

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.

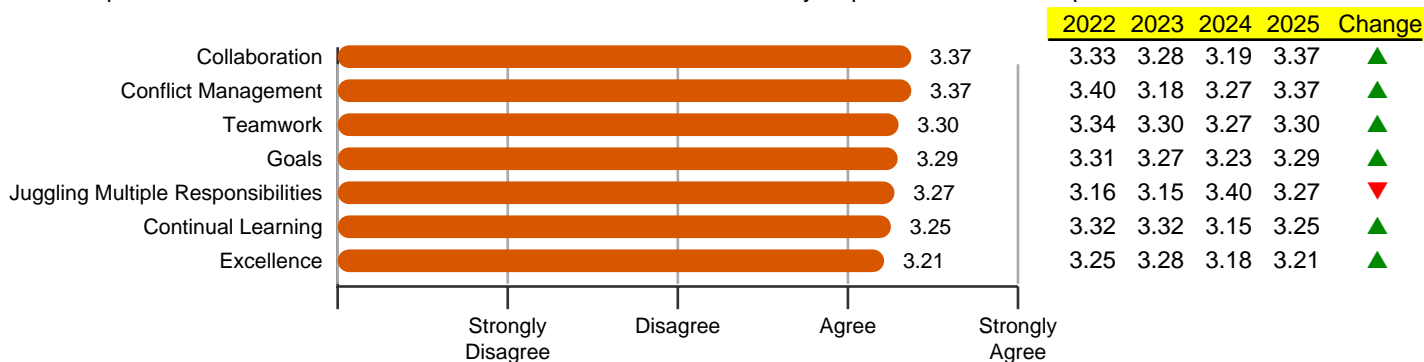
What to Do with Your Feedback

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

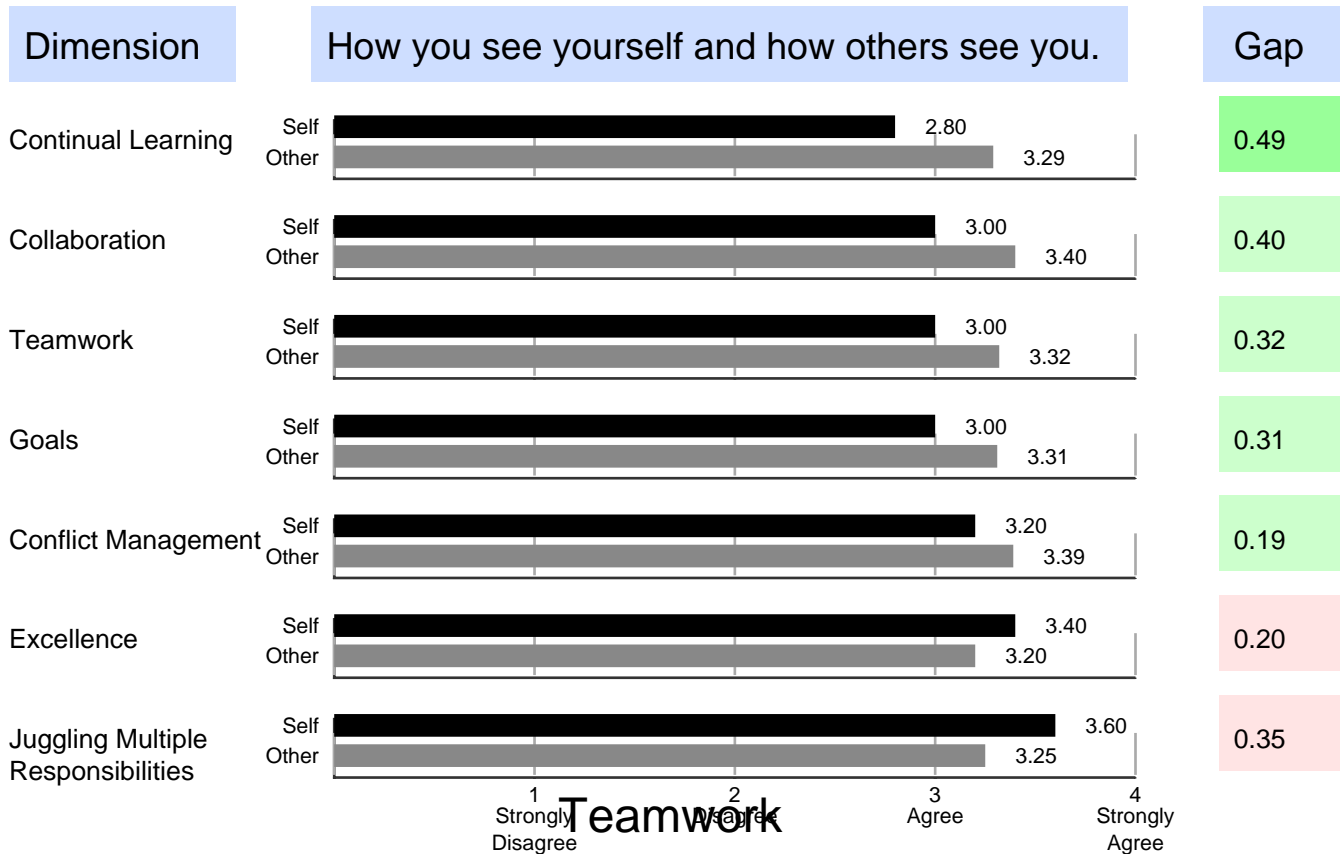
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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 |
|---|----|------|-------|-------------------|----------|-------|----------------|
| 1. Builds strong relationships with team members. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 2. Lets team members know when they have done well. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 3. Coaches team members to work toward a common goal. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |

| Item | n | Avg | LOA | Strongly Disagree | Disagree | Agree | Strongly Agree |
|---|----|------|-------|-------------------|----------|-------|----------------|
| 4. Seeks and listens to other's contributions | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 5. Fosters respect and understanding among team members | 14 | 3.21 | 85.7 | 14% | 50% | 36% | |
| 6. Willingly share their technical expertise | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 7. Appreciates the input from other team members. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 8. Listens to the opinions of other team members. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 9. Works cooperatively with others to solve problems. | 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. Builds strong relationships with team members. | 3.20 | 3.20 | 3.00 | 3.20 | +0.20 ▲ |
| 2. Lets team members know when they have done well. | 3.27 | 3.40 | 3.40 | 3.33 | -0.07 ▼ |
| 3. Coaches team members to work toward a common goal. | 3.40 | 3.40 | 3.27 | 3.33 | +0.07 ▲ |
| 4. Seeks and listens to other's contributions | 3.47 | 3.33 | 3.40 | 3.27 | -0.13 ▼ |
| 5. Fosters respect and understanding among team members | 3.00 | 3.20 | 3.13 | 3.21 | +0.08 ▲ |
| 6. Willingly share their technical expertise | 3.40 | 3.13 | 3.07 | 3.47 | +0.40 ▲ |
| 7. Appreciates the input from other team members. | 3.40 | 3.20 | 3.33 | 3.40 | +0.07 ▲ |
| 8. Listens to the opinions of other team members. | 3.40 | 3.40 | 3.20 | 3.20 | |
| 9. Works cooperatively with others to solve problems. | 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. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 11. Engages with team members to build a collaborative work environment. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 12. Respects other group/team members. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 13. Has the confidence and trust of other team members. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 14. Keeps everyone aligned and motivated to maintain a cohesive and productive team. | 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. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders. | 3.33 | 3.47 | 3.27 | 3.20 | -0.07 ▼ |
| 11. Engages with team members to build a collaborative work environment. | 3.40 | 3.40 | 3.27 | 3.67 | +0.40 ▲ |
| 12. Respects other group/team members. | 3.53 | 3.20 | 3.00 | 3.40 | +0.40 ▲ |
| 13. Has the confidence and trust of other team members. | 3.20 | 3.21 | 3.40 | 3.13 | -0.27 ▼ |
| 14. Keeps everyone aligned and motivated to maintain a cohesive and productive team. | 3.20 | 3.13 | 3.00 | 3.47 | +0.47 ▲ |

Conflict Management

Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

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. Ensures that the basic needs of each party are satisfied. | 15 | 3.53 | 100.0 | | | 47% | 53% |
| 16. Views conflicts as opportunities to create constructive and novel solutions to problems. | 15 | 3.47 | 93.3 | 7% | 40% | | 53% |
| 17. Seeks to avert the recurrence of conflict issues. | 15 | 2.93 | 73.3 | 27% | | 53% | 20% |
| 18. Ensures that all team members feel respected and heard. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 19. Possesses the necessary skills to manage conflict and relationships. | 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. Ensures that the basic needs of each party are satisfied. | 3.67 | 3.27 | 3.20 | 3.53 | +0.33 ▲ |
| 16. Views conflicts as opportunities to create constructive and novel solutions to problems. | 3.33 | 3.00 | 3.07 | 3.47 | +0.40 ▲ |
| 17. Seeks to avert the recurrence of conflict issues. | 3.40 | 3.20 | 3.33 | 2.93 | -0.40 ▼ |
| 18. Ensures that all team members feel respected and heard. | 3.47 | 3.53 | 3.20 | 3.40 | +0.20 ▲ |
| 19. Possesses the necessary skills to manage conflict and relationships. | 3.13 | 2.87 | 3.53 | 3.53 | |

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 |
|---|----|------|-------|-------------------|----------|-------|----------------|
| 20. Pursues professional development opportunities when they arise. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 21. Pursues learning that will enhance job performance. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 22. Participates in regular training offered. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 23. Builds on their strengths while addressing their weaknesses. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 24. Is open to new ideas and concepts. | 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. Pursues professional development opportunities when they arise. | 3.40 | 3.20 | 2.87 | 3.47 | +0.60 ▲ |
| 21. Pursues learning that will enhance job performance. | 3.47 | 3.13 | 3.20 | 3.00 | -0.20 ▼ |
| 22. Participates in regular training offered. | 3.20 | 3.33 | 3.07 | 3.53 | +0.47 ▲ |
| 23. Builds on their strengths while addressing their weaknesses. | 3.20 | 3.47 | 3.27 | 3.13 | -0.13 ▼ |
| 24. Is open to new ideas and concepts. | 3.33 | 3.47 | 3.33 | 3.13 | -0.20 ▼ |

Goals

Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

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. Participates in the setting of self-goals. | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |
| 26. Ensures that each smaller objective (goal) serves as a stepping stone towards achieving broader, strategic targets. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 27. Incorporates diverse perspectives when defining goals. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 28. Regularly tracks progress on meeting performance goals. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 29. Adheres to established schedules and timelines to effectively achieve goals. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |

Time Comparisons by Item

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| Item | 2022 | 2023 | 2024 | 2025 | Change |
|---|------|------|------|------|---------|
| 25. Participates in the setting of self-goals. | 3.27 | 3.33 | 3.27 | 3.07 | -0.20 ▼ |
| 26. Ensures that each smaller objective (goal) serves as a stepping stone towards achieving broader, strategic targets. | 3.53 | 3.33 | 3.33 | 3.20 | -0.13 ▼ |
| 27. Incorporates diverse perspectives when defining goals. | 3.20 | 3.33 | 2.93 | 3.40 | +0.47 ▲ |
| 28. Regularly tracks progress on meeting performance goals. | 3.33 | 3.13 | 3.40 | 3.60 | +0.20 ▲ |
| 29. Adheres to established schedules and timelines to effectively achieve goals. | 3.21 | 3.20 | 3.20 | 3.20 | |

Juggling Multiple Responsibilities

Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

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. Assesses current capabilities before committing to new requests from customers. | 14 | 3.00 | 92.9 | 7% | 79% | | 14% |
| 31. Completes multiple tasks simultaneously. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 32. Ranks the importance of tasks to make sure critical tasks are completed first. | 14 | 3.29 | 100.0 | | 71% | | 29% |
| 33. Can multitask while performing all of their other responsibilities and activities. | 15 | 3.27 | 100.0 | | 73% | | 27% |
| 34. Begins tasks as soon as possible. | 15 | 3.47 | 93.3 | 7% | 40% | | 53% |

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

| Item | 2022 | 2023 | 2024 | 2025 | Change |
|--|------|------|------|------|---------|
| 30. Assesses current capabilities before committing to new requests from customers. | 2.87 | 3.27 | 3.07 | 3.00 | -0.07 ▼ |
| 31. Completes multiple tasks simultaneously. | 3.13 | 3.07 | 3.47 | 3.33 | -0.13 ▼ |
| 32. Ranks the importance of tasks to make sure critical tasks are completed first. | 3.40 | 3.07 | 3.60 | 3.29 | -0.31 ▼ |
| 33. Can multitask while performing all of their other responsibilities and activities. | 3.07 | 3.33 | 3.33 | 3.27 | -0.07 ▼ |
| 34. Begins tasks as soon as possible. | 3.33 | 3.00 | 3.53 | 3.47 | -0.07 ▼ |

Excellence

Is excellent in performing their job duties and tasks.

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. Is planful and organized. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 36. Keeps themselves and others focused on constant improvement. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Takes a lot of pride in their work. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 38. Demonstrates the functional or technical skills necessary to do their job. | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |
| 39. Produces high quality work. | 15 | 3.33 | 100.0 | | 67% | | 33% |

Time Comparisons by Item

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| Item | 2022 | 2023 | 2024 | 2025 | Change |
|--|------|------|------|------|---------|
| 35. Is planful and organized. | 3.20 | 3.27 | 3.13 | 3.13 | |
| 36. Keeps themselves and others focused on constant improvement. | 3.53 | 3.20 | 3.33 | 3.20 | -0.13 ▼ |
| 37. Takes a lot of pride in their work. | 3.20 | 3.27 | 3.07 | 3.33 | +0.26 ▲ |
| 38. Demonstrates the functional or technical skills necessary to do their job. | 3.13 | 3.40 | 3.33 | 3.07 | -0.27 ▼ |
| 39. Produces high quality work. | 3.20 | 3.27 | 3.00 | 3.33 | +0.33 ▲ |