



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.

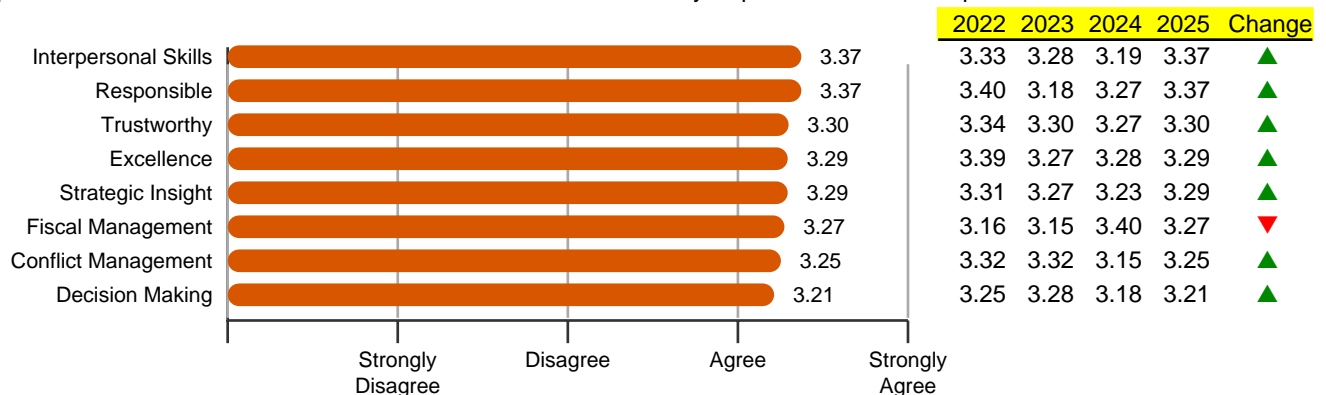
What to Do with Your Feedback

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

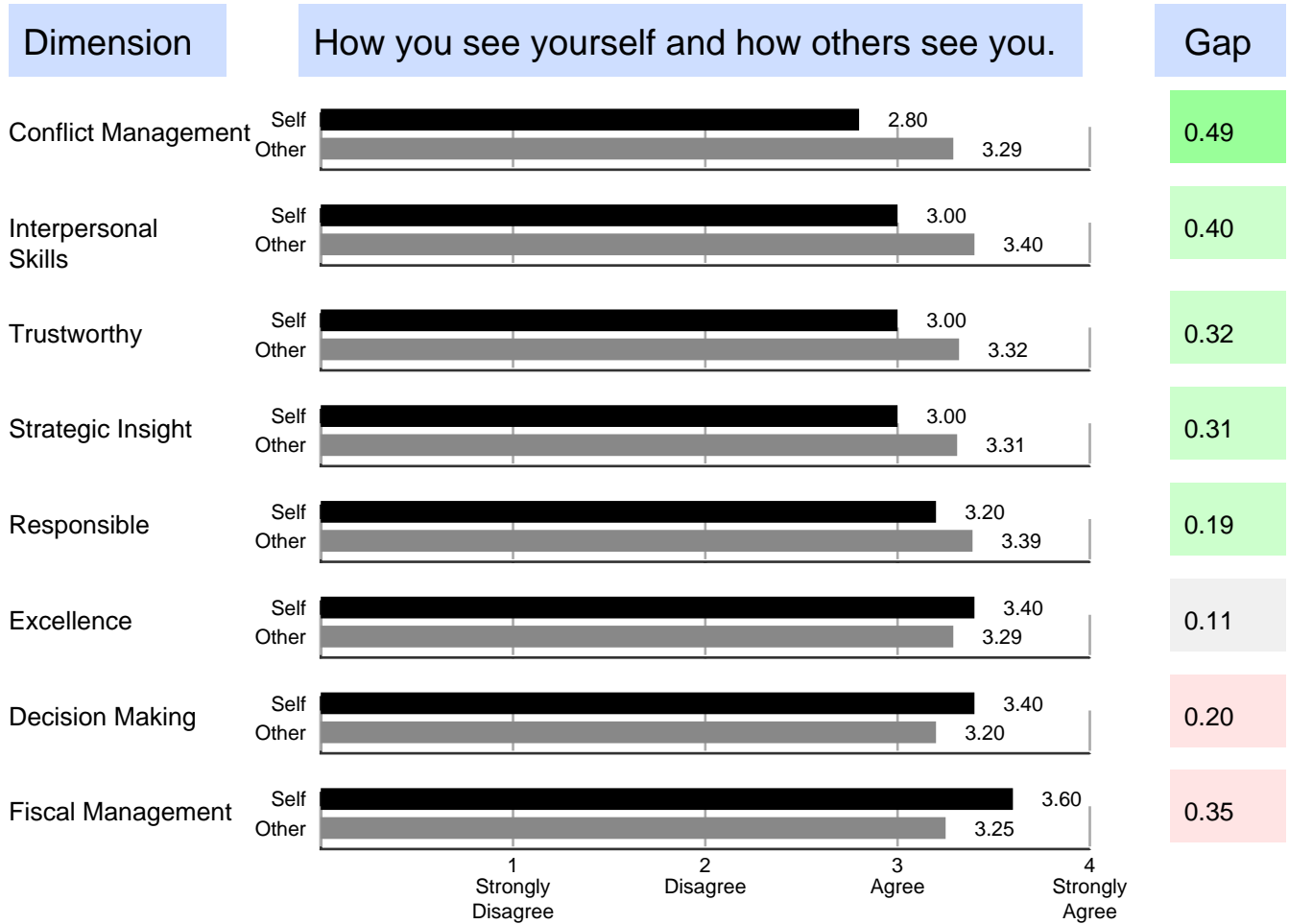
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Trustworthy

Is trusted by others. Builds and maintains trust with others. Is open and honest.

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 and maintains the trust of others.	15	3.20	86.7	13%	53%	33%	
2. Is trustworthy; is someone I can trust.	15	3.33	100.0		67%	33%	
3. Demonstrates congruence between statements and actions.	15	3.33	93.3	7%	53%	40%	
4. Delivers on promises made.	15	3.27	93.3	7%	60%	33%	
5. Works in a way that makes others want to work with her/him.	14	3.21	85.7	14%	50%	36%	
6. Is a person you can trust.	15	3.47	100.0		53%	47%	
7. Takes care to maintain confidential information.	15	3.40	93.3	7%	47%	47%	
8. Demonstrates a sense of responsibility and commitment to public trust.	15	3.20	86.7	13%	53%	33%	
9. Takes ownership, delivers on commitments	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 and maintains the trust of others.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is trustworthy; is someone I can trust.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Demonstrates congruence between statements and actions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Delivers on promises made.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Works in a way that makes others want to work with her/him.	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. Takes care to maintain confidential information.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Demonstrates a sense of responsibility and commitment to public trust.	3.40	3.40	3.20	3.20	
9. Takes ownership, delivers on commitments	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. Offers constructive criticism to have a positive impact on performance.	15	3.20	93.3	7%	67%		27%
11. Attends to both the content and the context of what was being said.	15	3.67	100.0		33%	67%	
12. Is well respected in the department.	15	3.40	93.3	7%	47%		47%
13. Is a highly respected individual in the company.	15	3.13	86.7	13%	60%		27%
14. Builds strong relationships with team members.	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. Offers constructive criticism to have a positive impact on performance.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Attends to both the content and the context of what was being said.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is well respected in the department.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Is a highly respected individual in the company.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Builds strong relationships with team members.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Responsible for setting the vision of the department.	15	3.53	100.0			47%	53%
16. Works in a way that makes others want to work with her/him.	15	3.47	93.3	7%	40%		53%
17. Holds herself / himself accountable to goals / objectives	15	2.93	73.3	27%		53%	20%
18. Acts as a resource without removing individual responsibility.	15	3.40	93.3	7%	47%		47%
19. Sets high personal standards of performance.	15	3.53	100.0			47%	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
15. Responsible for setting the vision of the department.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Works in a way that makes others want to work with her/him.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Holds herself / himself accountable to goals / objectives	3.40	3.20	3.33	2.93	-0.40 ▼
18. Acts as a resource without removing individual responsibility.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Sets high personal standards of performance.	3.13	2.87	3.53	3.53	

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
20. Frames conflict resolution as a shared goal, helping parties see mutual benefit and common ground.	15	3.47	100.0	53%		47%	
21. Quickly responds to important issues.	15	3.00	80.0	20%	60%		20%
22. Uses data or evidence strategically to support resolution strategies and influence skeptical stakeholders.	15	3.53	100.0	47%		53%	
23. Facilitates dialog between team members.	15	3.13	86.7	13%	60%		27%
24. Clearly expresses expectations to others.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
20. Frames conflict resolution as a shared goal, helping parties see mutual benefit and common ground.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Quickly responds to important issues.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Uses data or evidence strategically to support resolution strategies and influence skeptical stakeholders.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Facilitates dialog between team members.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Clearly expresses expectations to others.	3.33	3.47	3.33	3.13	-0.20 ▼

Strategic Insight

Strategic Insight is the ability to synthesize observations, data, and interactions into forward-looking decisions that align organizational goals with evolving market and stakeholder needs. It requires a deep understanding of business cycles, customer expectations, and internal dynamics--supported by analytical rigor, clear communication, and collaborative engagement across diverse groups. Managers with strategic insight anticipate challenges, adjust plans responsively, and foster innovation through creative problem solving and informed planning.

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. Educates team members on emerging trends and their implications for current projects or goals.	15	3.07	86.7	13%	67%	20%	
26. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	3.20	93.3	7%	60%	33%	
27. Attends industry conferences to gain further insight into how other companies deal with similar issues.	15	3.40	93.3	7%	47%	47%	
28. Understands how to strategically grow the business and increase customers.	15	3.60	93.3	7%	27%	67%	
29. Translates complex industry trends into actionable strategies for the team/department.	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. Educates team members on emerging trends and their implications for current projects or goals.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Anticipates business cycles and trends and makes adjustments in a timely manner.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Attends industry conferences to gain further insight into how other companies deal with similar issues.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Understands how to strategically grow the business and increase customers.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Translates complex industry trends into actionable strategies for the team/department.	3.21	3.20	3.20	3.20	

Fiscal Management

Maintains appropriate financial controls and budgets.

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. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	14	3.00	92.9	7%	79%		14%
31. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.33	93.3	7%	53%	40%	
32. Effective in using Company's resources.	14	3.29	100.0		71%	29%	
33. Develops of the department's annual budget.	15	3.27	100.0		73%	27%	
34. Keeps excellent records for financial transparency.	15	3.47	93.3	7%	40%	53%	

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
30. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Ensures others follow the correct rules and regulations on fiscal matters.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Effective in using Company's resources.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Develops of the department's annual budget.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Keeps excellent records for financial transparency.	3.33	3.00	3.53	3.47	-0.07 ▼

Decision Making

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints. Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

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. Invites input from peers or stakeholders to understand the impact and improve decision-making processes.	15	3.13	86.7	13%	60%	27%	
36. Willing to consider information from other sources.	15	3.20	93.3	7%	67%	27%	
37. Examines relevant factors needed to make a decision.	15	3.33	93.3	7%	53%	40%	
38. Skillfully integrates diverse and opposing information sources.	15	3.07	86.7	13%	67%	20%	
39. Acts confidently in the absence of guidance.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
35. Invites input from peers or stakeholders to understand the impact and improve decision-making processes.	3.20	3.27	3.13	3.13	
36. Willing to consider information from other sources.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Examines relevant factors needed to make a decision.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Skillfully integrates diverse and opposing information sources.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Acts confidently in the absence of guidance.	3.20	3.27	3.00	3.33	+0.33 ▲

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
40. Is planful and organized.	15	3.33	100.0		67%		33%
41. Takes a lot of pride in their work.	15	3.33	93.3	7%	53%		40%
42. Keeps themselves and others focused on constant improvement.	15	3.40	93.3	7%	47%		47%
43. Can be counted on to add value wherever they are involved.	15	3.13	86.7	13%	60%		27%
44. Demonstrates the functional or technical skills necessary to do their job.	15	3.27	100.0		73%		27%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
40. Is planful and organized.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Takes a lot of pride in their work.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Keeps themselves and others focused on constant improvement.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Can be counted on to add value wherever they are involved.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Demonstrates the functional or technical skills necessary to do their job.	3.33	3.27	3.87	3.27	-0.60 ▼