



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

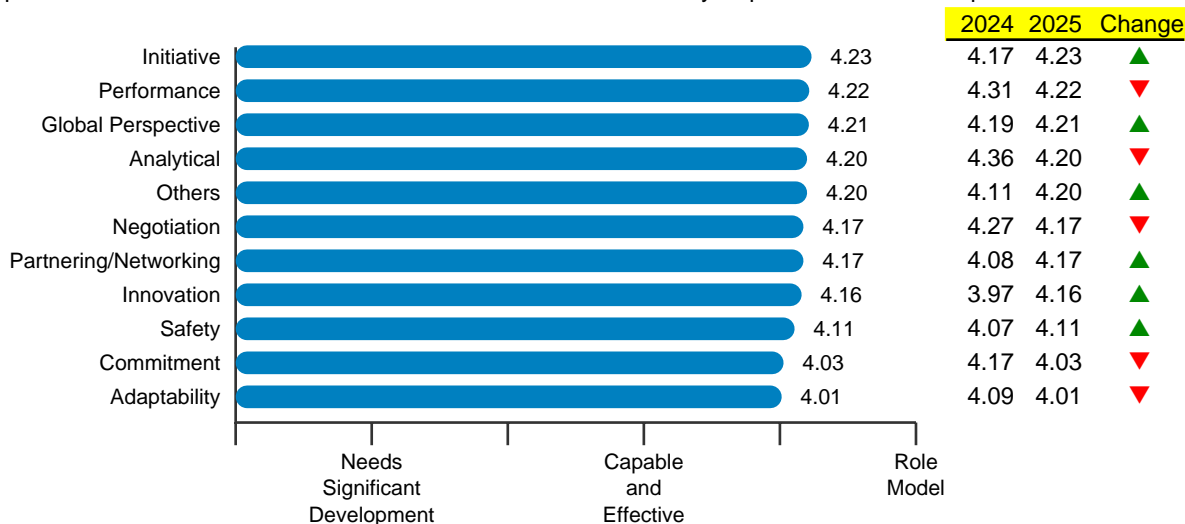
What to Do with Your Feedback

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

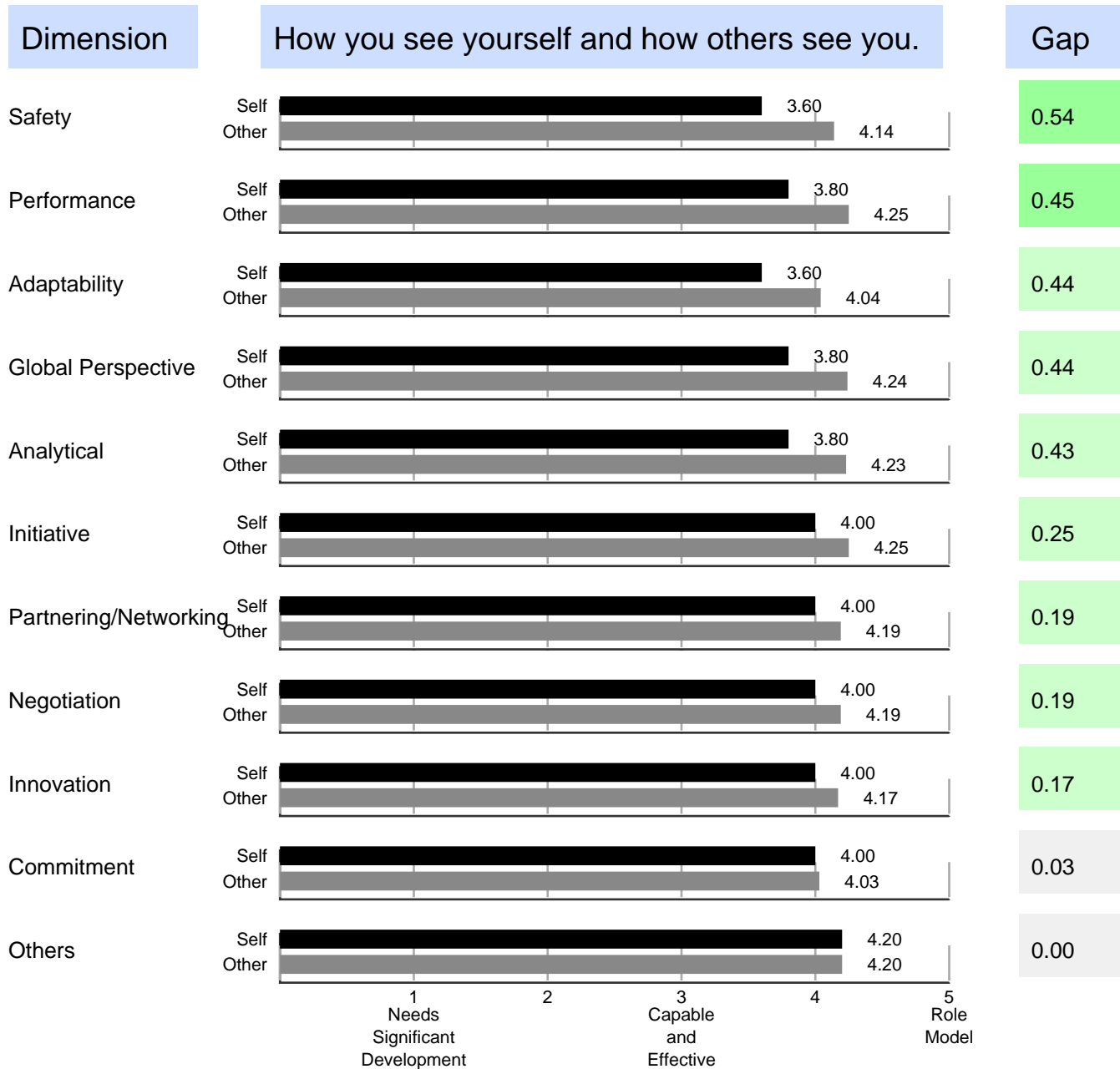
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



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

Item	n	Avg	LOA	Performance Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Has great overall performance	15	4.13	80.0	20%		47%		33%
2. Sets a high standard for job performance.	15	4.33	100.0		67%			33%
3. Effective in performing his/her job.	15	4.33	93.3	7%		53%		40%
4. Listens and responds to issues and problems	15	4.07	86.7	13%		67%		20%
5. Able to organize work.	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. Has great overall performance	4.00	4.13	+0.13 ▲
2. Sets a high standard for job performance.	4.40	4.33	-0.07 ▼
3. Effective in performing his/her job.	4.47	4.33	-0.13 ▼
4. Listens and responds to issues and problems	4.47	4.07	-0.40 ▼
5. Able to organize work.	4.20	4.21	+0.01 ▲

Analytical

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
6. Synthesizes data from multiple sources to draw logical conclusions.	15	4.33	93.3	7%	53%		40%	
7. Assesses the validity and correctness of the data before using it to draw conclusions.	15	4.33	86.7	13%	40%		47%	
8. Uses appropriate techniques to solve problems.	15	4.07	80.0	20%	53%		27%	
9. Identifies deviations from stated goals and objectives.	15	4.13	80.0	20%	47%		33%	
10. Check the credibility of information sources.	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. Synthesizes data from multiple sources to draw logical conclusions.	4.13	4.33	+0.20 ▲
7. Assesses the validity and correctness of the data before using it to draw conclusions.	4.33	4.33	
8. Uses appropriate techniques to solve problems.	4.20	4.07	-0.13 ▼
9. Identifies deviations from stated goals and objectives.	4.67	4.13	-0.53 ▼
10. Check the credibility of information sources.	4.47	4.13	-0.33 ▼

Initiative

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
11. Empowers team members to quickly take ownership of problems and propose impactful solutions.	15	4.67	100.0					
12. Initiates actions that impact the department/company.	15	4.20	86.7					
13. Takes the initiative to start work on new projects.	14	3.64	57.1					
14. Initiates important conversation topics at meetings.	14	4.14	85.7					
15. Takes the initiative to develop contingency plans for high-risk scenarios before they materialize.	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. Empowers team members to quickly take ownership of problems and propose impactful solutions.	4.20	4.67	+0.47 ▲
12. Initiates actions that impact the department/company.	3.93	4.20	+0.27 ▲
13. Takes the initiative to start work on new projects.	4.47	3.64	-0.82 ▼
14. Initiates important conversation topics at meetings.	4.00	4.14	+0.14 ▲
15. Takes the initiative to develop contingency plans for high-risk scenarios before they materialize.	4.27	4.47	+0.20 ▲

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 (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
16. Takes risks to reach beyond boundaries.	15	4.00	66.7	7%	27%	27%	40%	
17. Participates in cross-functional innovation teams.	15	3.87	66.7		33%	47%	20%	
18. Offers solutions to problems when talking with clients.	15	4.20	86.7	7%	7%	47%	40%	
19. Establishes systems of continuous improvement.	15	4.33	86.7		13%	40%	47%	
20. Provides incentives for employees who contribute innovative ideas and successfully implement them.	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. Takes risks to reach beyond boundaries.	3.64	4.00	+0.36 ▲
17. Participates in cross-functional innovation teams.	4.33	3.87	-0.47 ▼
18. Offers solutions to problems when talking with clients.	3.93	4.20	+0.27 ▲
19. Establishes systems of continuous improvement.	4.33	4.33	
20. Provides incentives for employees who contribute innovative ideas and successfully implement them.	3.60	4.40	+0.80 ▲

Adaptability

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
21. Is open to changes in policies and procedures.	15	3.93	73.3	27%		53%		20%
22. Uses tools in innovative ways to solve problems.	15	4.00	66.7	13%	20%	20%		47%
23. Can take on new assignments.	15	4.07	80.0	20%		53%		27%
24. Helps employees overcome resistance to change so that they can adapt more readily to changing circumstances.	15	4.00	73.3	13%	13%	33%		40%
25. Promotes a culture of adaptability and flexibility.	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. Is open to changes in policies and procedures.	4.20	3.93	-0.27 ▼
22. Uses tools in innovative ways to solve problems.	4.20	4.00	-0.20 ▼
23. Can take on new assignments.	4.13	4.07	-0.07 ▼
24. Helps employees overcome resistance to change so that they can adapt more readily to changing circumstances.	3.80	4.00	+0.20 ▲
25. Promotes a culture of adaptability and flexibility.	4.13	4.07	-0.07 ▼

Commitment

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
26. Celebrates collective achievements, reinforcing the commitment of shared success over individual recognition.	15	4.00	80.0	7%	13%	53%		27%
27. Creates and maintains a store environment that welcomes customers by providing an appealing, interactive and exciting store.	15	3.67	66.7	20%	13%	47%		20%
28. Celebrates progress and perseverance, reinforcing that every contribution strengthens the bottom line.	15	4.40	86.7	13%	33%	53%		
29. Fosters ownership of team objectives and shared success.	15	4.07	80.0	20%		53%		27%
30. Redirects attention back to core commitments when conversations or tasks drift off course.	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. Celebrates collective achievements, reinforcing the commitment of shared success over individual recognition.	4.47	4.00	-0.47 ▼
27. Creates and maintains a store environment that welcomes customers by providing an appealing, interactive and exciting store.	4.00	3.67	-0.33 ▼
28. Celebrates progress and perseverance, reinforcing that every contribution strengthens the bottom line.	4.33	4.40	+0.07 ▲
29. Fosters ownership of team objectives and shared success.	4.07	4.07	
30. Redirects attention back to core commitments when conversations or tasks drift off course.	4.00	4.00	

Safety

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
31. Is not afraid to question a potential safety issue observed in the workplace.	15	4.27	93.3	7%	60%	33%		
32. Performs work safely.	14	4.14	92.9	7%	71%	21%		
33. Identifies and addresses safety needs.	15	4.27	100.0		73%	27%		
34. Encourages others to work safely.	15	4.40	93.3	7%	47%	47%		
35. Develops safety guidelines for the department.	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. Is not afraid to question a potential safety issue observed in the workplace.	4.27	4.27	
32. Performs work safely.	4.20	4.14	-0.06 ▼
33. Identifies and addresses safety needs.	3.67	4.27	+0.60 ▲
34. Encourages others to work safely.	4.00	4.40	+0.40 ▲
35. Develops safety guidelines for the department.	4.20	3.47	-0.73 ▼

Partnering/Networking

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
36. Ensures that lessons learned from the partnership are disseminated and built upon.	15	4.20	93.3	7%	67%			27%
37. Develops important industry contacts to facilitate business goals.	15	4.27	93.3	7%	60%			33%
38. Forms strategic alliances with firms that specialize in areas that are complementary or help the company.	15	4.00	80.0	20%	60%			20%
39. Creates joint initiatives or projects that serve the common interests of all parties.	15	4.07	86.7	7%	7%	60%		27%
40. Synchronizes efforts, processes, and resources with partners to enhance strategic opportunities.	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. Ensures that lessons learned from the partnership are disseminated and built upon.	4.00	4.20	+0.20 ▲
37. Develops important industry contacts to facilitate business goals.	4.21	4.27	+0.05 ▲
38. Forms strategic alliances with firms that specialize in areas that are complementary or help the company.	4.07	4.00	-0.07 ▼
39. Creates joint initiatives or projects that serve the common interests of all parties.	3.87	4.07	+0.20 ▲
40. Synchronizes efforts, processes, and resources with partners to enhance strategic opportunities.	4.27	4.33	+0.07 ▲

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	3.93	80.0	13%	7%	53%		27%
42. Able to clearly express thoughts and concerns.	15	4.33	93.3	7%		47%		47%
43. Fosters a robust, collaborative setting; sets clear expectations; and introduces an agenda that matches priorities.	15	4.13	86.7	13%		60%		27%
44. Knows the current business/market environment.	15	4.20	100.0			80%		20%
45. Makes initial offers based on high aspirations conveying a robust BATNA (Best Alternative to a Negotiated Settlement).	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. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	3.87	3.93	+0.07 ▲
42. Able to clearly express thoughts and concerns.	4.13	4.33	+0.20 ▲
43. Fosters a robust, collaborative setting; sets clear expectations; and introduces an agenda that matches priorities.	4.20	4.13	-0.07 ▼
44. Knows the current business/market environment.	4.87	4.20	-0.67 ▼
45. Makes initial offers based on high aspirations conveying a robust BATNA (Best Alternative to a Negotiated Settlement).	4.27	4.27	

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 (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
46. Is able to see issues from others' perspectives.	15	4.40	93.3	7%	47%	47%		
47. Works across boundaries within the organization.	15	4.20	93.3	7%	67%		27%	
48. Treats others with respect and dignity.	15	4.07	86.7	13%	53%		33%	
49. Consistently demonstrates ability and willingness to trust others.	15	4.27	93.3	7%	53%		40%	
50. Helpful	15	4.07	80.0	20%	53%		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
46. Is able to see issues from others' perspectives.	4.13	4.40	+0.27 ▲
47. Works across boundaries within the organization.	4.07	4.20	+0.13 ▲
48. Treats others with respect and dignity.	4.00	4.07	+0.07 ▲
49. Consistently demonstrates ability and willingness to trust others.	4.13	4.27	+0.13 ▲
50. Helpful	4.20	4.07	-0.13 ▼

Global Perspective

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
51. Can effectively deliver presentations to international clients.	15	4.33	93.3	7%	47%	47%		
52. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	4.13	86.7	13%	60%			27%
53. Has positive interactions with individuals from different cultures and backgrounds.	15	4.33	100.0		67%			33%
54. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	4.27	93.3	7%	60%			33%
55. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	4.00	80.0	20%	60%			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
51. Can effectively deliver presentations to international clients.	4.13	4.33	+0.20 ▲
52. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	4.40	4.13	-0.27 ▼
53. Has positive interactions with individuals from different cultures and backgrounds.	4.07	4.33	+0.27 ▲
54. Accepts setbacks and challenges in foreign markets as improvement opportunities	4.07	4.27	+0.20 ▲
55. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	4.27	4.00	-0.27 ▼

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?