



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.

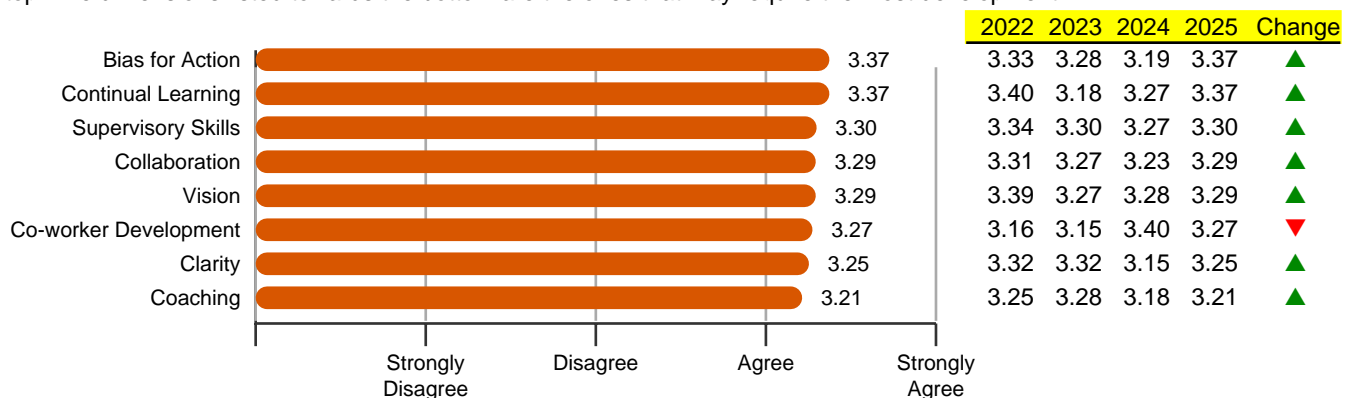
## What to Do with Your Feedback

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

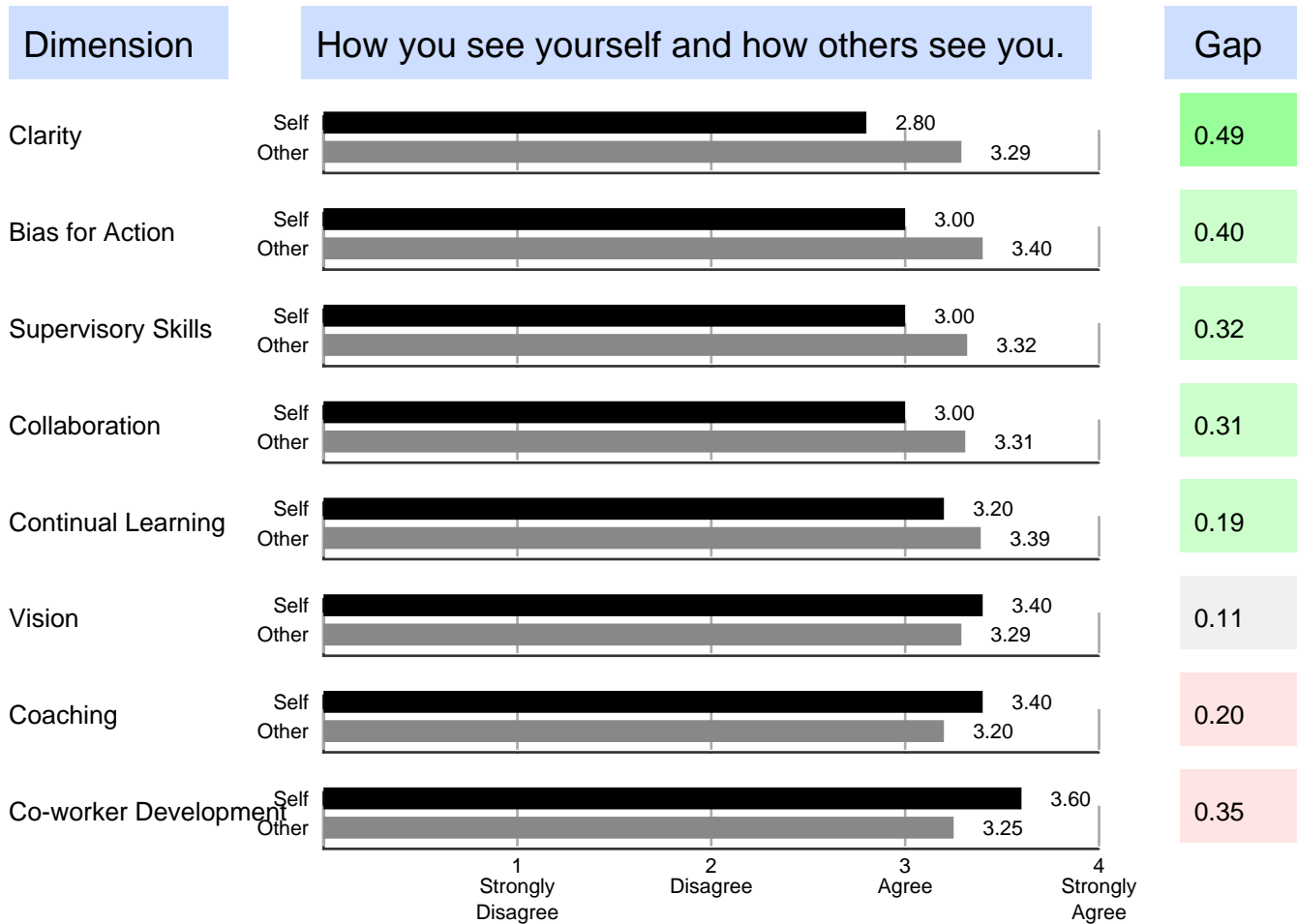
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## Supervisory Skills

Supervisory skills encompass a broad set of leadership competencies that enable managers to effectively guide and support their teams. These skills involve clear communication, decision-making, and interpersonal abilities to foster collaboration, accountability, and professional growth, while also ensuring structured performance management, disciplinary action, and conflict resolution when necessary. Strong supervisors lead by example, empower employees through delegation, provide constructive feedback, and create a positive, high-performing work environment built on teamwork, recognition, and stability.

### 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. Encourages good working relationships between employees.	15	3.20	86.7	13%	53%	33%	
2. Maintains good working relationships with employees.	15	3.33	100.0		67%	33%	
3. Encourages employees to take responsibility for mistakes.	15	3.33	93.3	7%	53%	40%	
4. Sets the objectives to be completed for the shift.	15	3.27	93.3	7%	60%	33%	
5. Decides the best approach for addressing issues that arise on the job.	14	3.21	85.7	14%	50%	36%	
6. Determines appropriate staffing levels for the job.	15	3.47	100.0		53%	47%	
7. Is consistent in disciplinary/corrective actions.	15	3.40	93.3	7%	47%	47%	
8. Holds employees accountable for work assignments.	15	3.20	86.7	13%	53%	33%	
9. Provides feedback referencing specific instances or examples of behaviors.	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. Encourages good working relationships between employees.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Maintains good working relationships with employees.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Encourages employees to take responsibility for mistakes.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Sets the objectives to be completed for the shift.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Decides the best approach for addressing issues that arise on the job.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Determines appropriate staffing levels for the job.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Is consistent in disciplinary/corrective actions.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Holds employees accountable for work assignments.	3.40	3.40	3.20	3.20	
9. Provides feedback referencing specific instances or examples of behaviors.	3.53	3.40	3.60	3.27	-0.33 ▼

## Bias for Action

Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

### 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. Focuses efforts on tasks that need to be completed first.	15	3.20	93.3	7%	67%	27%	
11. Has a bias for getting things done.	15	3.67	100.0		33%	67%	
12. Coaches others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.40	93.3	7%	47%	47%	
13. Uses creativity to solve problems, tackle obstacles and make progress.	15	3.13	86.7	13%	60%	27%	
14. Takes decisive actions.	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. Focuses efforts on tasks that need to be completed first.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Has a bias for getting things done.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Coaches others to foster an environment which can adapt quickly and willingly to rapid change.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Uses creativity to solve problems, tackle obstacles and make progress.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Takes decisive actions.	3.20	3.13	3.00	3.47	+0.47 ▲

## Continual Learning

Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

### 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. Takes the initiative to learn new skills.	15	3.53	100.0		47%	53%	
16. Is open to new ideas and concepts.	15	3.47	93.3	7%	40%	53%	
17. Views setbacks as opportunities to learn from.	15	2.93	73.3	27%	53%	20%	
18. Pursues self-improvement through continual learning.	15	3.40	93.3	7%	47%	47%	
19. Grasps new ideas, concepts, technical, or business knowledge.	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. Takes the initiative to learn new skills.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Is open to new ideas and concepts.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Views setbacks as opportunities to learn from.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Pursues self-improvement through continual learning.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Grasps new ideas, concepts, technical, or business knowledge.	3.13	2.87	3.53	3.53	

## 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
20. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	3.47	100.0		53%	47%	
21. Provides a clear vision for the future.	15	3.00	80.0	20%	60%	20%	
22. Seeks to reduce ambiguity in messaging and documents.	15	3.53	100.0		47%	53%	
23. Makes sure employees understand why they were given certain assignments.	15	3.13	86.7	13%	60%	27%	
24. Communicates ideas and facts clearly and effectively in writing.	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. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Provides a clear vision for the future.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Seeks to reduce ambiguity in messaging and documents.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Makes sure employees understand why they were given certain assignments.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Communicates ideas and facts clearly and effectively in writing.	3.33	3.47	3.33	3.13	-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
25. Creates an environment of open and transparent communication.	15	3.07	86.7	13%	67%	20%	
26. Works with others to achieve common objectives.	15	3.20	93.3	7%	60%	33%	
27. Devotes time and energy to empower the team to succeed.	15	3.40	93.3	7%	47%	47%	
28. Works with others to resolve issues facing the company.	15	3.60	93.3	7%	27%	67%	
29. Encourages open dialog and sharing of information among team members.	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. Creates an environment of open and transparent communication.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Works with others to achieve common objectives.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Devotes time and energy to empower the team to succeed.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Works with others to resolve issues facing the company.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Encourages open dialog and sharing of information among team members.	3.21	3.20	3.20	3.20	

## Co-worker Development

Invests in the professional development of 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
30. Adapts coaching and mentoring approach to meet the style or needs of individuals	14	3.00	92.9	7%	79%		14%
31. Provides ongoing feedback to co-workers on their development progress	15	3.33	93.3	7%	53%		40%
32. Gives others development opportunities through project assignments and increased job responsibilities	14	3.29	100.0		71%		29%
33. Works to identify root causes of performance problems	15	3.27	100.0		73%		27%
34. Takes immediate action on poor performance	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. Adapts coaching and mentoring approach to meet the style or needs of individuals	2.87	3.27	3.07	3.00	-0.07 ▼
31. Provides ongoing feedback to co-workers on their development progress	3.13	3.07	3.47	3.33	-0.13 ▼
32. Gives others development opportunities through project assignments and increased job responsibilities	3.40	3.07	3.60	3.29	-0.31 ▼
33. Works to identify root causes of performance problems	3.07	3.33	3.33	3.27	-0.07 ▼
34. Takes immediate action on poor performance	3.33	3.00	3.53	3.47	-0.07 ▼

## Coaching

Coaching is an essential leadership skill that enhances performance by fostering dialogue and active listening, asking open-ended questions, challenging assumptions, and tailoring approaches to individual needs. It involves reframing challenges as opportunities, broadening perspectives, providing constructive feedback, empowering employees, and emphasizing future potential. Effective coaching supports growth and development by creating a receptive environment, encouraging introspection and self-reflection, demonstrating empathy, investing time, and driving meaningful 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
35. Demonstrates that challenges are temporary and often lead to growth.	15	3.13	86.7	13%	60%	27%	
36. Asks questions that gently prompt the employee to expand their thinking.	15	3.20	93.3	7%	67%	27%	
37. Assists the employee in seeking improved self-awareness and self-reflection.	15	3.33	93.3	7%	53%	40%	
38. Inquires about employee's accomplishments.	15	3.07	86.7	13%	67%	20%	
39. Challenges the employee to grow and reflect on their capabilities and opportunities.	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. Demonstrates that challenges are temporary and often lead to growth.	3.20	3.27	3.13	3.13	
36. Asks questions that gently prompt the employee to expand their thinking.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Assists the employee in seeking improved self-awareness and self-reflection.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Inquires about employee's accomplishments.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Challenges the employee to grow and reflect on their capabilities and opportunities.	3.20	3.27	3.00	3.33	+0.33 ▲

## Vision

Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal execution and team empowerment. Visionary leaders inspire and influence others by modeling consistency, celebrating progress, and fostering a growth-oriented environment that reflects organizational values. Through strategic clarity and motivational leadership, vision becomes a unifying force that drives innovation, alignment, and sustained performance.

### 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. Fosters a culture that aligns with the organization's vision.	15	3.33	100.0		67%		33%
41. Builds momentum by celebrating small wins that reflect progress toward the vision.	15	3.33	93.3	7%	53%		40%
42. Creates and executes a strategic vision that propels the department forward.	15	3.40	93.3	7%	47%		47%
43. Shapes strategies that resonate with the department's shared vision.	15	3.13	86.7	13%	60%		27%
44. Ensures that team roles, responsibilities, and metrics are clearly tied to the vision.	15	3.27	100.0		73%		27%

### Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
40. Fosters a culture that aligns with the organization's vision.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Builds momentum by celebrating small wins that reflect progress toward the vision.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Creates and executes a strategic vision that propels the department forward.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Shapes strategies that resonate with the department's shared vision.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Ensures that team roles, responsibilities, and metrics are clearly tied to the vision.	3.33	3.27	3.87	3.27	-0.60 ▼