



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.

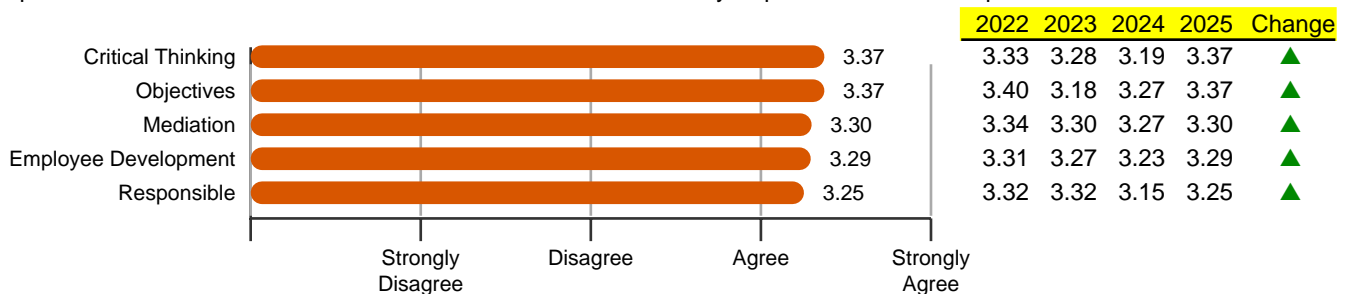
What to Do with Your Feedback

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

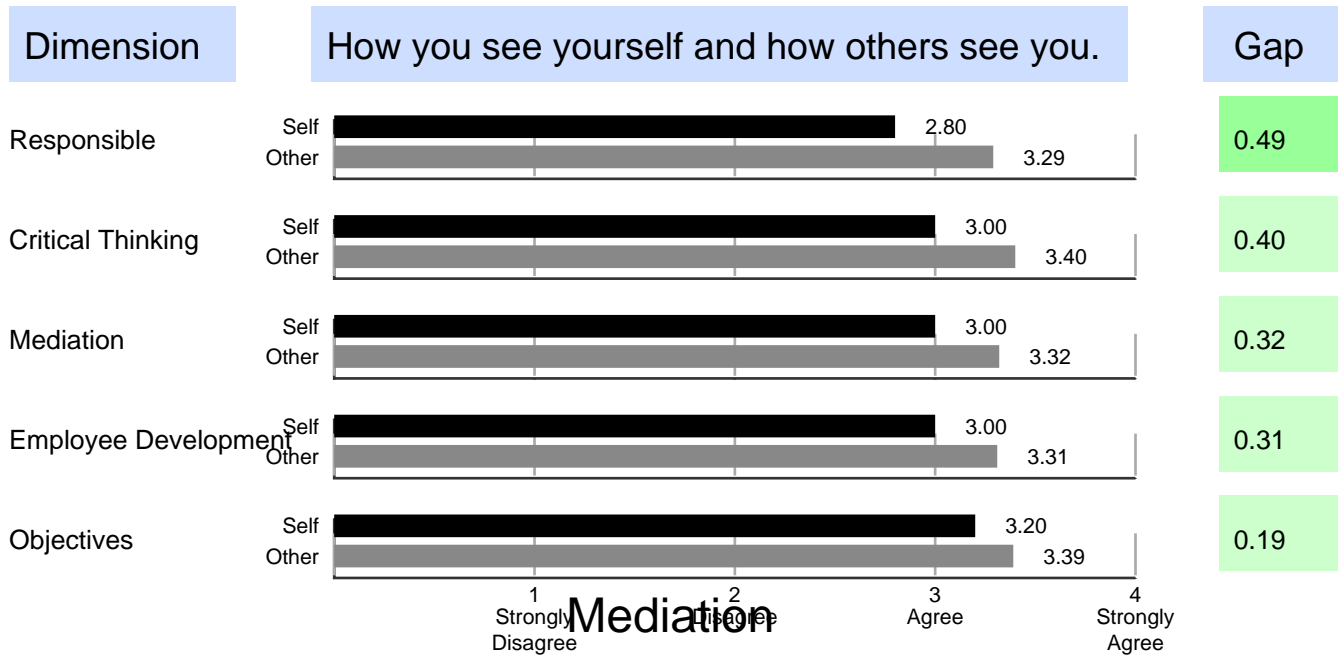
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 5 principal dimensions of leadership.

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 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Uses bridging language to connect divergent viewpoints and foster mutual understanding.	15	3.20	86.7	13%	53%	33%	
2. Explores underlying interests and motivations through thoughtful, open-ended questioning.	15	3.33	100.0		67%	33%	
3. Stays focused on the meeting and does not get distracted by side issues.	15	3.33	93.3	7%	53%	40%	
4. Acts as an intermediary in the resolution of disputes.	15	3.27	93.3	7%	60%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
5. Stages the release of information to align with emotional readiness and process flow.	14	3.21	85.7	14%	50%	36%	
6. Uses thematic grouping to help parties prioritize and sequence issues constructively.	15	3.47	100.0		53%	47%	
7. Negotiates ground rules and confidentiality terms to support psychological safety and transparency.	15	3.40	93.3	7%	47%	47%	
8. Listens without judgment and reflects back concerns to show understanding and care.	15	3.20	86.7	13%	53%	33%	
9. Clarifies the purpose of private meetings before initiating them, ensuring all parties understand the intent.	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. Uses bridging language to connect divergent viewpoints and foster mutual understanding.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Explores underlying interests and motivations through thoughtful, open-ended questioning.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Stays focused on the meeting and does not get distracted by side issues.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Acts as an intermediary in the resolution of disputes.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Stages the release of information to align with emotional readiness and process flow.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Uses thematic grouping to help parties prioritize and sequence issues constructively.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Negotiates ground rules and confidentiality terms to support psychological safety and transparency.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Listens without judgment and reflects back concerns to show understanding and care.	3.40	3.40	3.20	3.20	
9. Clarifies the purpose of private meetings before initiating them, ensuring all parties understand the intent.	3.53	3.40	3.60	3.27	-0.33 ▼

Critical Thinking

Critical thinking is the disciplined process of collecting, categorizing, and evaluating data and arguments to arrive at sound judgments and actionable insights. It involves ongoing reflection and self-awareness to refine analytical rigor, while remaining open to diverse perspectives, alternative explanations, and expert claims. Through targeted observation, structured analysis, and comparative evaluation, critical thinkers interpret data accurately, distinguish between fact and opinion, and build logical inferences that connect evidence to outcomes. Ultimately, critical thinking supports adaptive decision-making by recognizing when context shifts, integrating lessons learned, and adjusting approaches to ensure relevance and 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
10. Makes informed decisions supported by evidence.	15	3.20	93.3	7%	67%	27%	
11. Uses side-by-side comparisons to highlight trade-offs, risks, and potential impacts.	15	3.67	100.0	33%	67%		
12. Demonstrates rigor in sourcing data that captures essential patterns and nuances.	15	3.40	93.3	7%	47%	47%	
13. Interprets data with caution, ensuring conclusions are grounded in fact.	15	3.13	86.7	13%	60%	27%	
14. Applies structured analysis to distill complex information into clear, actionable insights.	15	3.47	100.0	53%	47%		

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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. Makes informed decisions supported by evidence.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Uses side-by-side comparisons to highlight trade-offs, risks, and potential impacts.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Demonstrates rigor in sourcing data that captures essential patterns and nuances.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Interprets data with caution, ensuring conclusions are grounded in fact.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Applies structured analysis to distill complex information into clear, actionable insights.	3.20	3.13	3.00	3.47	+0.47 ▲

Objectives

Establishes and completes objectives.

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. Consistently provides me with timely feedback for improving my performance.	15	3.53	100.0			47%	53%
16. Communicates goals and objectives to employees.	15	3.47	93.3	7%	40%		53%
17. Assures [Company] principles are understood, employed & pursued.	15	2.93	73.3	27%		53%	20%
18. Able to organize work.	15	3.40	93.3	7%	47%		47%
19. Ability to establish realistic goals.	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. Consistently provides me with timely feedback for improving my performance.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Communicates goals and objectives to employees.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Assures [Company] principles are understood, employed & pursued.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Able to organize work.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Ability to establish realistic goals.	3.13	2.87	3.53	3.53	

Responsible

Takes responsibility for actions and sets a good example for others.

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. Responsible for setting the vision of the department.	15	3.47	100.0			53%	47%
21. Is a person you can trust.	15	3.00	80.0	20%		60%	20%
22. Sets high personal standards of performance.	15	3.53	100.0			47%	53%
23. Sets a good example.	15	3.13	86.7	13%		60%	27%
24. Holds herself / himself accountable to goals / objectives	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. Responsible for setting the vision of the department.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Is a person you can trust.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Sets high personal standards of performance.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Sets a good example.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Holds herself / himself accountable to goals / objectives	3.33	3.47	3.33	3.13	-0.20 ▼

Employee Development

Employee Development is a strategic, organization-wide commitment to cultivating employee growth through needs-based assessments, relevant and well-resourced training, and clearly aligned opportunities that support both individual advancement and business objectives. It encompasses comprehensive onboarding, career and succession planning, coaching, mentorship, job enrichment, cross-training, and management development—ensuring employees are aware of and supported in accessing diverse pathways for learning and promotion. By integrating employee input, aligning development goals with company strategy, and promoting internal mobility, Employee Development fosters a culture of continuous improvement, leadership cultivation, and institutional resilience.

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. Is aware of the department's training needs.	15	3.07	86.7	13%	67%		20%
26. Is aware of employee training needs.	15	3.20	93.3	7%	60%		33%
27. Uses cross-training to foster a culture of continuous learning and professional curiosity.	15	3.40	93.3	7%	47%		47%
28. Ensures employees receive good training through the new hire onboarding program.	15	3.60	93.3	7%	27%	67%	
29. Offers regular workshops and seminars to help keep employees informed of the latest technology.	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. Is aware of the department's training needs.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Is aware of employee training needs.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Uses cross-training to foster a culture of continuous learning and professional curiosity.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Ensures employees receive good training through the new hire onboarding program.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Offers regular workshops and seminars to help keep employees informed of the latest technology.	3.21	3.20	3.20	3.20	