



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.

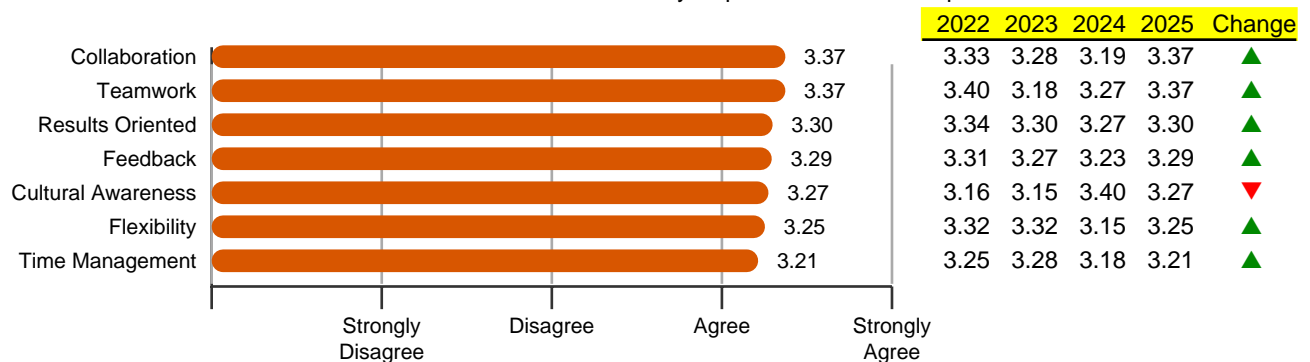
What to Do with Your Feedback

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

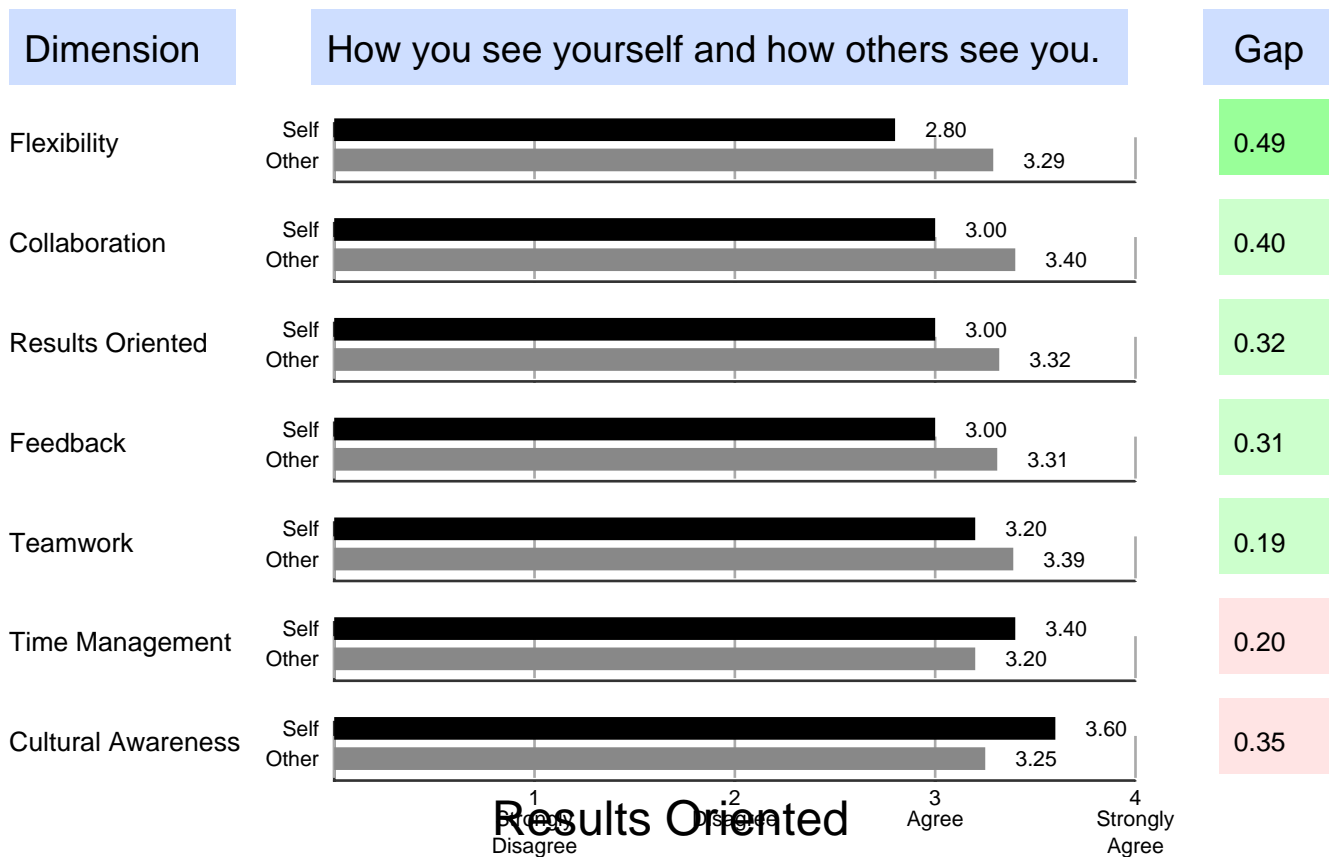
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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
1. Prioritizes tasks based on impact and urgency to optimize resource allocation.	15	3.20	86.7	13%	53%	33%	
2. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	3.33	100.0		67%	33%	
3. Determines the objectives for the project.	15	3.33	93.3	7%	53%	40%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
4. Adjusts plans based on performance trends, stakeholder feedback, or changing conditions.	15	3.27	93.3	7%	60%	33%	
5. Reviews historical performance data to inform future planning decisions.	14	3.21	85.7	14%	50%	36%	
6. Inspires and motivates co-workers to be productive and energetic at work	15	3.47	100.0		53%	47%	
7. Makes changes to the plans if it will result in increased output.	15	3.40	93.3	7%	47%	47%	
8. Encourages open dialogue to surface new ideas and pivot strategies collaboratively.	15	3.20	86.7	13%	53%	33%	
9. Always willing to help coworkers to keep productions levels high.	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. Prioritizes tasks based on impact and urgency to optimize resource allocation.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	3.27	3.40	3.40	3.33	-0.07 ▼
3. Determines the objectives for the project.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Adjusts plans based on performance trends, stakeholder feedback, or changing conditions.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Reviews historical performance data to inform future planning decisions.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Inspires and motivates co-workers to be productive and energetic at work	3.40	3.13	3.07	3.47	+0.40 ▲
7. Makes changes to the plans if it will result in increased output.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Encourages open dialogue to surface new ideas and pivot strategies collaboratively.	3.40	3.40	3.20	3.20	
9. Always willing to help coworkers to keep productions levels high.	3.53	3.40	3.60	3.27	-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
10. Readily shares information with other group members.	15	3.20	93.3	7%	67%		27%
11. Works with others to develop strategies to identify needs and priorities.	15	3.67	100.0		33%	67%	
12. Respects individual differences that contribute to solving problems.	15	3.40	93.3	7%	47%		47%
13. Engages with team members to build a collaborative work environment.	15	3.13	86.7	13%	60%		27%
14. Avoids promoting a hyper competitive culture in favor of a more collaborative one.	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. Readily shares information with other group members.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Works with others to develop strategies to identify needs and priorities.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Respects individual differences that contribute to solving problems.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Engages with team members to build a collaborative work environment.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Avoids promoting a hyper competitive culture in favor of a more collaborative one.	3.20	3.13	3.00	3.47	+0.47 ▲

Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building.

To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members.

Some teams have a specified leader to help supervise or coach other team members.

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. Demonstrates an understanding of other team member's viewpoints.	15	3.53	100.0			47%	53%
16. Takes the time to listen to the team's ideas.	15	3.47	93.3	7%	40%		53%
17. Emphasizes the importance of getting individuals to work as a team	15	2.93	73.3	27%		53%	20%
18. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	15	3.40	93.3	7%	47%		47%
19. Comes across as a reliable, committed team member	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. Demonstrates an understanding of other team member's viewpoints.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Takes the time to listen to the team's ideas.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Emphasizes the importance of getting individuals to work as a team	3.40	3.20	3.33	2.93	-0.40 ▼
18. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Comes across as a reliable, committed team member	3.13	2.87	3.53	3.53	

Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

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. Is able to bounce back from obstacles.	15	3.47	100.0			53%	47%
21. Able to produce goods and services across a wide spectrum of business needs.	15	3.00	80.0	20%		60%	20%
22. Responds effectively to changes in the market conditions.	15	3.53	100.0			47%	53%
23. Agile and versatile when responding to critical issues.	15	3.13	86.7	13%		60%	27%
24. Faces the unknown head-on, turning challenges into opportunities for growth and innovation.	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. Is able to bounce back from obstacles.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Able to produce goods and services across a wide spectrum of business needs.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Responds effectively to changes in the market conditions.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Agile and versatile when responding to critical issues.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Faces the unknown head-on, turning challenges into opportunities for growth and innovation.	3.33	3.47	3.33	3.13	-0.20 ▼

Feedback

Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful 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. Reviews the feedback that subordinates receive from others.	15	3.07	86.7	13%	67%		20%
26. Responds quickly to performance concerns or achievements, avoiding unnecessary delays.	15	3.20	93.3	7%	60%		33%
27. Proactively seeks input from diverse sources to ensure all perspectives are acknowledged and different viewpoints are taken into account.	15	3.40	93.3	7%	47%		47%
28. Clarifies what is expected in terms of performance and behavior.	15	3.60	93.3	7%	27%	67%	
29. Integrates feedback into personal development plans or goal-setting processes.	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. Reviews the feedback that subordinates receive from others.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Responds quickly to performance concerns or achievements, avoiding unnecessary delays.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Proactively seeks input from diverse sources to ensure all perspectives are acknowledged and different viewpoints are taken into account.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Clarifies what is expected in terms of performance and behavior.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Integrates feedback into personal development plans or goal-setting processes.	3.21	3.20	3.20	3.20	

Cultural Awareness

Cultural Awareness is the ability to recognize and reflect on one's own cultural perspectives and biases while remaining open to the unique views and traditions of others. It involves showing sensitivity by honoring cultural milestones, adapting communication respectfully, and addressing individual needs with care and empathy. Culturally aware individuals foster inclusion by listening without judgment, promoting mutual respect, and encouraging recognition of diverse voices across teams. They continuously learn, advocate for equity, and model humility and integrity; helping build safe, collaborative environments where cultural differences are valued as strengths.

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 fairness and impartiality when resolving conflicts involving cultural differences	14	3.00	92.9	7%	79%		14%
31. Encourages recognition of diverse perspectives in performance reviews and goal-setting.	15	3.33	93.3	7%	53%		40%
32. Promotes continuous learning about customs, traditions, and workplace etiquette.	14	3.29	100.0		71%		29%
33. Willing to work with employees who have different cultural backgrounds.	15	3.27	100.0		73%		27%
34. Is aware of the similarities and differences among and between cultural groups.	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 fairness and impartiality when resolving conflicts involving cultural differences	2.87	3.27	3.07	3.00	-0.07 ▼
31. Encourages recognition of diverse perspectives in performance reviews and goal-setting.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Promotes continuous learning about customs, traditions, and workplace etiquette.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Willing to work with employees who have different cultural backgrounds.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is aware of the similarities and differences among and between cultural groups.	3.33	3.00	3.53	3.47	-0.07 ▼

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
35. Keeps accurate records of time spent on projects for proper billing.	15	3.13	86.7	13%	60%	27%	
36. Consistently meets the project schedule.	15	3.20	93.3	7%	67%	27%	
37. Bundles different tasks together if they can be done at the same time.	15	3.33	93.3	7%	53%	40%	
38. Avoids delays by working quickly.	15	3.07	86.7	13%	67%	20%	
39. Prioritizes new tasks according to their relative importance.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Keeps accurate records of time spent on projects for proper billing.	3.20	3.27	3.13	3.13	
36. Consistently meets the project schedule.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Bundles different tasks together if they can be done at the same time.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Avoids delays by working quickly.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Prioritizes new tasks according to their relative importance.	3.20	3.27	3.00	3.33	+0.33 ▲