

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.

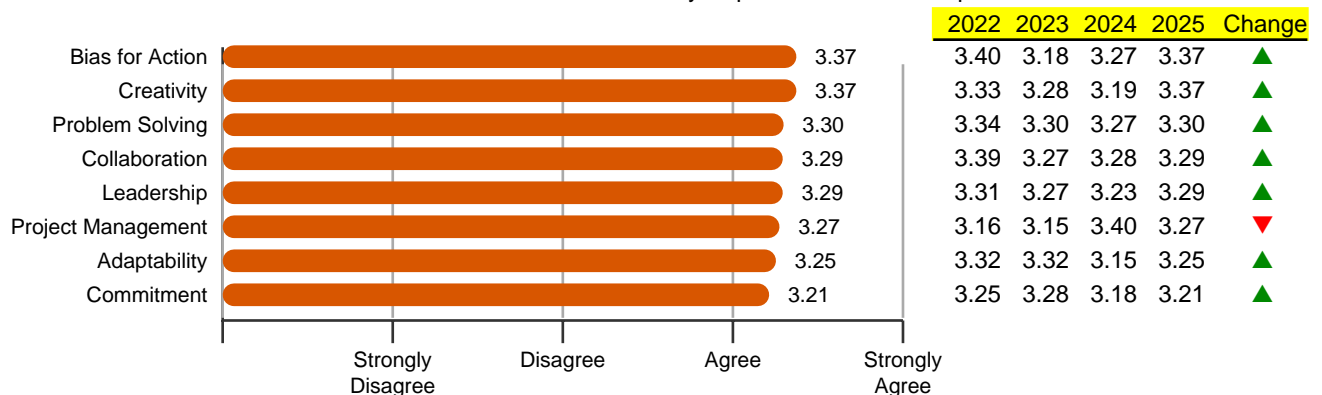
What to Do with Your Feedback

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

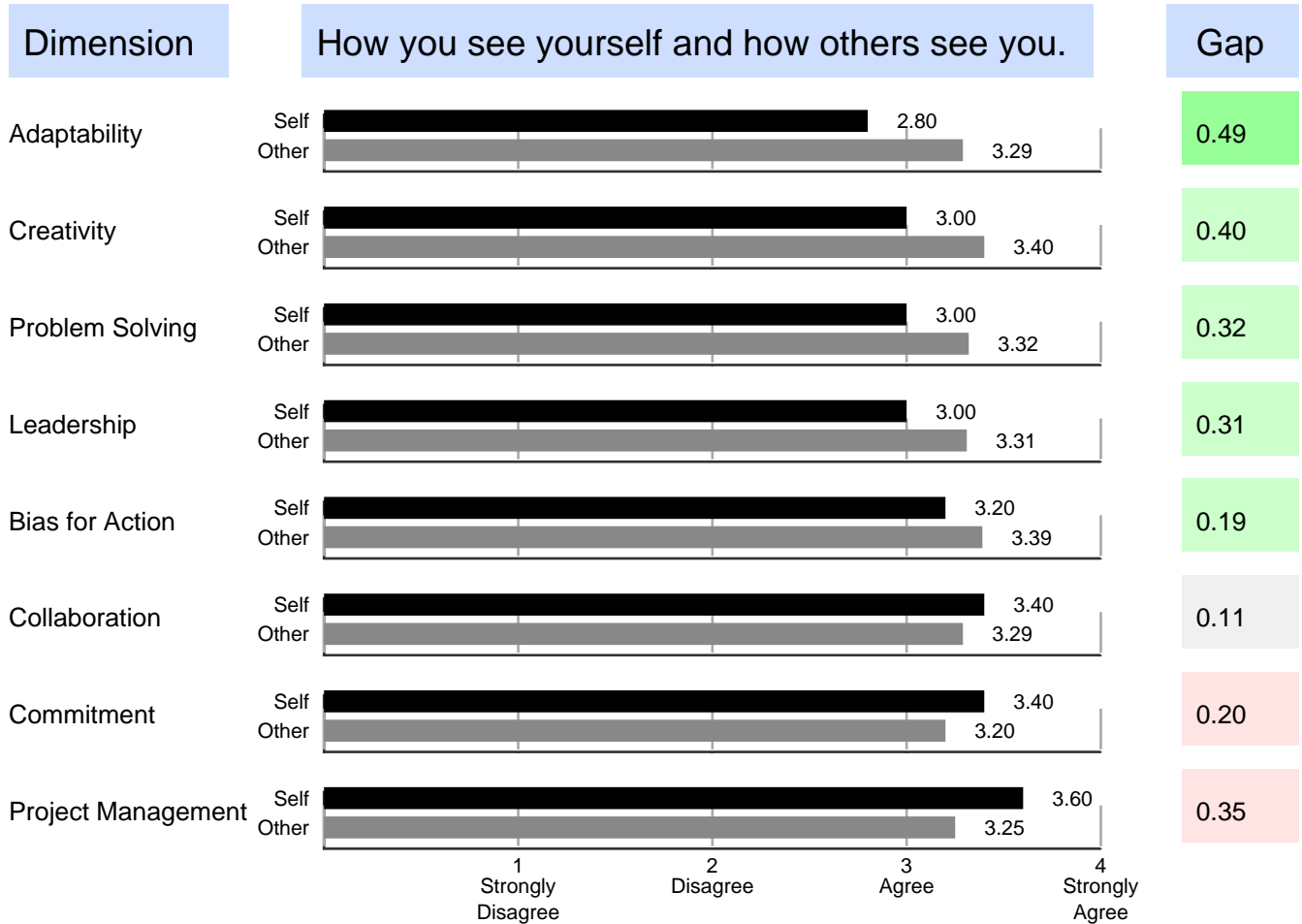
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Problem Solving

Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated for practicality, efficiency, and feasibility. Additionally, the needs and constraints imposed by the organization are balanced. The information gathered is analyzed to determine the best strategy for addressing the problem, which is then effectively implemented.

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 tools like Gantt charts and resource calendars can help visualize and manage solutions.	15	3.20	86.7	13%	53%	33%	
2. Asks the right questions to size up or evaluate situations.	15	3.33	100.0		67%	33%	
3. Plans the order of actions, considering any interdependent steps.	15	3.33	93.3	7%	53%	40%	
4. Prioritizes which problems to address issues based on their potential impact on the business.	15	3.27	93.3	7%	60%	33%	
5. Sets realistic deadlines for each action step and for the overall completion of the solution.	14	3.21	85.7	14%	50%	36%	
6. Maximizes the return on investment in problem-solving efforts by using resources wisely.	15	3.47	100.0		53%	47%	
7. Determines what needs fixed, its root causes, and the correct solutions to be implemented.	15	3.40	93.3	7%	47%	47%	
8. Analyzes systems and processes for opportunities to gain efficiency.	15	3.20	86.7	13%	53%	33%	
9. Create a timeline for completing the action steps including deadlines for each task and milestones to be achieved.	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 tools like Gantt charts and resource calendars can help visualize and manage solutions.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Asks the right questions to size up or evaluate situations.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Plans the order of actions, considering any interdependent steps.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Prioritizes which problems to address issues based on their potential impact on the business.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Sets realistic deadlines for each action step and for the overall completion of the solution.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Maximizes the return on investment in problem-solving efforts by using resources wisely.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Determines what needs fixed, its root causes, and the correct solutions to be implemented.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Analyzes systems and processes for opportunities to gain efficiency.	3.40	3.40	3.20	3.20	
9. Create a timeline for completing the action steps including deadlines for each task and milestones to be achieved.	3.53	3.40	3.60	3.27	-0.33 ▼

Creativity

Creativity is the ability to generate original, valuable ideas by drawing on reflection, imagination, and continuous learning. It thrives in environments that are supportive, open to diverse perspectives, and structured to stimulate exploration, risk-taking, and thoughtful contemplation. Creative leaders not only develop their own ideas but also cultivate the creative potential of others through collaboration, inspiration, and cross-functional networking. True creativity adds value by producing innovative, unique solutions that are implemented, evaluated, and refined to solve real problems and drive meaningful 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. Uses fresh insights to reimagine existing approaches.	15	3.20	93.3	7%	67%	27%	
11. Introduces creative practices that elevate team collaboration and morale.	15	3.67	100.0		33%	67%	
12. Gives employees a sense of security that their ideas will be supported.	15	3.40	93.3	7%	47%	47%	
13. My department implements my creative ideas.	15	3.13	86.7	13%	60%	27%	
14. Able to generate new ideas and think outside the box.	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. Uses fresh insights to reimagine existing approaches.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Introduces creative practices that elevate team collaboration and morale.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Gives employees a sense of security that their ideas will be supported.	3.53	3.20	3.00	3.40	+0.40 ▲
13. My department implements my creative ideas.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Able to generate new ideas and think outside the box.	3.20	3.13	3.00	3.47	+0.47 ▲

Bias for Action

Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

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. Is resourceful in finding solutions to challenges, utilizing available resources effectively.	15	3.53	100.0		47%	53%	
16. Tackles obstacles head-on and finds ways to navigate around them.	15	3.47	93.3	7%	40%	53%	
17. Starts action with minimal input or direction.	15	2.93	73.3	27%	53%	20%	
18. Takes action immediately when an opportunity or problem arises.	15	3.40	93.3	7%	47%	47%	
19. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	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. Is resourceful in finding solutions to challenges, utilizing available resources effectively.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Tackles obstacles head-on and finds ways to navigate around them.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Starts action with minimal input or direction.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Takes action immediately when an opportunity or problem arises.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.13	2.87	3.53	3.53	

Adaptability

Adaptability is the ability to adjust to new responsibilities, changing circumstances, and uncertain environments while maintaining efficiency and effectiveness. It involves embracing shifts in organizational structure, technology, and processes, as well as modifying strategies, perspectives, and priorities to align with evolving business needs. By continuously developing skills, assisting others through transitions, and refining workflows, adaptability fosters resilience, innovation, and long-term success in dynamic environments.

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. Adapts leadership style to meet the needs created by changes in personnel of the department.	15	3.47	100.0		53%	47%	
21. Learns new skills to become competitive and contribute to the bottom line.	15	3.00	80.0	20%	60%	20%	
22. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.53	100.0		47%	53%	
23. Integrates new core values of the company.	15	3.13	86.7	13%	60%	27%	
24. Adapts to novel, dynamic, and changing situations requiring creative solutions to new problems.	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. Adapts leadership style to meet the needs created by changes in personnel of the department.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Learns new skills to become competitive and contribute to the bottom line.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Integrates new core values of the company.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Adapts to novel, dynamic, and changing situations requiring creative solutions to new problems.	3.33	3.47	3.33	3.13	-0.20 ▼

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
25. Demonstrates leadership and courage in critical situations.	15	3.07	86.7	13%	67%	20%	
26. Demonstrates core value behaviors in actions towards others and in work performed	15	3.20	93.3	7%	60%	33%	
27. Actively listens for feedback from subordinates.	15	3.40	93.3	7%	47%	47%	
28. Is able to get the appropriate resources to support individual or team initiatives.	15	3.60	93.3	7%	27%	67%	
29. Expresses pride in the accomplishments of employees or the department.	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. Demonstrates leadership and courage in critical situations.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Demonstrates core value behaviors in actions towards others and in work performed	3.53	3.33	3.33	3.20	-0.13 ▼
27. Actively listens for feedback from subordinates.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Is able to get the appropriate resources to support individual or team initiatives.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Expresses pride in the accomplishments of employees or the department.	3.21	3.20	3.20	3.20	

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

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. Creates the metrics used to measure progress on the project.	14	3.00	92.9	7%	79%		14%
31. Investigates potential risks of different courses of action.	15	3.33	93.3	7%	53%		40%
32. Hold team members accountable for completing specific tasks on the project.	14	3.29	100.0		71%		29%
33. Implements risk mitigation strategies to help move the project to successful completion.	15	3.27	100.0		73%		27%
34. Works with both internal and external individuals to facilitate the project.	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. Creates the metrics used to measure progress on the project.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Investigates potential risks of different courses of action.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Hold team members accountable for completing specific tasks on the project.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Implements risk mitigation strategies to help move the project to successful completion.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Works with both internal and external individuals to facilitate the project.	3.33	3.00	3.53	3.47	-0.07 ▼

Commitment

Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual objectives, ownership, and accountability contribute directly to collective success. Commitment inspires others by modeling resilience, urgency, and uncompromising integrity, while fostering a culture of engagement, shared values, and employee development that strengthens organizational capabilities. Ultimately, it operates across all levels of hierarchy, reinforcing alignment, loyalty, and inspiration that drive sustainable success and collective achievement.

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. Engaged in decision-making, inspiring commitment to the process of achieving goals.	15	3.13	86.7	13%	60%	27%	
36. Encourages commitment in others to obtain results.	15	3.20	93.3	7%	67%	27%	
37. Encourages alignment of personal aspirations with organizational priorities, reinforcing shared commitment.	15	3.33	93.3	7%	53%	40%	
38. Inspires loyalty and persistence in pursuit of collective achievements.	15	3.07	86.7	13%	67%	20%	
39. Delegates authority with trust, signaling confidence in employees' dedication, judgment and commitment.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Engaged in decision-making, inspiring commitment to the process of achieving goals.	3.20	3.27	3.13	3.13	
36. Encourages commitment in others to obtain results.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Encourages alignment of personal aspirations with organizational priorities, reinforcing shared commitment.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Inspires loyalty and persistence in pursuit of collective achievements.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Delegates authority with trust, signaling confidence in employees' dedication, judgment and commitment.	3.20	3.27	3.00	3.33	+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
40. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	15	3.33	100.0		67%		33%
41. Works to create innovative ideas from the collaboration with others.	15	3.33	93.3	7%	53%		40%
42. Uses group decision making.	15	3.40	93.3	7%	47%		47%
43. Consults with other partners on issues.	15	3.13	86.7	13%	60%		27%
44. Works with others to achieve common objectives.	15	3.27	100.0		73%		27%

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Item	2022	2023	2024	2025	Change
40. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Works to create innovative ideas from the collaboration with others.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Uses group decision making.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Consults with other partners on issues.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Works with others to achieve common objectives.	3.33	3.27	3.87	3.27	-0.60 ▼