organizational goals by calculating expected value and costs.	3.40	3.40	3.20	3.20	
9. Decides which long-term goals should be met.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Has enough self-control to avoid making impulsive decisions.	3.33	3.47	3.27	3.20	-0.07 ▼

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Accurately perceives potential risks in the workplace and initiates preventative measures.	15	3.67	100.0	33%	67%		
12. Works effectively to mitigate risks.	15	3.40	93.3	7%	47%	47%	
13. Implements strategic risk management in an objective and tactical way.	15	3.13	86.7	13%	60%	27%	
14. Implement strategies to mitigate risks.	15	3.47	100.0	53%	47%		
15. Attends risk management seminars and conferences.	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
11. Accurately perceives potential risks in the workplace and initiates preventative measures.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Works effectively to mitigate risks.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Implements strategic risk management in an objective and tactical way.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Implement strategies to mitigate risks.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Attends risk management seminars and conferences.	3.67	3.27	3.20	3.53	+0.33 ▲

## Quality

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Is flexible in addressing issues related to quality.	15	3.47	93.3	7%	40%	53%	
17. Sets high benchmarks for employees to achieve.	15	2.93	73.3	27%	53%		20%
18. Promotes quality improvement practices in the department.	15	3.40	93.3	7%	47%	47%	
19. Maintains detailed instructions to ensure consistency and quality in the production line.	15	3.53	100.0		47%	53%	
20. Addresses barriers to successfully implementing quality standards.	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
16. Is flexible in addressing issues related to quality.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Sets high benchmarks for employees to achieve.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Promotes quality improvement practices in the department.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Maintains detailed instructions to ensure consistency and quality in the production line.	3.13	2.87	3.53	3.53	
20. Addresses barriers to successfully implementing quality standards.	3.40	3.20	2.87	3.47	+0.60 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Orders tasks based on impact and urgency.	15	3.00	80.0	20%	60%		20%
22. Zeroes in on high-impact deliverables, bypassing low-value distractions.	15	3.53	100.0		47%	53%	
23. Schedules deep-focus time for complex problem-solving and strategic planning.	15	3.13	86.7	13%	60%		27%
24. Initially focuses on high priority items.	15	3.13	80.0	7% 13%	40%		40%
25. Manages inbox items promptly.	15	3.07	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	2022	2023	2024	2025	Change
21. Orders tasks based on impact and urgency.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Zeroes in on high-impact deliverables, bypassing low-value distractions.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Schedules deep-focus time for complex problem-solving and strategic planning.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Initially focuses on high priority items.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Manages inbox items promptly.	3.27	3.33	3.27	3.07	-0.20 ▼

# Change Management

Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments. Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Helps employees come to accept changes.	15	3.20	93.3	7%	60%	33%	
27. Effective in implementing new organizational vision and values.	15	3.40	93.3	7%	47%	47%	
28. Able to get team members to change their attitudes.	15	3.60	93.3	7%	27%	67%	
29. Forms an effective change management team.	15	3.20	86.7	13%	53%	33%	
30. Identifies influential employees who can support the change and help spread enthusiasm across teams.	14	3.00	92.9	7%	79%	14%	

## 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
26. Helps employees come to accept changes.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Effective in implementing new organizational vision and values.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Able to get team members to change their attitudes.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Forms an effective change management team.	3.21	3.20	3.20	3.20	
30. Identifies influential employees who can support the change and help spread enthusiasm across teams.	2.87	3.27	3.07	3.00	-0.07 ▼

## Delegation

Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Enables employees to take ownership of work delegated to them.	15	3.33	93.3	7%	53%	40%	
32. Establishes milestone reviews to assess progress and recalibrate expectations if needed.	14	3.29	100.0		71%	29%	
33. Chooses the most qualified employee for the assignment.	15	3.27	100.0		73%	27%	
34. Adjusts level of supervision based on task complexity, employee experience, and risk tolerance.	15	3.47	93.3	7%	40%	53%	
35. Encourages and empowers others to use initiative in achieving goals and objectives.	15	3.13	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	2022	2023	2024	2025	Change
31. Enables employees to take ownership of work delegated to them.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Establishes milestone reviews to assess progress and recalibrate expectations if needed.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Chooses the most qualified employee for the assignment.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Adjusts level of supervision based on task complexity, employee experience, and risk tolerance.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Encourages and empowers others to use initiative in achieving goals and objectives.	3.20	3.27	3.13	3.13	

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Promotes a culture of process-driven success, empowering teams to perform at their highest potential.	15	3.20	93.3	7%	67%		27%
37. Fosters collaboration and accountability, ensuring success is a collective achievement.	15	3.33	93.3	7%	53%		40%
38. Completed required training and certification.	15	3.07	86.7	13%	67%		20%
39. Motivated to exceed performance goals.	15	3.33	100.0		67%		33%
40. Maintains unwavering commitment to goals.	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
36. Promotes a culture of process-driven success, empowering teams to perform at their highest potential.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Fosters collaboration and accountability, ensuring success is a collective achievement.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Completed required training and certification.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Motivated to exceed performance goals.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Maintains unwavering commitment to goals.	3.00	3.20	3.27	3.33	+0.07 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Builds trust with colleagues and coworkers.	15	3.33	93.3	7%	53%	40%	
42. Develops internal alliances with others in the department.	15	3.40	93.3	7%	47%	47%	
43. Creates value within the Company by building networks.	15	3.13	86.7	13%	60%	27%	
44. Uses informal networks to share information.	15	3.27	100.0		73%	27%	
45. Builds trust with colleagues at other companies to form partnerships to promote growth.	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
41. Builds trust with colleagues and coworkers.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Develops internal alliances with others in the department.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Creates value within the Company by building networks.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Uses informal networks to share information.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Builds trust with colleagues at other companies to form partnerships to promote growth.	3.20	3.33	3.13	3.47	+0.33 ▲