



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.

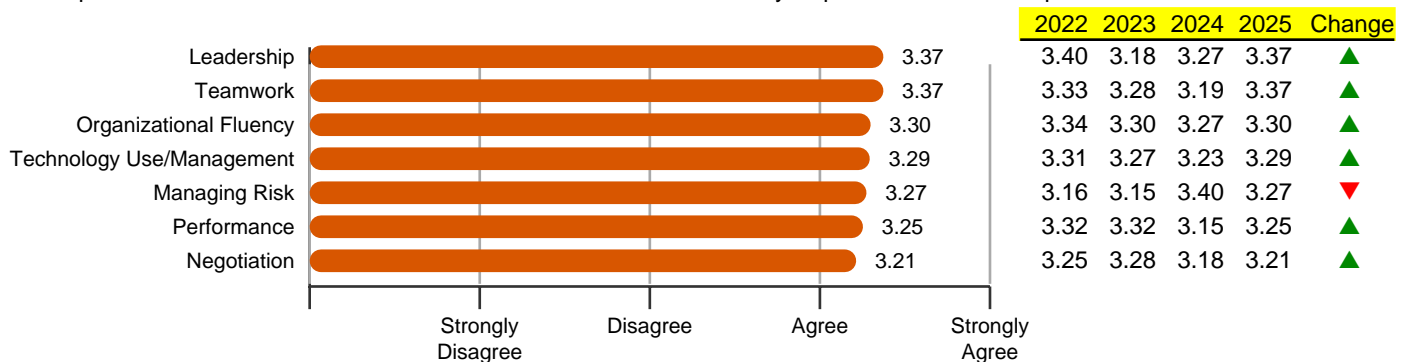
## What to Do with Your Feedback

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

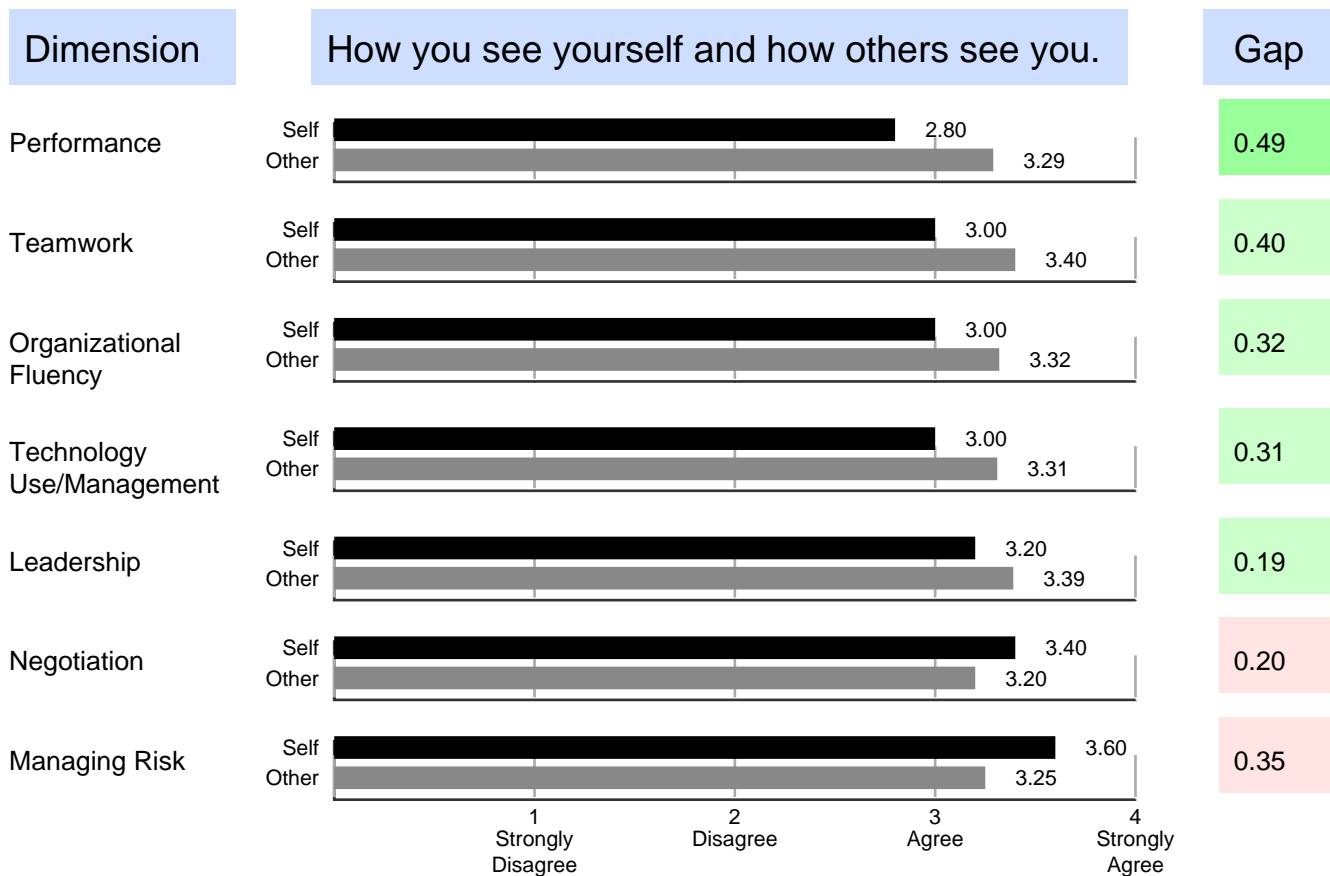
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



# Organizational Fluency

Able to work within the department/division/organization. Understand how different parts of the business interact.

## 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. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.20	86.7	13%	53%	33%	
2. Understands the current organizational culture.	15	3.33	100.0		67%	33%	
3. Able to explain departmental policies and procedures to others.	15	3.33	93.3	7%	53%	40%	
4. Adept at navigating within the culture of the department.	15	3.27	93.3	7%	60%	33%	
5. Able to use corporate politics to advance department objectives.	14	3.21	85.7	14%	50%	36%	
6. Understands departmental policies and procedures.	15	3.47	100.0		53%	47%	
7. Effective in communicating with others within the organization.	15	3.40	93.3	7%	47%	47%	
8. Anticipates problems that may affect the department.	15	3.20	86.7	13%	53%	33%	
9. Gets things done through the department.	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. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Understands the current organizational culture.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Able to explain departmental policies and procedures to others.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Adept at navigating within the culture of the department.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Able to use corporate politics to advance department objectives.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Understands departmental policies and procedures.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Effective in communicating with others within the organization.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Anticipates problems that may affect the department.	3.40	3.40	3.20	3.20	
9. Gets things done through the department.	3.53	3.40	3.60	3.27	-0.33 ▼

## 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
10. Is open to new ideas that may change own goals for benefit of the team	15	3.20	93.3	7%	67%		27%
11. Facilitates effective decision-making practices to further develop the team.	15	3.67	100.0		33%	67%	
12. Communicates a clear message that teamwork and collaboration are expected.	15	3.40	93.3	7%	47%		47%
13. Creates opportunities to learn with other team members	15	3.13	86.7	13%	60%		27%
14. Encourages teamwork and collaboration.	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. Is open to new ideas that may change own goals for benefit of the team	3.33	3.47	3.27	3.20	-0.07 ▼
11. Facilitates effective decision-making practices to further develop the team.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Communicates a clear message that teamwork and collaboration are expected.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Creates opportunities to learn with other team members	3.20	3.21	3.40	3.13	-0.27 ▼
14. Encourages teamwork and collaboration.	3.20	3.13	3.00	3.47	+0.47 ▲

# Leadership

Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

## 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 communication style to different stakeholders to gain buy-in effectively.	15	3.53	100.0			47%	53%
16. Considers duty positions, capabilities, and developmental needs when assigning tasks.	15	3.47	93.3	7%	40%		53%
17. Maintains high ethical standards.	15	2.93	73.3	27%		53%	20%
18. Communicates calmly and honestly even when stressed.	15	3.40	93.3	7%	47%		47%
19. Holds employees responsible for anticipating challenges and preparing accordingly.	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 communication style to different stakeholders to gain buy-in effectively.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Considers duty positions, capabilities, and developmental needs when assigning tasks.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Maintains high ethical standards.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Communicates calmly and honestly even when stressed.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Holds employees responsible for anticipating challenges and preparing accordingly.	3.13	2.87	3.53	3.53	

# 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
20. Effectively organizes resources and plans	15	3.47	100.0			53%	47%
21. Works effectively in the department.	15	3.00	80.0	20%		60%	20%
22. Works well in this position.	15	3.53	100.0			47%	53%
23. ...Overall Performance	15	3.13	86.7	13%		60%	27%
24. Able to organize work.	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. Effectively organizes resources and plans	3.40	3.20	2.87	3.47	+0.60 ▲
21. Works effectively in the department.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Works well in this position.	3.20	3.33	3.07	3.53	+0.47 ▲
23. ...Overall Performance	3.20	3.47	3.27	3.13	-0.13 ▼
24. Able to organize work.	3.33	3.47	3.33	3.13	-0.20 ▼

## Technology Use/Management

Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

### 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. Maximizes the use of new technology to deliver products and services.	15	3.07	86.7	13%	67%		20%
26. Supports technical training and development of employees.	15	3.20	93.3	7%	60%		33%
27. Supports employee training and development initiatives regarding implementation of technology.	15	3.40	93.3	7%	47%		47%
28. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.60	93.3	7%	27%	67%	
29. Understands and is committed to implementing new technologies.	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. Maximizes the use of new technology to deliver products and services.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Supports technical training and development of employees.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Supports employee training and development initiatives regarding implementation of technology.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Understands and is committed to implementing new technologies.	3.21	3.20	3.20	3.20	

## 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
30. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	14	3.00	92.9	7%	79%		14%
31. Determines the proper tools to efficiently manage the risk.	15	3.33	93.3	7%	53%		40%
32. Establishes the context for risk management activities.	14	3.29	100.0		71%		29%
33. Develops policies to address risk situations in the workplace.	15	3.27	100.0		73%		27%
34. Views risks as potential opportunities for profit.	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. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	2.87	3.27	3.07	3.00	-0.07 ▼
31. Determines the proper tools to efficiently manage the risk.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Establishes the context for risk management activities.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Develops policies to address risk situations in the workplace.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Views risks as potential opportunities for profit.	3.33	3.00	3.53	3.47	-0.07 ▼

# Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

## 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. Is flexible in responses.	15	3.13	86.7	13%	60%	27%	
36. Identifies tradeable interests that could facilitate reaching a consensus.	15	3.20	93.3	7%	67%	27%	
37. Changes communication styles to meet the listener's needs.	15	3.33	93.3	7%	53%	40%	
38. A proficient conflict resolver who effectively navigates workplace disputes to maintain a harmonious and productive environment.	15	3.07	86.7	13%	67%	20%	
39. Understands the expectations of other parties in the negotiation.	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. Is flexible in responses.	3.20	3.27	3.13	3.13	
36. Identifies tradeable interests that could facilitate reaching a consensus.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Changes communication styles to meet the listener's needs.	3.20	3.27	3.07	3.33	+0.26 ▲
38. A proficient conflict resolver who effectively navigates workplace disputes to maintain a harmonious and productive environment.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Understands the expectations of other parties in the negotiation.	3.20	3.27	3.00	3.33	+0.33 ▲