

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.

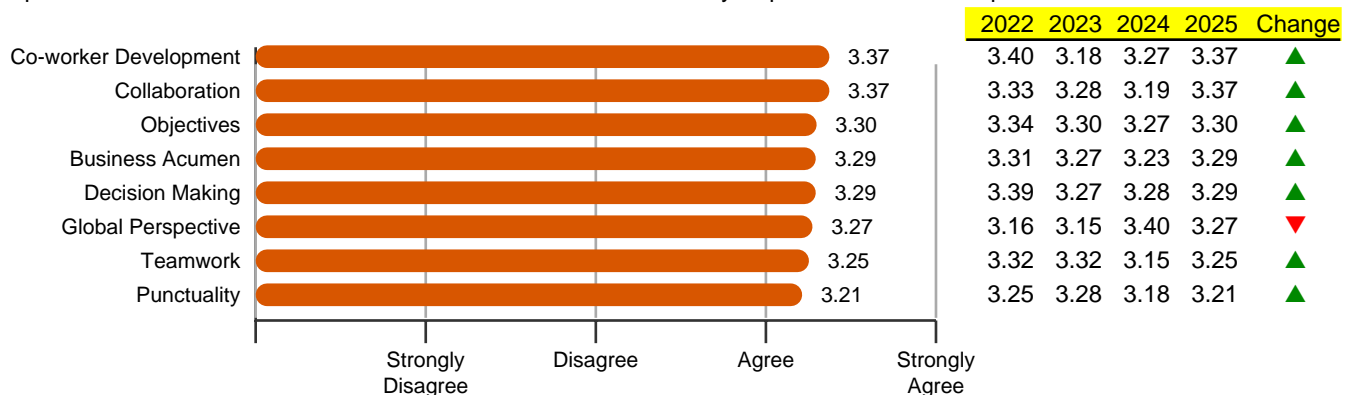
## What to Do with Your Feedback

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

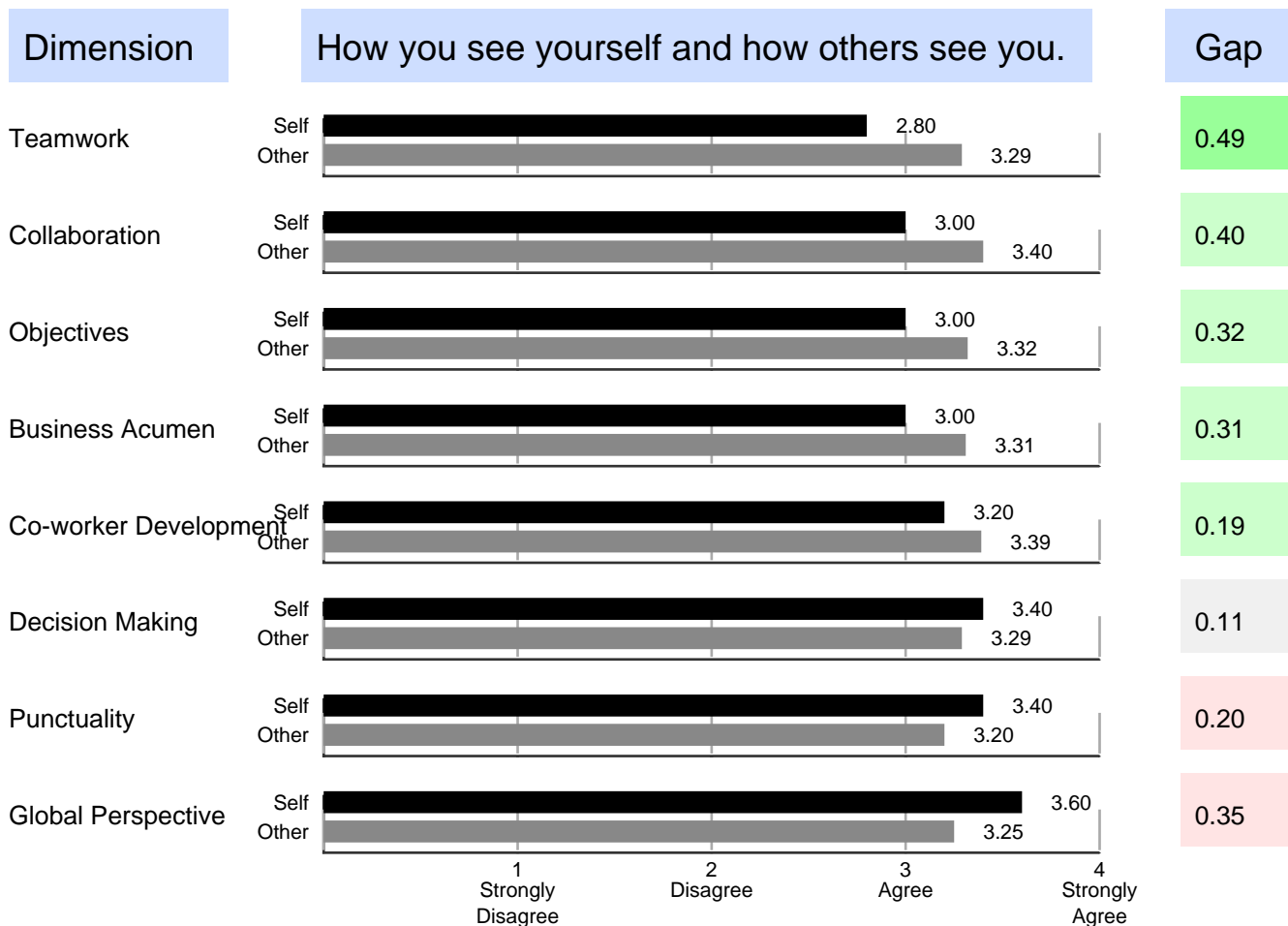
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



# 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
1. Sets long-term and short-term goals.	15	3.20	86.7	13%	53%	33%	
2. Assures [Company] principles are understood, employed & pursued.	15	3.33	100.0		67%	33%	
3. Able to organize work.	15	3.33	93.3	7%	53%	40%	
4. Works toward achieving established goals and objectives.	15	3.27	93.3	7%	60%	33%	
5. Communicates goals and objectives to employees.	14	3.21	85.7	14%	50%	36%	
6. Consistently provides me with timely feedback for improving my performance.	15	3.47	100.0		53%	47%	
7. Organizes and schedules events, activities, and resources.	15	3.40	93.3	7%	47%	47%	
8. Effectively organizes resources and plans	15	3.20	86.7	13%	53%	33%	
9. Establishes goals and objectives.	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. Sets long-term and short-term goals.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Assures [Company] principles are understood, employed & pursued.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Able to organize work.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Works toward achieving established goals and objectives.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Communicates goals and objectives to employees.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Consistently provides me with timely feedback for improving my performance.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Organizes and schedules events, activities, and resources.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Effectively organizes resources and plans	3.40	3.40	3.20	3.20	
9. Establishes goals and objectives.	3.53	3.40	3.60	3.27	-0.33 ▼

## 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
10. Creates an environment where others feel comfortable sharing knowledge and information.	15	3.20	93.3	7%	67%		27%
11. Engages in consensus-building activities.	15	3.67	100.0		33%	67%	
12. Works to create innovative ideas from the collaboration with others.	15	3.40	93.3	7%	47%		47%
13. Collaborates with team members to achieve common goals.	15	3.13	86.7	13%	60%		27%
14. Works with others to achieve common objectives.	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. Creates an environment where others feel comfortable sharing knowledge and information.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Engages in consensus-building activities.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Works to create innovative ideas from the collaboration with others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Collaborates with team members to achieve common goals.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Works with others to achieve common objectives.	3.20	3.13	3.00	3.47	+0.47 ▲

## Co-worker Development

Invests in the professional development of 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
15. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.53	100.0			47%	53%
16. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.47	93.3	7%	40%		53%
17. Provides ongoing feedback to co-workers on their development progress	15	2.93	73.3	27%		53%	20%
18. Takes immediate action on poor performance	15	3.40	93.3	7%	47%		47%
19. Works to identify root causes of performance problems	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. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.67	3.27	3.20	3.53	+0.33 ▲
16. Sets and clearly communicates expectations, performance goals, and measurements to others	3.33	3.00	3.07	3.47	+0.40 ▲
17. Provides ongoing feedback to co-workers on their development progress	3.40	3.20	3.33	2.93	-0.40 ▼
18. Takes immediate action on poor performance	3.47	3.53	3.20	3.40	+0.20 ▲
19. Works to identify root causes of performance problems	3.13	2.87	3.53	3.53	

## Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building.

To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members.

Some teams have a specified leader to help supervise or coach other team members.

### 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. Communicates well with team members.	15	3.47	100.0			53%	47%
21. Asks other team members to share their opinions.	15	3.00	80.0	20%		60%	20%
22. Helps the team bounce back from obstacles to progress.	15	3.53	100.0			47%	53%
23. Encourages teamwork and collaboration.	15	3.13	86.7	13%		60%	27%
24. Treats other team members with respect.	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. Communicates well with team members.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Asks other team members to share their opinions.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Helps the team bounce back from obstacles to progress.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Encourages teamwork and collaboration.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Treats other team members with respect.	3.33	3.47	3.33	3.13	-0.20 ▼

## Business Acumen

Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

### 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. Can effectively interpret and analyze data.	15	3.07	86.7	13%	67%	20%	
26. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.20	93.3	7%	60%	33%	
27. Calculates return on investment (ROI) for various business projects.	15	3.40	93.3	7%	47%	47%	
28. Creates unique strategies that impact the Company.	15	3.60	93.3	7%	27%	67%	
29. Facilitates business changes with minimal resistance.	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. Can effectively interpret and analyze data.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.53	3.33	3.33	3.20	-0.13 ▼
27. Calculates return on investment (ROI) for various business projects.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Creates unique strategies that impact the Company.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Facilitates business changes with minimal resistance.	3.21	3.20	3.20	3.20	

## Global Perspective

Maintains a global perspective on business functions and strategies.

### 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. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	14	3.00	92.9	7%	79%		14%
31. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.33	93.3	7%	53%	40%	
32. Considers customers point of view when making decisions.	14	3.29	100.0		71%		29%
33. Demonstrates a curiosity about diverse individuals and cultures.	15	3.27	100.0		73%		27%
34. Facilitates open communication with individuals from other countries.	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. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Considers customers point of view when making decisions.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Demonstrates a curiosity about diverse individuals and cultures.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Facilitates open communication with individuals from other countries.	3.33	3.00	3.53	3.47	-0.07 ▼

# Punctuality

Adheres to schedules and timelines. Starts meetings, workday, and assigned tasks on time.

## 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. Starts meetings on time.	15	3.13	86.7	13%	60%	27%	
36. Avoids making personal phone calls during working hours.	15	3.20	93.3	7%	67%	27%	
37. Starts the workday when scheduled.	15	3.33	93.3	7%	53%	40%	
38. Responds to requests for information in a timely manner.	15	3.07	86.7	13%	67%	20%	
39. Arrives to meetings on time.	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. Starts meetings on time.	3.20	3.27	3.13	3.13	
36. Avoids making personal phone calls during working hours.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Starts the workday when scheduled.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Responds to requests for information in a timely manner.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Arrives to meetings on time.	3.20	3.27	3.00	3.33	+0.33 ▲

## 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
40. Maintains focus on the "big picture" when making decisions.	15	3.33	100.0		67%		33%
41. Views the issues from multiple perspectives before making a decision.	15	3.33	93.3	7%	53%		40%
42. Is firm in their decision and not easily influenced by the whims of others.	15	3.40	93.3	7%	47%		47%
43. Makes clear what is in scope and out of scope to avoid misalignment or unrealistic expectations.	15	3.13	86.7	13%	60%		27%
44. Tracks recurring tendencies (e.g., risk aversion, over-analysis) and works to optimize them.	15	3.27	100.0		73%		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
40. Maintains focus on the "big picture" when making decisions.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Views the issues from multiple perspectives before making a decision.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Is firm in their decision and not easily influenced by the whims of others.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Makes clear what is in scope and out of scope to avoid misalignment or unrealistic expectations.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Tracks recurring tendencies (e.g., risk aversion, over-analysis) and works to optimize them.	3.33	3.27	3.87	3.27	-0.60 ▼