

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.

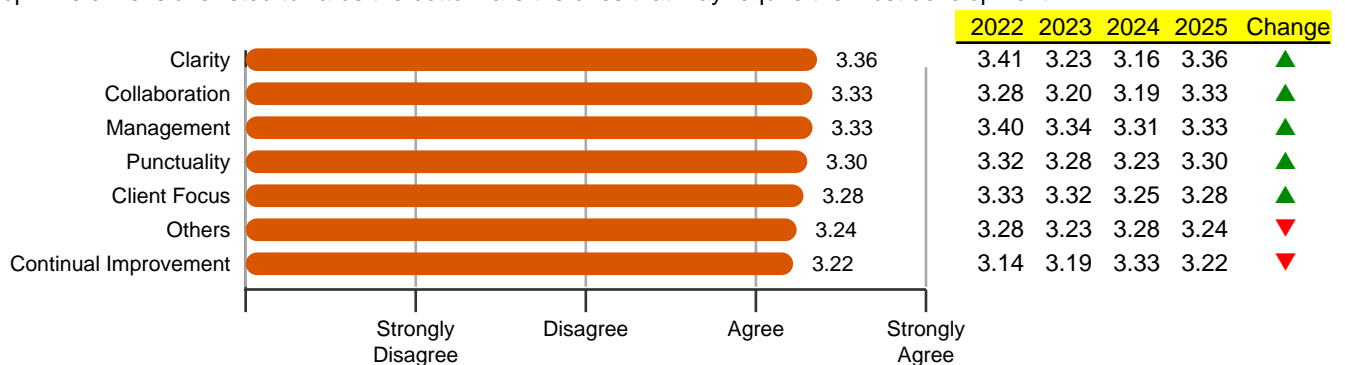
What to Do with Your Feedback

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

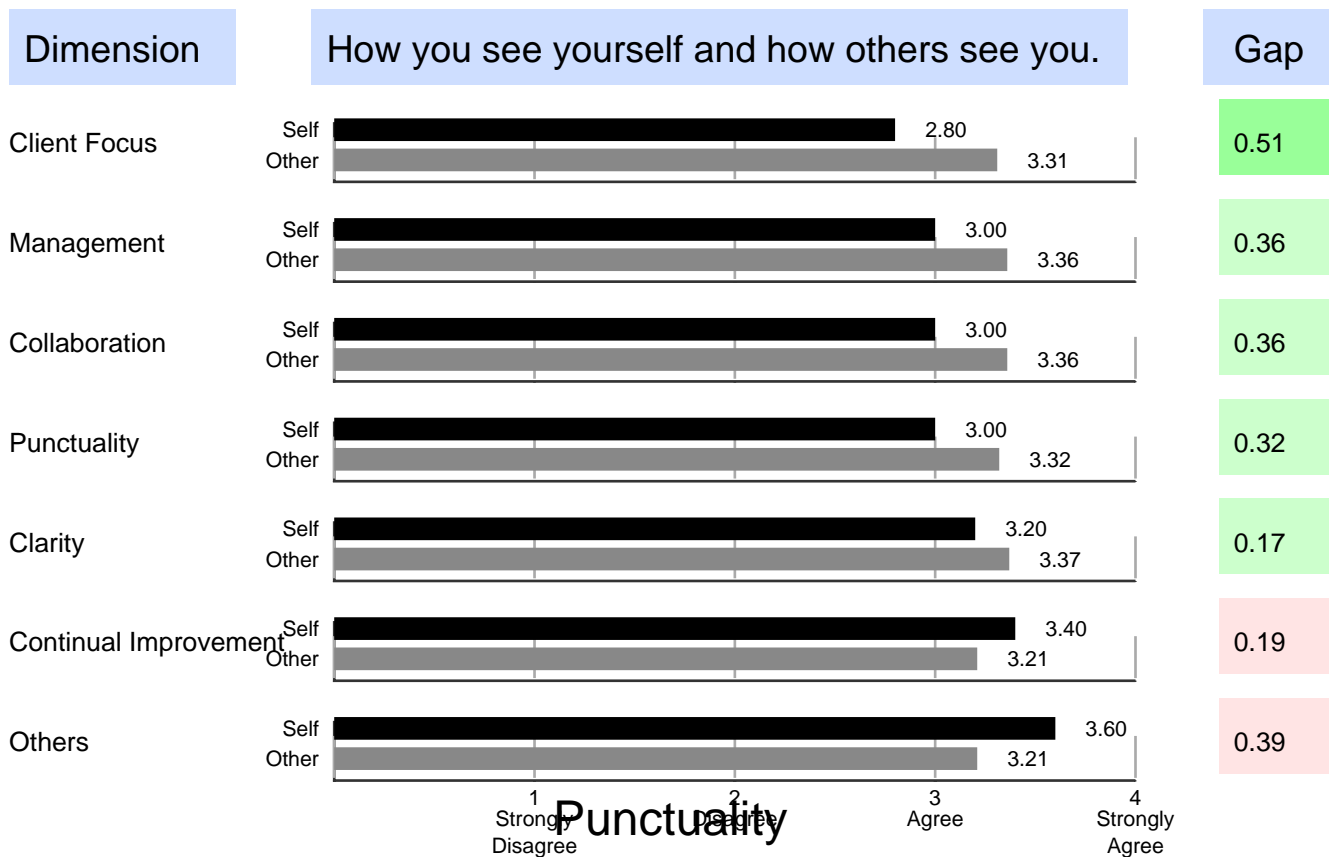
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Adheres to schedules and timelines. Starts meetings, workday, and assigned tasks on time.

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. Starts the workday when scheduled.	15	3.20	86.7	13%	53%	33%	
2. Avoids making personal phone calls during working hours.	15	3.33	100.0		67%	33%	
3. Starts meetings on time.	15	3.33	93.3	7%	53%	40%	
4. Arrives to meetings on time.	15	3.27	93.3	7%	60%	33%	
5. Maintains an efficient schedule of activities.	14	3.21	85.7	14%	50%	36%	
6. Conducts appointments at scheduled start time.	15	3.47	100.0		53%	47%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
7. Invoices clients on a timely basis.	15	3.40	93.3	7%	47%	47%	
8. Responds to requests for information in a timely manner.	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
1. Starts the workday when scheduled.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Avoids making personal phone calls during working hours.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Starts meetings on time.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Arrives to meetings on time.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Maintains an efficient schedule of activities.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Conducts appointments at scheduled start time.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Invoices clients on a timely basis.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Responds to requests for information in a timely manner.	3.40	3.40	3.20	3.20	

Management

Management is the disciplined practice of aligning people, resources, and strategy to achieve organizational goals through clear communication, timely feedback, and consistent accountability. It involves leading by example, empowering others to act with confidence, and coordinating team efforts to ensure progress, development, and high performance. Effective managers establish focus and direction, inspire commitment, and recognize contributions while managing time, projects, and strategic priorities with precision. They delegate thoughtfully, supervise with integrity, resolve conflicts constructively, and allocate resources responsively to sustain momentum and drive results.

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
9. Plans and organizes resource use and task timelines across multiple projects.	15	3.27	86.7	13%	47%	40%	
10. Assesses risks to drive effective decision-making.	15	3.20	93.3	7%	67%	27%	
11. Uses analytical tools to evaluate vulnerabilities and anticipate external threats.	15	3.67	100.0		33%	67%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
12. Encourages team members to take ownership of their work and hold each other accountable.	15	3.40	93.3	7%	47%	47%	
13. Ensures that negotiated agreements are implemented and monitored for compliance and effectiveness.	15	3.13	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	2022	2023	2024	2025	Change
9. Plans and organizes resource use and task timelines across multiple projects.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Assesses risks to drive effective decision-making.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Uses analytical tools to evaluate vulnerabilities and anticipate external threats.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Encourages team members to take ownership of their work and hold each other accountable.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Ensures that negotiated agreements are implemented and monitored for compliance and effectiveness.	3.20	3.21	3.40	3.13	-0.27 ▼

Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.
Able to express ideas effectively.

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
14. Writes clear job descriptions for positions in the organization.	15	3.47	100.0		53%	47%	
15. Is clear about goals that need to be achieved.	15	3.53	100.0		47%	53%	
16. Adjusts communication methods to the needs of the audience.	15	3.47	93.3	7%	40%	53%	
17. Uses appropriate grammar and tense in communications.	15	2.93	73.3	27%	53%	20%	
18. Clearly explains the vision and goals of the company.	15	3.40	93.3	7%	47%	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
14. Writes clear job descriptions for positions in the organization.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Is clear about goals that need to be achieved.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Adjusts communication methods to the needs of the audience.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Uses appropriate grammar and tense in communications.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Clearly explains the vision and goals of the company.	3.47	3.53	3.20	3.40	+0.20 ▲

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
19. Is a dependable partner in the group.	15	3.53	100.0			47%	53%
20. Values the diverse perspectives and skills each team member brings to the table, recognizing that collaborative efforts often lead to more innovative and effective solutions.	15	3.47	100.0			53%	47%
21. Collaborates with team members to achieve common goals.	15	3.00	80.0	20%		60%	20%
22. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	15	3.53	100.0			47%	53%
23. Fosters a collaborative work environment where everyone feels committed to achieve common goals.	15	3.13	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	2022	2023	2024	2025	Change
19. Is a dependable partner in the group.	3.13	2.87	3.53	3.53	
20. Values the diverse perspectives and skills each team member brings to the table, recognizing that collaborative efforts often lead to more innovative and effective solutions.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Collaborates with team members to achieve common goals.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Fosters a collaborative work environment where everyone feels committed to achieve common goals.	3.20	3.47	3.27	3.13	-0.13 ▼

Client Focus

Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving services to enhance the client experience. A client-focused approach builds trust, ensures positive interactions, and demonstrates long-term commitment by consistently adapting to evolving expectations and providing high-quality service.

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
24. Delivers customized solutions for each client.	15	3.13	80.0	7% 13%	40%	40%	
25. Tailors solutions to meet the specific needs of each client.	15	3.07	86.7	13%	67%	20%	
26. Manages client accounts with high degree of competence.	15	3.20	93.3	7%	60%	33%	
27. Follows up with any unanswered questions from the client.	15	3.40	93.3	7%	47%	47%	
28. Identifies the core needs of the client.	15	3.60	93.3	7%	27%	67%	

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
24. Delivers customized solutions for each client.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Tailors solutions to meet the specific needs of each client.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Manages client accounts with high degree of competence.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Follows up with any unanswered questions from the client.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Identifies the core needs of the client.	3.33	3.13	3.40	3.60	+0.20 ▲

Continual Improvement

Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

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
29. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.20	86.7	13%	53%	33%	
30. Looks for ways to expand and learn new job skills.	14	3.00	92.9	7%	79%	14%	
31. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.33	93.3	7%	53%	40%	
32. Open to the suggestions from others.	14	3.29	100.0		71%	29%	
33. Analyzes processes to determine areas for improvement.	15	3.27	100.0		73%	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	2022	2023	2024	2025	Change
29. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.21	3.20	3.20	3.20	
30. Looks for ways to expand and learn new job skills.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Open to the suggestions from others.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Analyzes processes to determine areas for improvement.	3.07	3.33	3.33	3.27	-0.07 ▼

Others

Works well with other employees.

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
34. Constructively receives criticism and suggestions from others.	15	3.47	93.3	7%	40%	53%	
35. Forms working relationships with employees from other departments.	15	3.13	86.7	13%	60%	27%	
36. Able to see issues from others' perspectives.	15	3.20	93.3	7%	67%	27%	
37. Respects the opinions of other employees.	15	3.33	93.3	7%	53%	40%	
38. Works across boundaries within the organization.	15	3.07	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	2022	2023	2024	2025	Change
34. Constructively receives criticism and suggestions from others.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Forms working relationships with employees from other departments.	3.20	3.27	3.13	3.13	
36. Able to see issues from others' perspectives.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Respects the opinions of other employees.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Works across boundaries within the organization.	3.13	3.40	3.33	3.07	-0.27 ▼