

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.

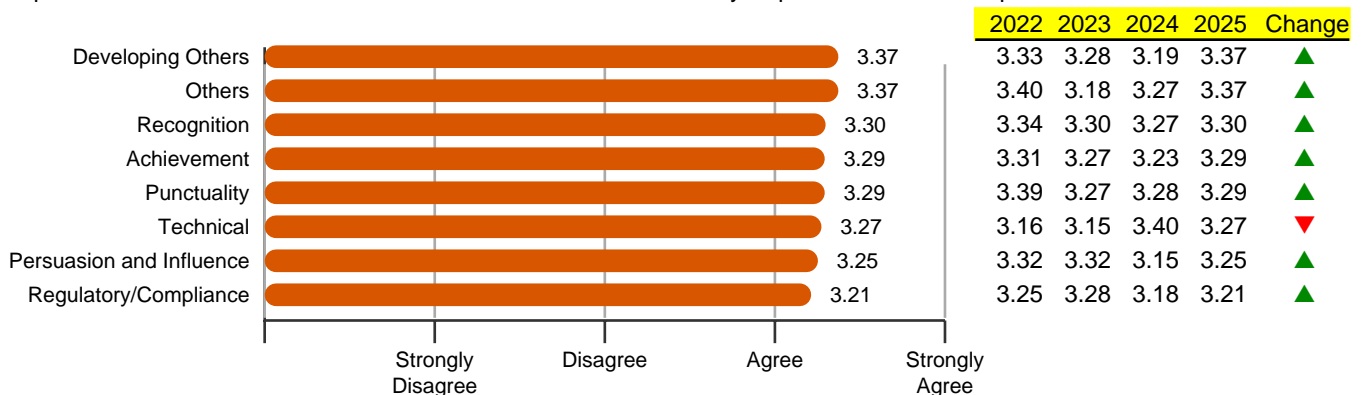
## What to Do with Your Feedback

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

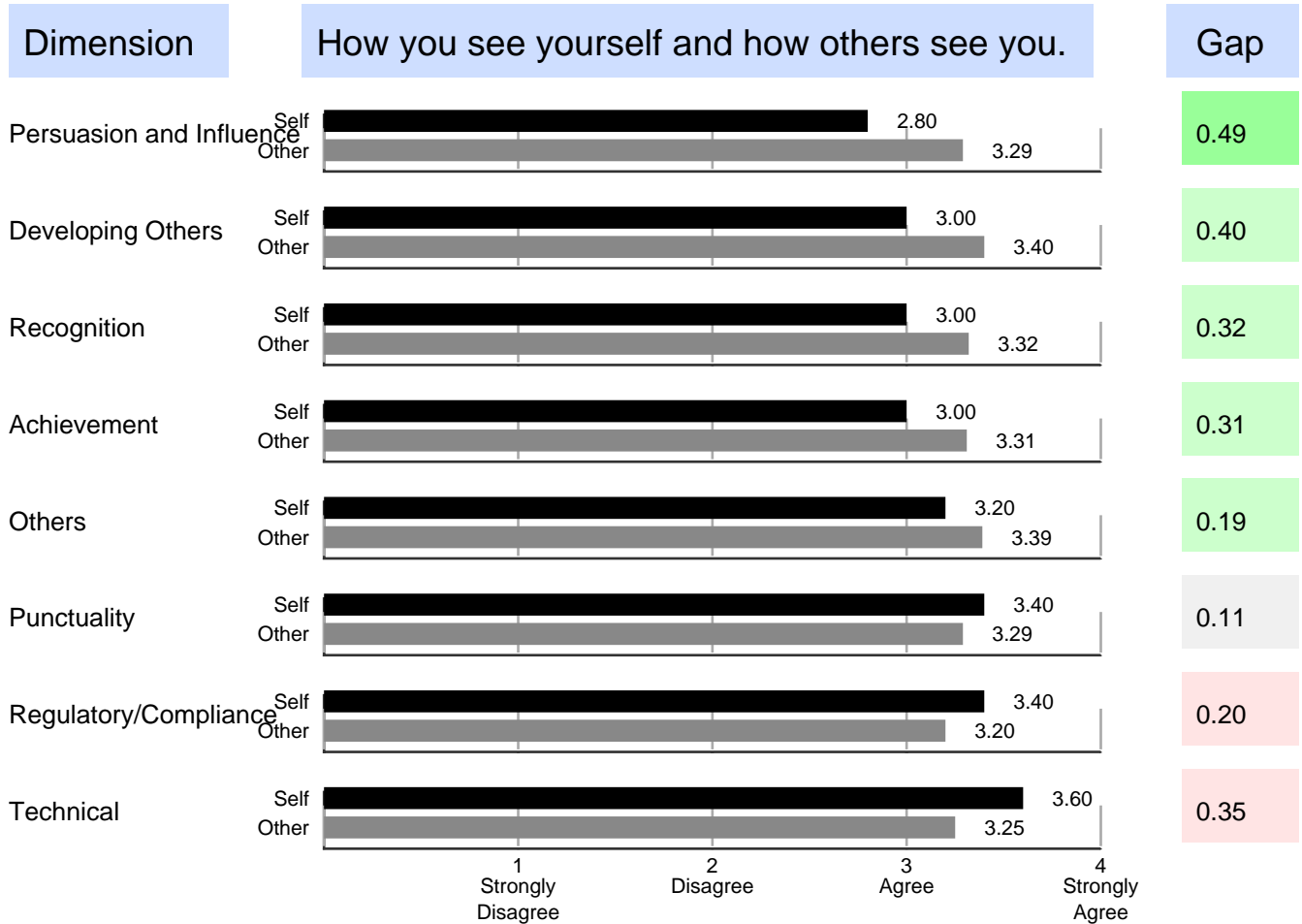
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## Recognition

Recognition is the intentional acknowledgment and appreciation of employees' contributions, achievements, and performance, ensuring that praise is timely, meaningful, fair, and aligned with organizational values. Effective recognition fosters a supportive and engaging workplace by integrating structured programs, spontaneous appreciation, and impactful rewards-both formal and informal-while reinforcing positive behaviors and incentivizing success. By making recognition visible, systematic, and inclusive, leaders cultivate an environment where employees feel valued, motivated, and empowered to contribute to organizational growth and excellence.

### 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. Accompanies recognition with specific examples of how the employee's work made a difference for the department/organization.	15	3.20	86.7	13%	53%	33%	
2. Expresses appreciation in informal settings.	15	3.33	100.0		67%	33%	
3. Empowers employees to have more autonomy as recognition and reward for good job performance.	15	3.33	93.3	7%	53%	40%	
4. Ensures that all employees feel valued, respected, and appreciated for their contributions.	15	3.27	93.3	7%	60%	33%	
5. Offers recognition that is proportional to the accomplishment.	14	3.21	85.7	14%	50%	36%	
6. Implements a pilot program to test recognition initiatives before rolling them out to the general employee population.	15	3.47	100.0		53%	47%	
7. Provides year-end awards and recognition.	15	3.40	93.3	7%	47%	47%	
8. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.	15	3.20	86.7	13%	53%	33%	
9. Recognizes and rewards people based on their job performance.	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. Accompanies recognition with specific examples of how the employee's work made a difference for the department/organization.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Expresses appreciation in informal settings.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Empowers employees to have more autonomy as recognition and reward for good job performance.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Ensures that all employees feel valued, respected, and appreciated for their contributions.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Offers recognition that is proportional to the accomplishment.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Implements a pilot program to test recognition initiatives before rolling them out to the general employee population.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Provides year-end awards and recognition.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.	3.40	3.40	3.20	3.20	
9. Recognizes and rewards people based on their job performance.	3.53	3.40	3.60	3.27	-0.33 ▼

## Developing Others

Training and developing members of the team/department.

### 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. Provides constructive feedback to others.	15	3.20	93.3	7%	67%	27%	
11. Is open to receiving feedback.	15	3.67	100.0	33%	67%		
12. Supports the successes of other employees.	15	3.40	93.3	7%	47%	47%	
13. Sets performance objectives for subordinates that encourages development opportunities.	15	3.13	86.7	13%	60%	27%	
14. Develops employees by offering and encouraging them to take on new or additional responsibilities.	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. Provides constructive feedback to others.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Is open to receiving feedback.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Supports the successes of other employees.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Sets performance objectives for subordinates that encourages development opportunities.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.20	3.13	3.00	3.47	+0.47 ▲

## 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
15. ...treats others with respect and dignity.	15	3.53	100.0		47%	53%	
16. Constructively receives criticism and suggestions from others.	15	3.47	93.3	7%	40%	53%	
17. Works across boundaries within the organization.	15	2.93	73.3	27%	53%	20%	
18. Supports the efforts of other employees in implementing solutions to problems.	15	3.40	93.3	7%	47%	47%	
19. Helpful	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. ...treats others with respect and dignity.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Constructively receives criticism and suggestions from others.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Works across boundaries within the organization.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Supports the efforts of other employees in implementing solutions to problems.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Helpful	3.13	2.87	3.53	3.53	

## 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
20. Reinforces key messages through repetition, storytelling, and strategic emphasis, making them memorable and actionable.	15	3.47	100.0		53%	47%	
21. Is a charismatic speaker able to influence others to exceed performance standards.	15	3.00	80.0	20%	60%		20%
22. Takes a long-term view and acts as a catalyst and champion of change.	15	3.53	100.0		47%	53%	
23. Strategically shapes communication to align with broader business priorities, ensuring that influence efforts support long-term organizational goals.	15	3.13	86.7	13%	60%		27%
24. Builds personal relationships to more effectively persuade and influence others.	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. Reinforces key messages through repetition, storytelling, and strategic emphasis, making them memorable and actionable.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Is a charismatic speaker able to influence others to exceed performance standards.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Takes a long-term view and acts as a catalyst and champion of change.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Strategically shapes communication to align with broader business priorities, ensuring that influence efforts support long-term organizational goals.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Builds personal relationships to more effectively persuade and influence others.	3.33	3.47	3.33	3.13	-0.20 ▼

## Achievement

**Achievement:** a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's progress.

## 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. Encourages a culture of mentorship and continuous improvement, helping others reach their full potential.	15	3.07	86.7	13%	67%	20%	
26. Tracks and evaluates team efforts to align actions with long-term strategic objectives.	15	3.20	93.3	7%	60%	33%	
27. Increased revenue for the company.	15	3.40	93.3	7%	47%	47%	
28. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.60	93.3	7%	27%	67%	
29. Inspires others to work with a sense of urgency.	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. Encourages a culture of mentorship and continuous improvement, helping others reach their full potential.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Tracks and evaluates team efforts to align actions with long-term strategic objectives.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Increased revenue for the company.	3.20	3.33	2.93	3.40	+0.47 ▲
28. <u>Establishes</u> Specific Measurable Achievable Realistic and Timed (SMART) goals.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Inspires others to work with a sense of urgency.	3.21	3.20	3.20	3.20	

## Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

### 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. Demonstrates mastery of the technical competencies required in his/her work.	14	3.00	92.9	7%	79%		14%
31. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.33	93.3	7%	53%		40%
32. Willingly shares information and expertise; sought out as resource by others	14	3.29	100.0		71%		29%
33. Is knowledgeable of procedures or systems necessary for the job.	15	3.27	100.0		73%		27%
34. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	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. Demonstrates mastery of the technical competencies required in his/her work.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.13	3.07	3.47	3.33	-0.13 ▼
32. Willingly shares information and expertise; sought out as resource by others	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is knowledgeable of procedures or systems necessary for the job.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.33	3.00	3.53	3.47	-0.07 ▼

## Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for 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
35. Uses compliance reports to evaluate the effectiveness of compliance initiatives identifying areas of risk.	15	3.13	86.7	13%	60%	27%	
36. Responds promptly to inquiries from regulatory bodies.	15	3.20	93.3	7%	67%	27%	
37. Reviews transactions for potential misconduct.	15	3.33	93.3	7%	53%	40%	
38. Keeps track of changes in legislation affecting regulatory compliance.	15	3.07	86.7	13%	67%	20%	
39. Maintains a state of readiness to address new and changing regulations and procedures.	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. Uses compliance reports to evaluate the effectiveness of compliance initiatives identifying areas of risk.	3.20	3.27	3.13	3.13	
36. Responds promptly to inquiries from regulatory bodies.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Reviews transactions for potential misconduct.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Keeps track of changes in legislation affecting regulatory compliance.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Maintains a state of readiness to address new and changing regulations and procedures.	3.20	3.27	3.00	3.33	+0.33 ▲

## Punctuality

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
40. Starts the workday when scheduled.	15	3.33	100.0		67%		33%
41. Avoids making personal phone calls during working hours.	15	3.33	93.3	7%	53%		40%
42. Conducts appointments at scheduled start time.	15	3.40	93.3	7%	47%		47%
43. Invoices clients on a timely basis.	15	3.13	86.7	13%	60%		27%
44. Maintains an efficient schedule of activities.	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
40. Starts the workday when scheduled.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Avoids making personal phone calls during working hours.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Conducts appointments at scheduled start time.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Invoices clients on a timely basis.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Maintains an efficient schedule of activities.	3.33	3.27	3.87	3.27	-0.60 ▼