



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.

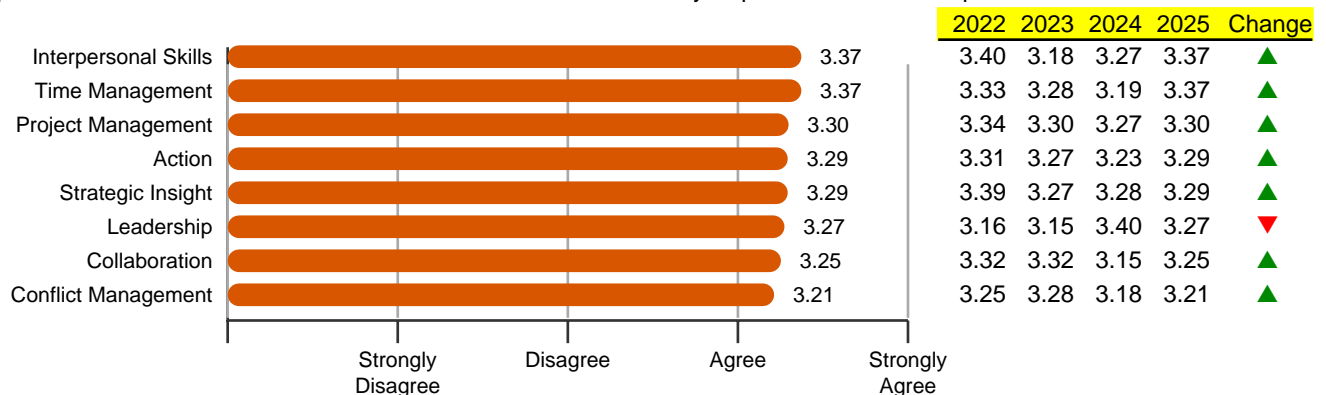
## What to Do with Your Feedback

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

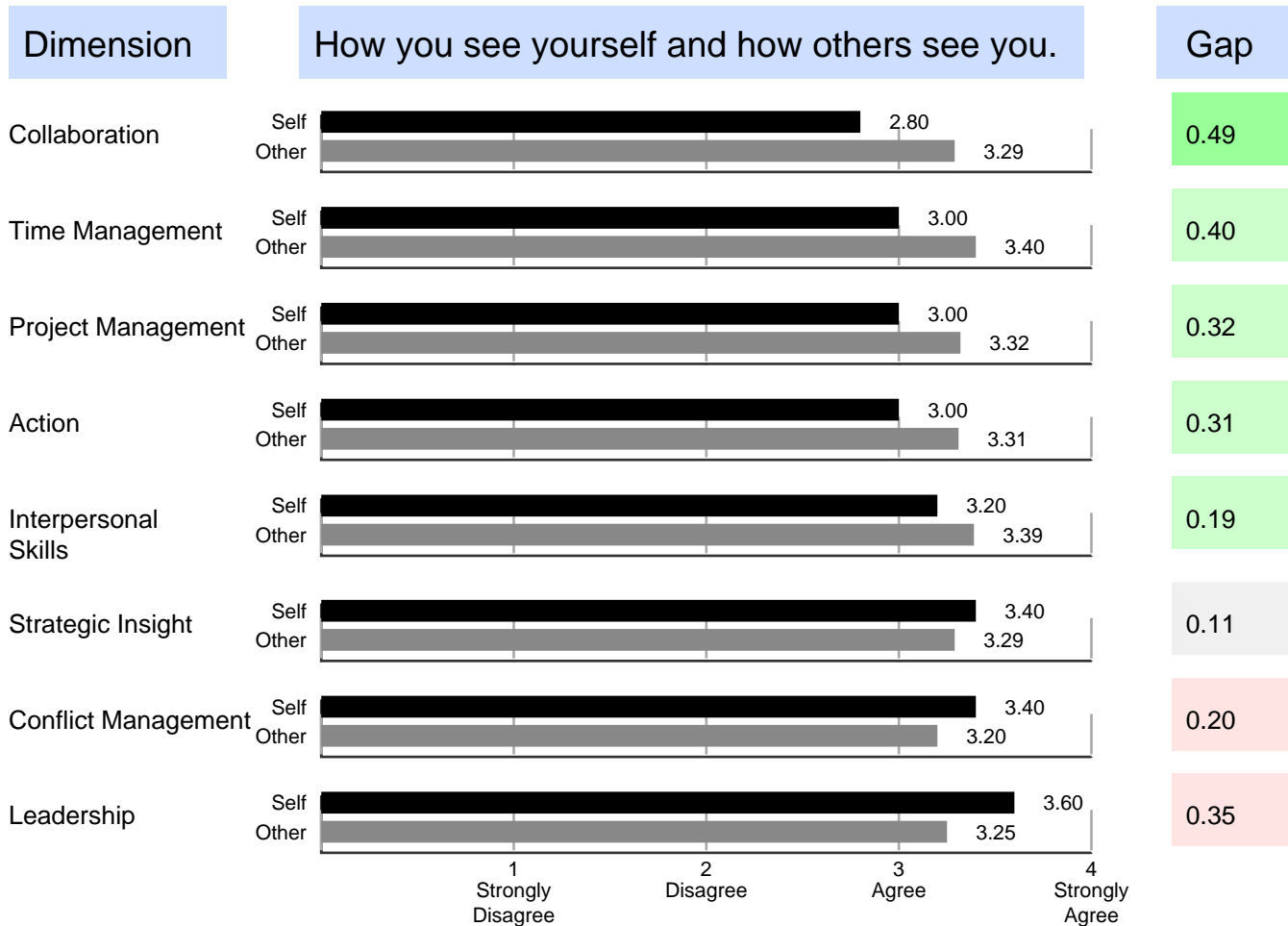
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## 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
1. Identifies risks to each phase of the project.	15	3.20	86.7	13%	53%	33%	
2. Responds quickly and appropriately to unforeseen problems.	15	3.33	100.0		67%	33%	
3. Holds meetings with supply-chain vendors regarding acquisition of resources.	15	3.33	93.3	7%	53%	40%	
4. Inspires others to accomplish goals and objectives.	15	3.27	93.3	7%	60%	33%	
5. Conducts a risk assessment for the project.	14	3.21	85.7	14%	50%	36%	
6. Communicates the results of the project, at the conclusion, to all stakeholders.	15	3.47	100.0		53%	47%	
7. Inspires the project implementation team to achieve success.	15	3.40	93.3	7%	47%	47%	
8. Plans and implements responses to potential threats to the success of the project.	15	3.20	86.7	13%	53%	33%	
9. Schedules project phases and tasks to facilitate successful completion of the project.	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 risks to each phase of the project.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Responds quickly and appropriately to unforeseen problems.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Holds meetings with supply-chain vendors regarding acquisition of resources.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Inspires others to accomplish goals and objectives.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Conducts a risk assessment for the project.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Communicates the results of the project, at the conclusion, to all stakeholders.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Inspires the project implementation team to achieve success.	3.40	3.20	3.33	3.40	+0.07 ▲

Item	2022	2023	2024	2025	Change
8. Plans and implements responses to potential threats to the success of the project.	3.40	3.40	3.20	3.20	
9. Schedules project phases and tasks to facilitate successful completion of the project.	3.53	3.40	3.60	3.27	-0.33 ▼

## Time Management

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

### 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. Employs brief recovery practices to restore focus and maintain sustained productivity.	15	3.20	93.3	7%	67%	27%	
11. Sets clearly defined goals.	15	3.67	100.0		33%	67%	
12. Prepares to-do lists for the project tasks.	15	3.40	93.3	7%	47%	47%	
13. Automates tedious or repetitive tasks.	15	3.13	86.7	13%	60%	27%	
14. Effectively delegates tasks to maximize the use of time.	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. Employs brief recovery practices to restore focus and maintain sustained productivity.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Sets clearly defined goals.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Prepares to-do lists for the project tasks.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Automates tedious or repetitive tasks.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Effectively delegates tasks to maximize the use of time.	3.20	3.13	3.00	3.47	+0.47 ▲

## 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
15. Is thoughtful and honest about the feedback they give others.	15	3.53	100.0			47%	53%
16. Recognizes the contributions of others.	15	3.47	93.3	7%	40%	53%	
17. Successfully resolves conflicts and grievances to a win-win solution.	15	2.93	73.3	27%	53%	20%	
18. Appreciates the extra efforts made by coworkers.	15	3.40	93.3	7%	47%	47%	
19. Considers the other individual's point of view.	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 thoughtful and honest about the feedback they give others.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Recognizes the contributions of others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Successfully resolves conflicts and grievances to a win-win solution.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Appreciates the extra efforts made by coworkers.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Considers the other individual's point of view.	3.13	2.87	3.53	3.53	

## 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
20. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	15	3.47	100.0		53%	47%	
21. Develops networks and builds alliances across departments.	15	3.00	80.0	20%	60%		20%
22. Encourages collaboration of fellow employees to achieve results.	15	3.53	100.0		47%	53%	
23. Participates in collaborative/team decision-making.	15	3.13	86.7	13%	60%		27%
24. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	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. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Develops networks and builds alliances across departments.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Encourages collaboration of fellow employees to achieve results.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Participates in collaborative/team decision-making.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	3.33	3.47	3.33	3.13	-0.20 ▼

## Action

Action reflects the ability to proactively address challenges, take initiative, and act decisively to drive results while fostering a culture of excellence and continuous improvement. It involves being resourceful, ambitious, and tenacious in overcoming obstacles, as well as responsive and preemptive in mitigating potential issues. Effective action includes delegating tasks appropriately, maintaining responsibility, and ensuring timely, results-oriented efforts to achieve goals with efficiency 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
25. Changes course to meet the needs of a new situation.	15	3.07	86.7	13%	67%	20%	
26. Able to get things done and make things happen.	15	3.20	93.3	7%	60%	33%	
27. Is not afraid to take action when necessary.	15	3.40	93.3	7%	47%	47%	
28. Stays focused and productive when there's work to be done.	15	3.60	93.3	7%	27%	67%	
29. Takes charge without being asked.	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. Changes course to meet the needs of a new situation.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Able to get things done and make things happen.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Is not afraid to take action when necessary.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Stays focused and productive when there's work to be done.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Takes charge without being asked.	3.21	3.20	3.20	3.20	

## 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
30. Rewards employees for innovation and calculated risk taking	14	3.00	92.9	7%	79%		14%
31. Establishes methods and procedures for the department.	15	3.33	93.3	7%	53%		40%
32. Expects employees to uphold the highest standards of ethics and integrity.	14	3.29	100.0		71%		29%
33. Encourages others to question certain procedures which they may not understand and to communicate what they need.	15	3.27	100.0		73%		27%
34. Demonstrates the highest standards of conduct and behavior.	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. Rewards employees for innovation and calculated risk taking	2.87	3.27	3.07	3.00	-0.07 ▼
31. Establishes methods and procedures for the department.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Expects employees to uphold the highest standards of ethics and integrity.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Encourages others to question certain procedures which they may not understand and to communicate what they need.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Demonstrates the highest standards of conduct and behavior.	3.33	3.00	3.53	3.47	-0.07 ▼

## Conflict Management

Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

### 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. Settles disputes with agreement from both parties.	15	3.13	86.7	13%	60%	27%	
36. Actively engages both parties to voluntarily collaborate and resolve their differences.	15	3.20	93.3	7%	67%	27%	
37. Is supportive of consensus and power sharing.	15	3.33	93.3	7%	53%	40%	
38. Ensures fair treatment for both parties, giving each the chance to speak and share their viewpoints.	15	3.07	86.7	13%	67%	20%	
39. Clarifies decision-making protocols during conflict to ensure accountability and avoid power struggles.	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. Settles disputes with agreement from both parties.	3.20	3.27	3.13	3.13	
36. Actively engages both parties to voluntarily collaborate and resolve their differences.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Is supportive of consensus and power sharing.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Ensures fair treatment for both parties, giving each the chance to speak and share their viewpoints.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Clarifies decision-making protocols during conflict to ensure accountability and avoid power struggles.	3.20	3.27	3.00	3.33	+0.33 ▲

## Strategic Insight

Strategic Insight is the ability to synthesize observations, data, and interactions into forward-looking decisions that align organizational goals with evolving market and stakeholder needs. It requires a deep understanding of business cycles, customer expectations, and internal dynamics--supported by analytical rigor, clear communication, and collaborative engagement across diverse groups. Managers with strategic insight anticipate challenges, adjust plans responsively, and foster innovation through creative problem solving and informed planning.

### 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. Communicates with employees to find out their needs.	15	3.33	100.0		67%		33%
41. Creates values statement to ensure all employees are working under the same guiding principles.	15	3.33	93.3	7%	53%		40%
42. Identifies potential problems before they become critical incidents.	15	3.40	93.3	7%	47%		47%
43. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.13	86.7	13%	60%		27%
44. Attends industry conferences to gain further insight into how other companies deal with similar issues.	15	3.27	100.0		73%		27%

### Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
40. Communicates with employees to find out their needs.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Creates values statement to ensure all employees are working under the same guiding principles.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Identifies potential problems before they become critical incidents.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Attends industry conferences to gain further insight into how other companies deal with similar issues.	3.33	3.27	3.87	3.27	-0.60 ▼