



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.

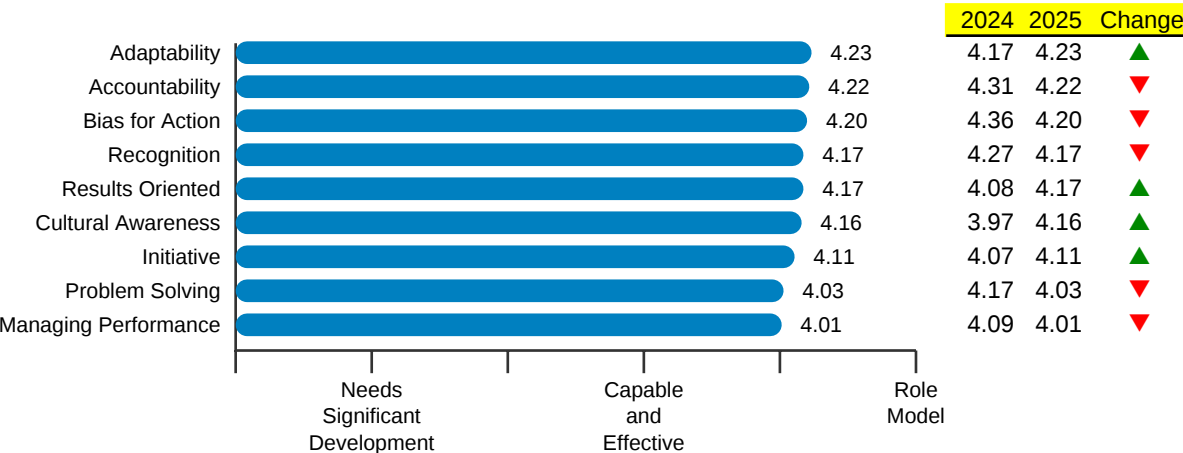
What to Do with Your Feedback

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

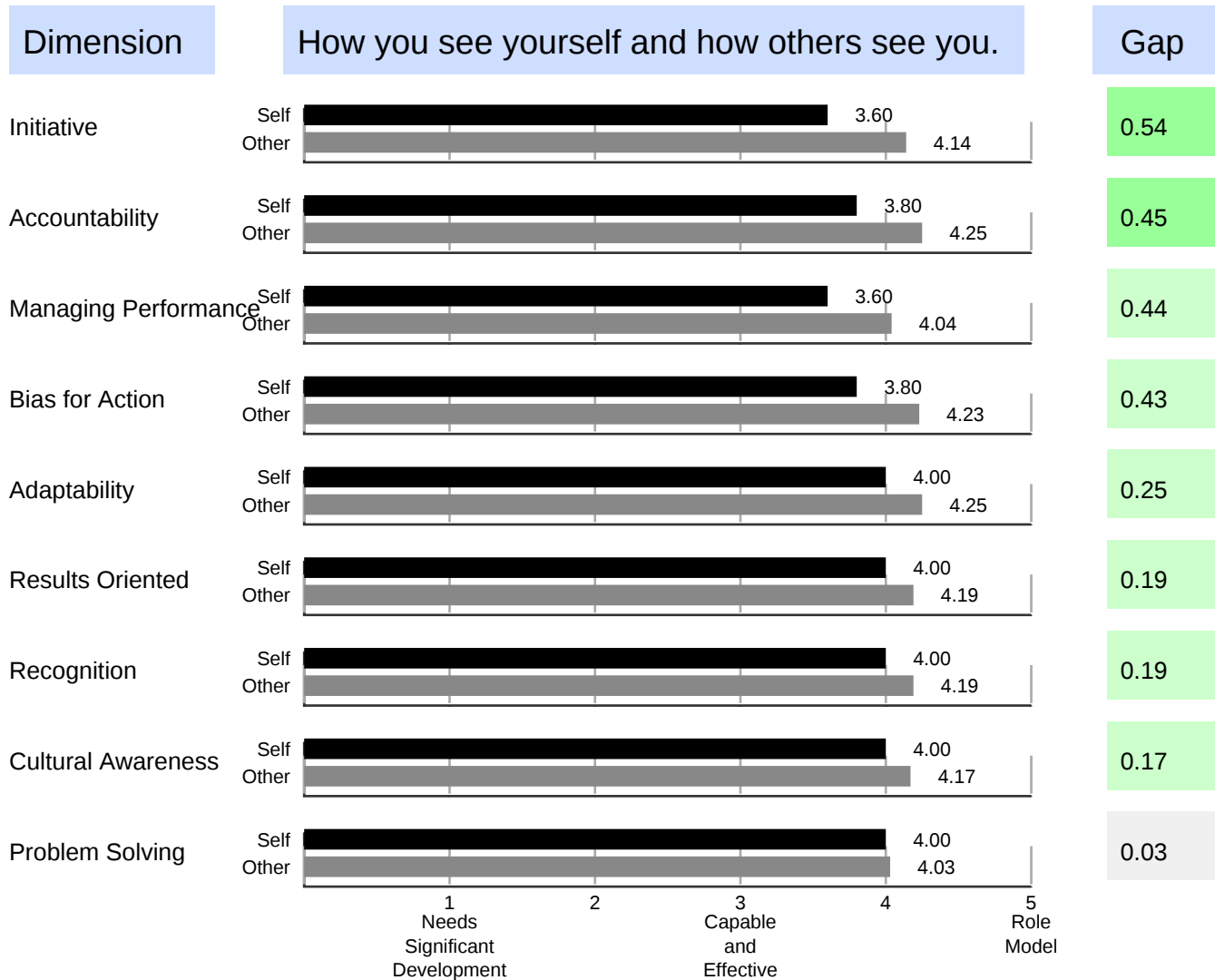
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



Accountability

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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Takes responsibility for results.	15	4.13	80.0	20%	47%	33%		
2. Holds team accountable to meeting goals.	15	4.33	100.0		67%	33%		
3. Takes full responsibility for project outcomes.	15	4.33	93.3	7%	53%	40%		
4. Does not make excuses for missed deadlines.	15	4.07	86.7	13%	67%	20%		
5. Follows through on commitments made.	14	4.21	85.7	14%	50%	36%		

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	2024	2025	Change
1. Takes responsibility for results.	4.00	4.13	+0.13 ▲
2. Holds team accountable to meeting goals.	4.40	4.33	-0.07 ▼
3. Takes full responsibility for project outcomes.	4.47	4.33	-0.13 ▼
4. Does not make excuses for missed deadlines.	4.47	4.07	-0.40 ▼
5. Follows through on commitments made.	4.20	4.21	+0.01 ▲

Bias for 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Views obstacles as opportunities for action.	15	4.33	93.3	7%	53%	40%		
7. Takes deliberate and effective steps to ensure progress and completion of tasks.	15	4.33	86.7	13%	40%	47%		
8. Maintains a clear commitment to the task at hand.	15	4.07	80.0	20%	53%	27%		
9. Moves beyond theoretical discussions into tangible, result-driven actions, fostering a culture of proactivity and continuous progress.	15	4.13	80.0	20%	47%	33%		
10. Adapts quickly and finds alternative ways to achieve goals.	15	4.13	86.7	13%	60%	27%		

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	2024	2025	Change
6. Views obstacles as opportunities for action.	4.13	4.33	+0.20 ▲
7. Takes deliberate and effective steps to ensure progress and completion of tasks.	4.33	4.33	
8. Maintains a clear commitment to the task at hand.	4.20	4.07	-0.13 ▼
9. Moves beyond theoretical discussions into tangible, result-driven actions, fostering a culture of proactivity and continuous progress.	4.67	4.13	-0.53 ▼
10. Adapts quickly and finds alternative ways to achieve goals.	4.47	4.13	-0.33 ▼

Adaptability

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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Adjusts plans or schedules to deal with changing situations.	15	4.67	100.0					
12. Adjusts priorities to the new Corporate mission.	15	4.20	86.7					
13. Recognizes and implements changes to enhance efficiency and effectiveness.	14	3.64	57.1					
14. Able to step in and help co-workers when needed.	14	4.14	85.7					
15. Will stop what they are doing to help colleagues in need.	15	4.47	93.3					

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	2024	2025	Change
11. Adjusts plans or schedules to deal with changing situations.	4.20	4.67	+0.47 ▲
12. Adjusts priorities to the new Corporate mission.	3.93	4.20	+0.27 ▲
13. Recognizes and implements changes to enhance efficiency and effectiveness.	4.47	3.64	-0.82 ▼
14. Able to step in and help co-workers when needed.	4.00	4.14	+0.14 ▲
15. Will stop what they are doing to help colleagues in need.	4.27	4.47	+0.20 ▲

Cultural Awareness

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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Respects others regardless of age, race, gender, nationality, or disability.	15	4.00	66.7	7%	27%	27%	40%	
17. Upholds inclusive policies that protect cultural expression and identity in the workplace.	15	3.87	66.7		33%	47%	20%	
18. Seeks opportunities to learn about the other cultural backgrounds of colleagues.	15	4.20	86.7	7%	7%	47%	40%	
19. Develops skills and attitudes to bridge cultural differences.	15	4.33	86.7	13%	40%	47%		
20. Encourages open dialogue and ensures all voices are heard during team discussions.	15	4.40	100.0		60%	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	2024	2025	Change
16. Respects others regardless of age, race, gender, nationality, or disability.	3.64	4.00	+0.36 ▲
17. Upholds inclusive policies that protect cultural expression and identity in the workplace.	4.33	3.87	-0.47 ▼
18. Seeks opportunities to learn about the other cultural backgrounds of colleagues.	3.93	4.20	+0.27 ▲
19. Develops skills and attitudes to bridge cultural differences.	4.33	4.33	
20. Encourages open dialogue and ensures all voices are heard during team discussions.	3.60	4.40	+0.80 ▲

Managing 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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Uses pre-established key benchmarks to measure performance.	15	3.93	73.3	27%		53%		20%
22. Ensures that team goals are met 85 percent of the time.	15	4.00	66.7	13%	20%	20%	47%	
23. Sets the Objectives and Key Results (OKRs) required for the position.	15	4.07	80.0	20%		53%		27%
24. Ensures the eligibility of the proposed award recipient.	15	4.00	73.3	13%	13%	33%		40%
25. Ensures that OKRs are aligned with company objectives.	15	4.07	86.7	13%		67%		20%

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	2024	2025	Change
21. Uses pre-established key benchmarks to measure performance.	4.20	3.93	-0.27 ▼
22. Ensures that team goals are met 85 percent of the time.	4.20	4.00	-0.20 ▼
23. Sets the Objectives and Key Results (OKRs) required for the position.	4.13	4.07	-0.07 ▼
24. Ensures the eligibility of the proposed award recipient.	3.80	4.00	+0.20 ▲
25. Ensures that OKRs are aligned with company objectives.	4.13	4.07	-0.07 ▼

Problem Solving

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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Assesses the size and impact of the problem to better understand where resources may be needed.	15	4.00	80.0	7%	13%	53%		27%
27. Adept at conducting an exhaustive Critical Incident interview.	15	3.67	66.7	20%	13%	47%		20%
28. Keeps a positive outlook and perseveres through challenges.	15	4.40	86.7	13%	33%	53%		
29. Uses tools like Gantt charts and resource calendars can help visualize and manage solutions.	15	4.07	80.0	20%		53%		27%
30. Creates a table or chart to compare the solutions side-by-side across all evaluation criteria.	14	4.00	92.9	7%		86%		7%

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	2024	2025	Change
26. Assesses the size and impact of the problem to better understand where resources may be needed.	4.47	4.00	-0.47 ▼
27. Adept at conducting an exhaustive Critical Incident interview.	4.00	3.67	-0.33 ▼
28. Keeps a positive outlook and perseveres through challenges.	4.33	4.40	+0.07 ▲
29. Uses tools like Gantt charts and resource calendars can help visualize and manage solutions.	4.07	4.07	
30. Creates a table or chart to compare the solutions side-by-side across all evaluation criteria.	4.00	4.00	

Initiative

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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Takes charge when there is a crisis.	15	4.27	93.3	7%	60%			33%
32. Acts with urgency when time is limited.	14	4.14	92.9	7%	71%			21%
33. Independently seeks out new learning opportunities to improve their skills.	15	4.27	100.0		73%			27%
34. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	15	4.40	93.3	7%	47%			47%
35. Immediately informs the supervisor of any critical incidents.	15	3.47	53.3	13%	33%		47%	7%

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	2024	2025	Change
31. Takes charge when there is a crisis.	4.27	4.27	
32. Acts with urgency when time is limited.	4.20	4.14	-0.06 ▼
33. Independently seeks out new learning opportunities to improve their skills.	3.67	4.27	+0.60 ▲
34. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	4.00	4.40	+0.40 ▲
35. Immediately informs the supervisor of any critical incidents.	4.20	3.47	-0.73 ▼

Results Oriented

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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Sets benchmarks and milestones to measure progress toward the objectives.	15	4.20	93.3	7%	67%			27%
37. Determined to complete tasks regardless of obstacles that may occur.	15	4.27	93.3	7%	60%			33%
38. Excels in dynamic environments.	15	4.00	80.0	20%		60%		20%
39. Promotes a solution-focused mindset when problems arise.	15	4.07	86.7	7%	7%	60%		27%
40. Helps the team maintain focus on the goals.	15	4.33	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	2024	2025	Change
36. Sets benchmarks and milestones to measure progress toward the objectives.	4.00	4.20	+0.20 ▲
37. Determined to complete tasks regardless of obstacles that may occur.	4.21	4.27	+0.05 ▲
38. Excels in dynamic environments.	4.07	4.00	-0.07 ▼
39. Promotes a solution-focused mindset when problems arise.	3.87	4.07	+0.20 ▲
40. Helps the team maintain focus on the goals.	4.27	4.33	+0.07 ▲

Recognition

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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Offers recognition only when the employee has exceeded a certain performance level.	15	3.93	80.0	13%	7%	53%		27%
42. Ensures that the rewards are 'rewarding'.	15	4.33	93.3	7%		47%		47%
43. Views recognition as a powerful motivator.	15	4.13	86.7	13%		60%		27%
44. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.	15	4.20	100.0			80%		20%
45. Recognizes employees that participate on important teams.	15	4.27	86.7	7%	7%	40%		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	2024	2025	Change
41. Offers recognition only when the employee has exceeded a certain performance level.	3.87	3.93	+0.07 ▲
42. Ensures that the rewards are 'rewarding'.	4.13	4.33	+0.20 ▲
43. Views recognition as a powerful motivator.	4.20	4.13	-0.07 ▼
44. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.	4.87	4.20	-0.67 ▼
45. Recognizes employees that participate on important teams.	4.27	4.27	

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

What do you like best about working with this individual?

What do you like least about working with this individual?

What do you see as this person's most important leadership-related strengths?

What do you see as this person's most important leadership-related areas for improvement?

Any final comments?