



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.

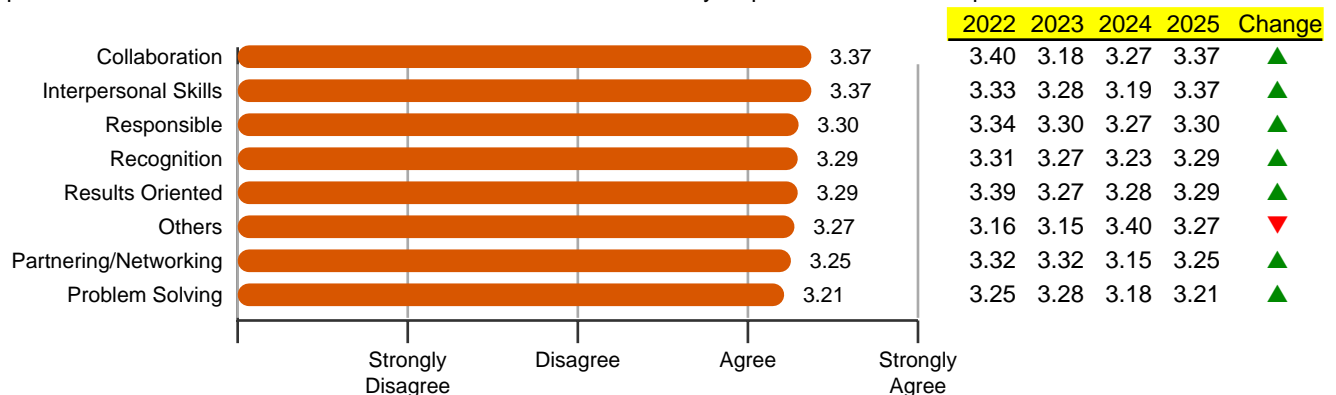
What to Do with Your Feedback

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

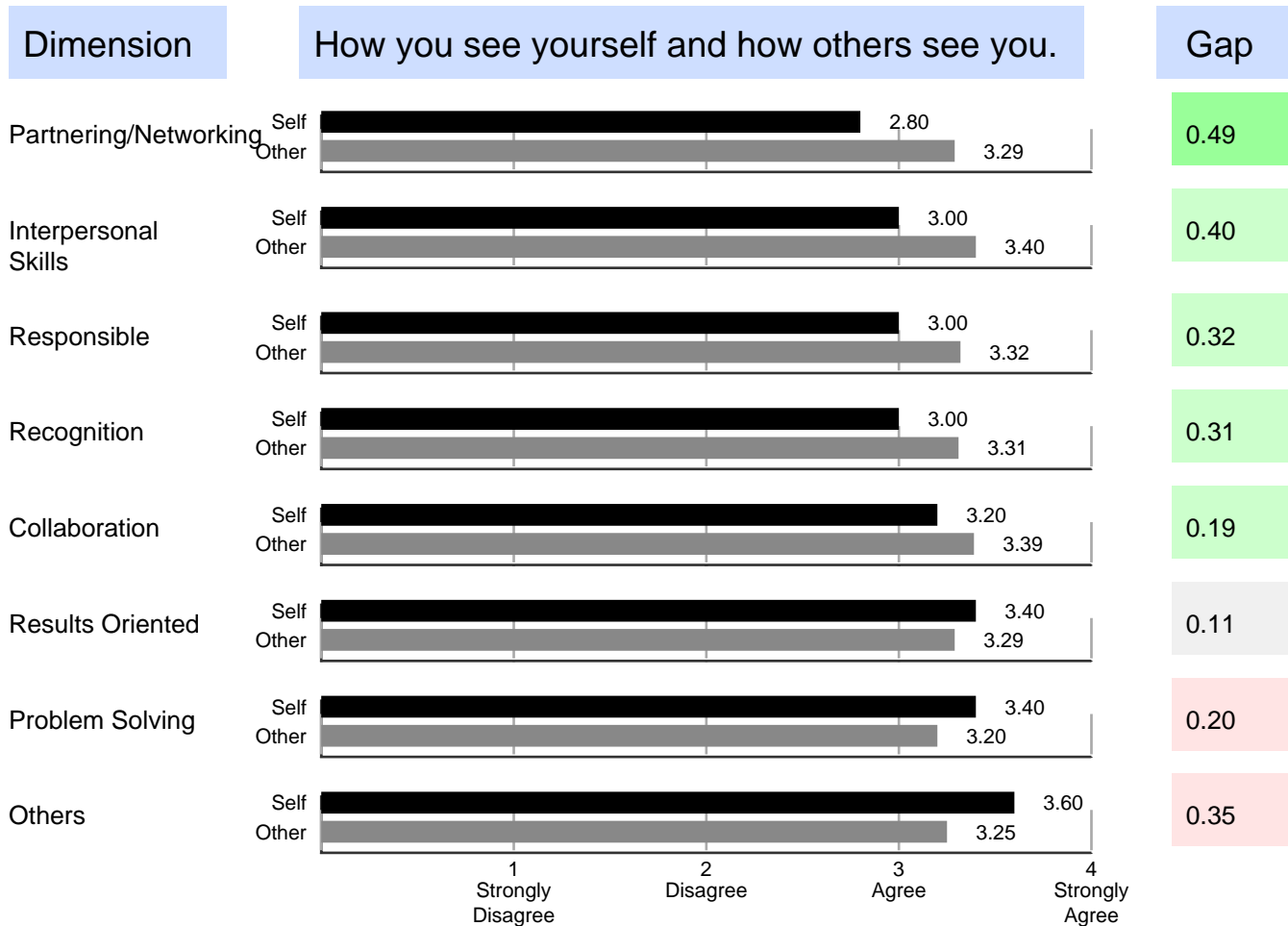
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Responsible

Takes responsibility for actions and sets a good example for others.

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. Acts as a resource without removing individual responsibility.	15	3.20	86.7	13%	53%	33%	
2. Works in a way that makes others want to work with her/him.	15	3.33	100.0		67%	33%	
3. Sets a good example.	15	3.33	93.3	7%	53%	40%	
4. ...takes personal responsibility for results.	15	3.27	93.3	7%	60%	33%	
5. Sets a good example	14	3.21	85.7	14%	50%	36%	
6. Is a person you can trust.	15	3.47	100.0		53%	47%	
7. Behavior is ethical and honest.	15	3.40	93.3	7%	47%	47%	
8. Completes assigned work tasks.	15	3.20	86.7	13%	53%	33%	
9. Responsible for setting the vision of the department.	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. Acts as a resource without removing individual responsibility.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Works in a way that makes others want to work with her/him.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Sets a good example.	3.40	3.40	3.27	3.33	+0.07 ▲
4. ...takes personal responsibility for results.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Sets a good example	3.00	3.20	3.13	3.21	+0.08 ▲
6. Is a person you can trust.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Behavior is ethical and honest.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Completes assigned work tasks.	3.40	3.40	3.20	3.20	
9. Responsible for setting the vision of the department.	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. Easily approachable.	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. Is someone you can trust.	15	3.40	93.3	7%	47%		47%
13. Values the input from coworkers.	15	3.13	86.7	13%	60%		27%
14. Appreciates the extra efforts made by coworkers.	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. Easily approachable.	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. Is someone you can trust.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Values the input from coworkers.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Appreciates the extra efforts made by coworkers.	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. Contributes resources and knowledge to support others' success.	15	3.53	100.0			47%	53%
16. Builds a culture of trust and mutual respect where team members are encouraged to value each other's contributions.	15	3.47	93.3	7%	40%		53%
17. Displays a high degree of trust and credibility.	15	2.93	73.3	27%		53%	20%
18. Promotes open participation and communication within department and throughout the organization.	15	3.40	93.3	7%	47%		47%
19. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	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. Contributes resources and knowledge to support others' success.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Builds a culture of trust and mutual respect where team members are encouraged to value each other's contributions.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Displays a high degree of trust and credibility.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Promotes open participation and communication within department and throughout the organization.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	3.13	2.87	3.53	3.53	

Partnering/Networking

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication. Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry 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
20. Exchanges innovative ideas with others in the network.	15	3.47	100.0	53%		47%	
21. Establishes appropriate monitoring of activities in the network.	15	3.00	80.0	20%	60%		20%
22. Maintains a network of partners and suppliers to facilitate global operations.	15	3.53	100.0	47%		53%	
23. Partners with supply chain companies to enhance availability of resources and material.	15	3.13	86.7	13%	60%		27%
24. Engages in collaborative problem-solving to address shared challenges.	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. Exchanges innovative ideas with others in the network.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Establishes appropriate monitoring of activities in the network.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Maintains a network of partners and suppliers to facilitate global operations.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Partners with supply chain companies to enhance availability of resources and material.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Engages in collaborative problem-solving to address shared challenges.	3.33	3.47	3.33	3.13	-0.20 ▼

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
25. Recognizes and rewards people based on their job performance.	15	3.07	86.7	13%	67%	20%	
26. Offers recognition that is contingent upon specific levels of achievement.	15	3.20	93.3	7%	60%	33%	
27. Implements formal and informal recognition practices within the department.	15	3.40	93.3	7%	47%	47%	
28. Offers recognition that is well deserved.	15	3.60	93.3	7%	27%	67%	
29. Gives spontaneous recognition in the proper context.	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. Recognizes and rewards people based on their job performance.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Offers recognition that is contingent upon specific levels of achievement.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Implements formal and informal recognition practices within the department.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Offers recognition that is well deserved.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Gives spontaneous recognition in the proper context.	3.21	3.20	3.20	3.20	

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
30. Includes others in the decision making processes.	14	3.00	92.9	7%	79%		14%
31. Works effectively with people from other departments.	15	3.33	93.3	7%	53%		40%
32. Helpful	14	3.29	100.0		71%		29%
33. Is able to see issues from others' perspectives.	15	3.27	100.0		73%		27%
34. Respects the opinions of other employees.	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. Includes others in the decision making processes.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Works effectively with people from other departments.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Helpful	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is able to see issues from others' perspectives.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Respects the opinions of other employees.	3.33	3.00	3.53	3.47	-0.07 ▼

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
35. Evaluates whether the necessary resources (budget, personnel, time, technology) are available to implement each solution.	15	3.13	86.7	13%	60%		27%
36. Demonstrates flexibility in problem-solving with a diverse array of methods and resources suited to various scenarios.	15	3.20	93.3	7%	67%		27%
37. Secures the employees' agreement and commitment prior to implementing changes to prevent resistance.	15	3.33	93.3	7%	53%		40%
38. Conducts a cost-benefit analysis for each solution to determine its financial viability and potential return on investment.	15	3.07	86.7	13%	67%		20%
39. Gathers input from various team members helps to ensure that the problem is fully understood from all angles, reducing the risk of oversight.	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. Evaluates whether the necessary resources (budget, personnel, time, technology) are available to implement each solution.	3.20	3.27	3.13	3.13	
36. Demonstrates flexibility in problem-solving with a diverse array of methods and resources suited to various scenarios.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Secures the employees' agreement and commitment prior to implementing changes to prevent resistance.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Conducts a cost-benefit analysis for each solution to determine its financial viability and potential return on investment.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Gathers input from various team members helps to ensure that the problem is fully understood from all angles, reducing the risk of oversight.	3.20	3.27	3.00	3.33	+0.33 ▲

Results Oriented

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes. Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

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. Streamlines procedures when legacy methods hinder progress.	15	3.33	100.0		67%		33%
41. Consistently meets deadlines and follows through on commitments, even when tasks require extra effort.	15	3.33	93.3	7%	53%		40%
42. Produces a high volume of work.	15	3.40	93.3	7%	47%		47%
43. Shares knowledge and resources to accelerate team learning and productivity.	15	3.13	86.7	13%	60%		27%
44. Encourages employees to give 100% to achieving high results.	15	3.27	100.0		73%		27%

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Item	2022	2023	2024	2025	Change
40. Streamlines procedures when legacy methods hinder progress.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Consistently meets deadlines and follows through on commitments, even when tasks require extra effort.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Produces a high volume of work.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Shares knowledge and resources to accelerate team learning and productivity.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Encourages employees to give 100% to achieving high results.	3.33	3.27	3.87	3.27	-0.60 ▼