



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.

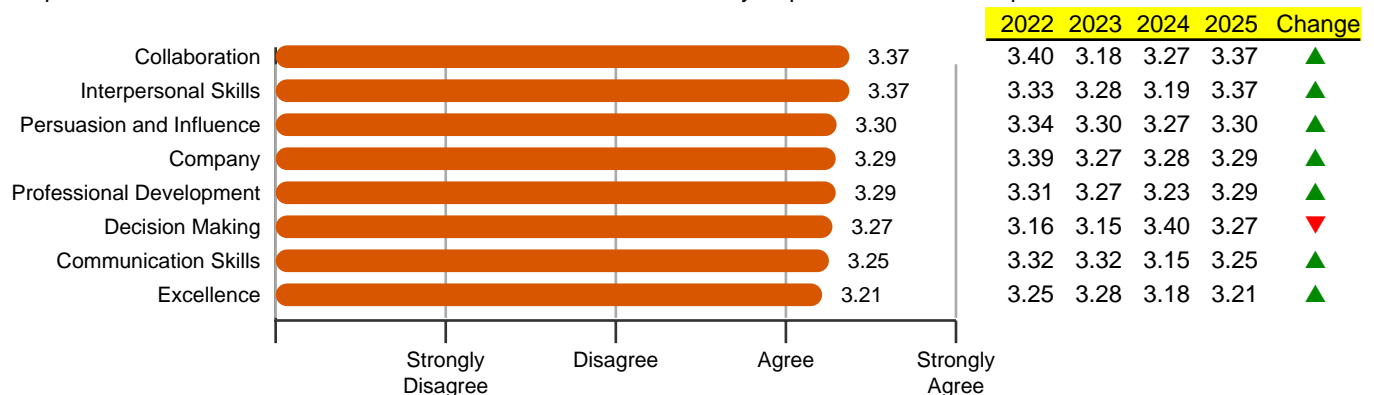
What to Do with Your Feedback

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

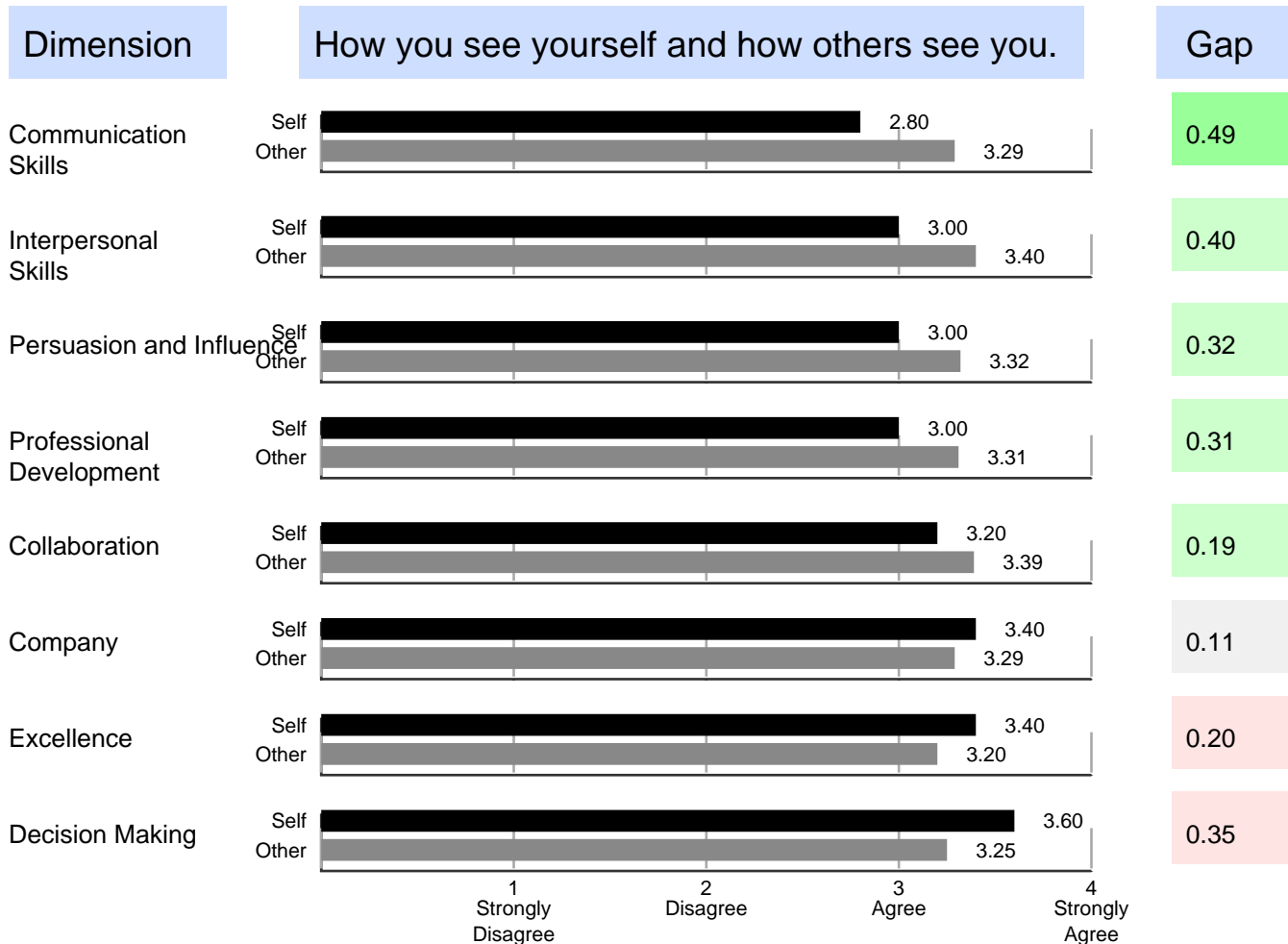
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Persuasion and Influence

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational goals.

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. Identifies key stakeholders and solicits them for their help.	15	3.20	86.7	13%	53%	33%	
2. Grounds recommendations in data and evidence, enhancing credibility and trust in decision-making.	15	3.33	100.0		67%	33%	
3. Changes how employees value customer relationships and influences them to focus more on long-term satisfaction.	15	3.33	93.3	7%	53%	40%	
4. Aligns proposals with factual trends or performance benchmarks to underscore relevance and urgency.	15	3.27	93.3	7%	60%	33%	
5. Leverages industry insights and benchmarks to support persuasive arguments and strategic recommendations.	14	3.21	85.7	14%	50%	36%	
6. Successfully wields influence over others.	15	3.47	100.0		53%	47%	
7. Prepares and delivers messages through verbal and written communication to individuals or groups in order to impact attitudes and behaviors.	15	3.40	93.3	7%	47%	47%	
8. Protects the dignity and voice of others in group settings, even when disagreeing.	15	3.20	86.7	13%	53%	33%	
9. Works to persuade others.	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. Identifies key stakeholders and solicits them for their help.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Grounds recommendations in data and evidence, enhancing credibility and trust in decision-making.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Changes how employees value customer relationships and influences them to focus more on long-term satisfaction.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Aligns proposals with factual trends or performance benchmarks to underscore relevance and urgency.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Leverages industry insights and benchmarks to support persuasive arguments and strategic recommendations.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Successfully wields influence over others.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Prepares and delivers messages through verbal and written communication to individuals or groups in order to impact attitudes and behaviors.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Protects the dignity and voice of others in group settings, even when disagreeing.	3.40	3.40	3.20	3.20	
9. Works to persuade others.	3.53	3.40	3.60	3.27	-0.33 ▼

Interpersonal Skills

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

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. Applies appropriate communication techniques to the situation.	15	3.20	93.3	7%	67%	27%	
11. Is a highly respected individual in the company.	15	3.67	100.0		33%	67%	
12. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	15	3.40	93.3	7%	47%	47%	
13. Addresses critical customer issues in a timely manner.	15	3.13	86.7	13%	60%	27%	
14. Demonstrates a high degree of ethics and integrity in the workplace.	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. Applies appropriate communication techniques to the situation.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Is a highly respected individual in the company.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Addresses critical customer issues in a timely manner.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Demonstrates a high degree of ethics and integrity in the workplace.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Encourages collaboration with other departments.	15	3.53	100.0			47%	53%
16. Engages in consensus-building activities.	15	3.47	93.3	7%	40%		53%
17. Collaborates with team members to achieve common goals.	15	2.93	73.3	27%		53%	20%
18. Is open to unique and creative ideas from others.	15	3.40	93.3	7%	47%		47%
19. Respects individual differences that contribute to solving 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. Encourages collaboration with other departments.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Engages in consensus-building activities.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Collaborates with team members to achieve common goals.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Is open to unique and creative ideas from others.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Respects individual differences that contribute to solving problems.	3.13	2.87	3.53	3.53	

Communication Skills

Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational success.

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. Overcomes barriers that prevent effective communication.	15	3.47	100.0		53%	47%	
21. Communicates goals of project, resources required, resources available, etc. to the team	15	3.00	80.0	20%	60%	20%	
22. Provides the reasoning behind choices and actions.	15	3.53	100.0		47%	53%	
23. Prepares and delivers presentations.	15	3.13	86.7	13%	60%	27%	
24. Reports progress on goals to the supervisor.	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. Overcomes barriers that prevent effective communication.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Communicates goals of project, resources required, resources available, etc. to the team	3.47	3.13	3.20	3.00	-0.20 ▼
22. Provides the reasoning behind choices and actions.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Prepares and delivers presentations.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Reports progress on goals to the supervisor.	3.33	3.47	3.33	3.13	-0.20 ▼

Professional Development

Improvement through specialized training and participating in advanced professional courses.

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. Contributing fully to the extent of their skills	15	3.07	86.7	13%	67%	20%	
26. Allows employees to fully participate in employee training and professional development.	15	3.20	93.3	7%	60%	33%	
27. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.40	93.3	7%	47%	47%	
28. Seeks opportunities for professional development.	15	3.60	93.3	7%	27%	67%	
29. Encourages employees to take courses relevant to their job.	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. Contributing fully to the extent of their skills	3.27	3.33	3.27	3.07	-0.20 ▼
26. Allows employees to fully participate in employee training and professional development.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.20	3.33	2.93	3.40	+0.47 ▲
28. Seeks opportunities for professional development.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Encourages employees to take courses relevant to their job.	3.21	3.20	3.20	3.20	

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
30. Integrates environmental factors that may restrict or shape decision outcomes.	14	3.00	92.9	7%	79%		14%
31. Formulates imaginative decisions.	15	3.33	93.3	7%	53%		40%
32. Performs a cost/benefit analysis before making a decision.	14	3.29	100.0		71%		29%
33. Willing to consider information from other sources.	15	3.27	100.0		73%		27%
34. Determines the costs and potential benefits of decisions.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
30. Integrates environmental factors that may restrict or shape decision outcomes.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Formulates imaginative decisions.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Performs a cost/benefit analysis before making a decision.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Willing to consider information from other sources.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Determines the costs and potential benefits of decisions.	3.33	3.00	3.53	3.47	-0.07 ▼

Excellence

Is excellent in performing their job duties and 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
35. Is planful and organized.	15	3.13	86.7	13%	60%	27%	
36. Takes a lot of pride in their work.	15	3.20	93.3	7%	67%	27%	
37. Keeps themselves and others focused on constant improvement.	15	3.33	93.3	7%	53%	40%	
38. Demonstrates the functional or technical skills necessary to do their job.	15	3.07	86.7	13%	67%	20%	
39. Demonstrates the analytical skills to do their job.	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 planful and organized.	3.20	3.27	3.13	3.13	
36. Takes a lot of pride in their work.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Keeps themselves and others focused on constant improvement.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Demonstrates the functional or technical skills necessary to do their job.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Demonstrates the analytical skills to do their job.	3.20	3.27	3.00	3.33	+0.33 ▲

Company

A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving initiatives and objectives, while maintaining competitiveness through innovation, adaptability, and well-crafted policies. Through its image, impact, and teamwork, a Company becomes a place where employees feel empowered to contribute meaningfully and clients are consistently served with distinction.

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. Recovers easily from scheduled downtimes.	15	3.33	100.0		67%		33%
41. Strengthens company morale by ensuring collaboration/teamwork is both productive and enjoyable.	15	3.33	93.3	7%	53%		40%
42. Makes sure everyone knows their role and how it connects to others.	15	3.40	93.3	7%	47%		47%
43. Establishes a work environment where employees can concentrate without frequent interruptions.	15	3.13	86.7	13%	60%		27%
44. Aims to cultivate a team culture where people genuinely enjoy showing up and contributing.	15	3.27	100.0		73%		27%

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Item	2022	2023	2024	2025	Change
40. Recovers easily from scheduled downtimes.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Strengthens company morale by ensuring collaboration/teamwork is both productive and enjoyable.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Makes sure everyone knows their role and how it connects to others.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Establishes a work environment where employees can concentrate without frequent interruptions.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Aims to cultivate a team culture where people genuinely enjoy showing up and contributing.	3.33	3.27	3.87	3.27	-0.60 ▼