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.

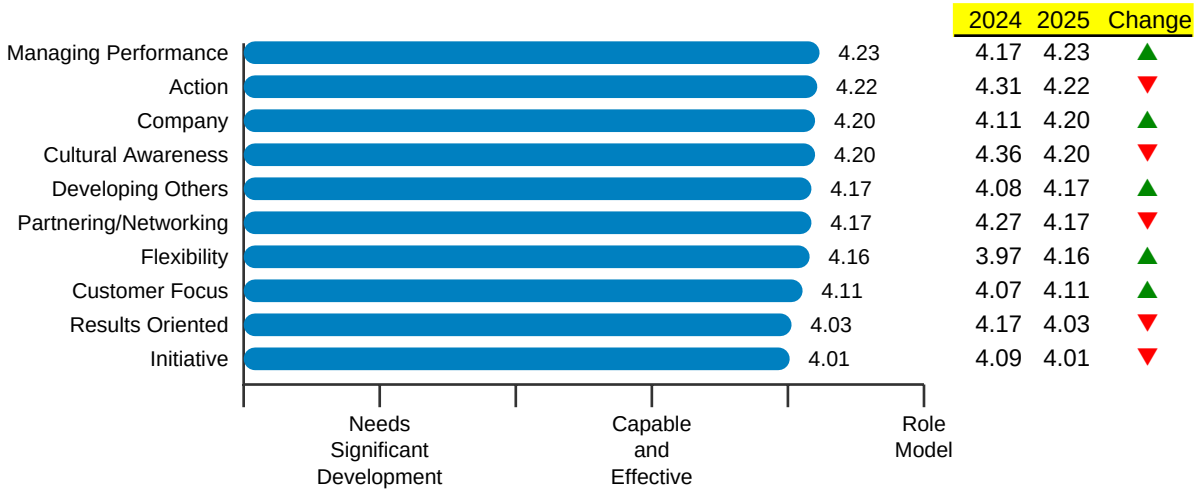
What to Do with Your Feedback

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 10 principal dimensions of leadership.

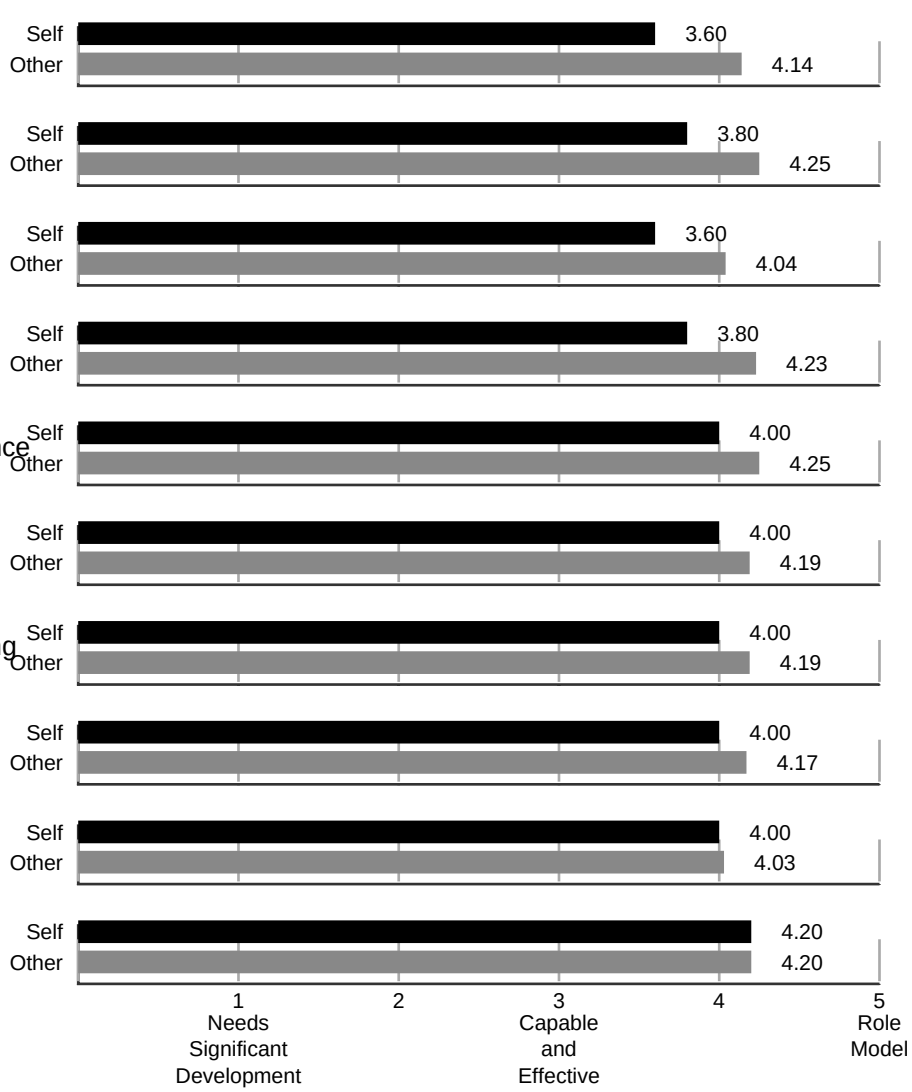
The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that 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.

Dimension	How you see yourself and how others see you.	Gap
Customer Focus	Self 3.60, Other 4.14	0.54
Action	Self 3.80, Other 4.25	0.45
Initiative	Self 3.60, Other 4.04	0.44
Cultural Awareness	Self 3.80, Other 4.23	0.43
Managing Performance	Self 4.00, Other 4.25	0.25
Developing Others	Self 4.00, Other 4.19	0.19
Partnering/Networking	Self 4.00, Other 4.19	0.19
Flexibility	Self 4.00, Other 4.17	0.17
Results Oriented	Self 4.00, Other 4.03	0.03
Company	Self 4.20, Other 4.20	0.00



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
1. Anticipates needs and takes pre-emptive action to address the issue.	15	4.13	80.0	20%		47%		33%
2. Identifies needs and takes steps to address them.	15	4.33	100.0			67%		33%
3. Completes tasks on time in spite of delays in the process.	15	4.33	93.3	7%		53%		40%
4. Effectively handles multiple complex issues simultaneously.	15	4.07	86.7	13%		67%		20%
5. Adapts approach to overcome significant obstacles.	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. Anticipates needs and takes pre-emptive action to address the issue.	4.00	4.13	+0.13 ▲
2. Identifies needs and takes steps to address them.	4.40	4.33	-0.07 ▼
3. Completes tasks on time in spite of delays in the process.	4.47	4.33	-0.13 ▼
4. Effectively handles multiple complex issues simultaneously.	4.47	4.07	-0.40 ▼
5. Adapts approach to overcome significant obstacles.	4.20	4.21	+0.01 ▲

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
6. Understands the impact that our culture may have on interactions between individuals.	15	4.33	93.3	7%		53%		40%
7. Understands what customs and etiquette are important for individuals from other cultures.	15	4.33	86.7	13%		40%		47%
8. Actively listens to diverse viewpoints without judgment or dismissal.	15	4.07	80.0	20%		53%		27%
9. Values the diverse perspectives from others.	15	4.13	80.0	20%		47%		33%
10. Demonstrates fairness and impartiality when resolving conflicts involving cultural differences	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. Understands the impact that our culture may have on interactions between individuals.	4.13	4.33	+0.20 ▲
7. Understands what customs and etiquette are important for individuals from other cultures.	4.33	4.33	
8. Actively listens to diverse viewpoints without judgment or dismissal.	4.20	4.07	-0.13 ▼
9. Values the diverse perspectives from others.	4.67	4.13	-0.53 ▼
10. Demonstrates fairness and impartiality when resolving conflicts involving cultural differences	4.47	4.13	-0.33 ▼

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
11. Ensures employees understand how work is to be completed.	15	4.67	100.0			33%		67%
12. Aligns individual and team performance expectations with the organization's expectations.	15	4.20	86.7		7%	7%	47%	40%
13. Makes sure the team's goals are met.	14	3.64	57.1		14%	29%	36%	21%
14. Links qualitative objectives to quantitative key results.	14	4.14	85.7		7%	7%	50%	36%
15. Recognizes team members when they contribute significantly to the team.	15	4.47	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	2024	2025	Change
11. Ensures employees understand how work is to be completed.	4.20	4.67	+0.47 ▲
12. Aligns individual and team performance expectations with the organization's expectations.	3.93	4.20	+0.27 ▲
13. Makes sure the team's goals are met.	4.47	3.64	-0.82 ▼
14. Links qualitative objectives to quantitative key results.	4.00	4.14	+0.14 ▲
15. Recognizes team members when they contribute significantly to the team.	4.27	4.47	+0.20 ▲

Flexibility

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. Will pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.	15	4.00	66.7	7%	27%	27%		40%
17. Encourages others to adopt new procedures.	15	3.87	66.7		33%	47%		20%
18. Capable of delivering a diverse range of goods and services to meet various business requirements.	15	4.20	86.7	7%	7%	47%		40%
19. Embraces issues as opportunities to learn and grow.	15	4.33	86.7		13%	40%		47%
20. Maintains an adaptive mindset crucial for navigating the dynamic challenges and opportunities that arise in business environments.	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. Will pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.	3.64	4.00	+0.36 ▲
17. Encourages others to adopt new procedures.	4.33	3.87	-0.47 ▼
18. Capable of delivering a diverse range of goods and services to meet various business requirements.	3.93	4.20	+0.27 ▲
19. Embraces issues as opportunities to learn and grow.	4.33	4.33	
20. Maintains an adaptive mindset crucial for navigating the dynamic challenges and opportunities that arise in business environments.	3.60	4.40	+0.80 ▲

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
21. Completes tasks without having to be told to do so.	15	3.93	73.3			27%	53%	20%
22. Helps the department take the initiative to create new solutions.	15	4.00	66.7		13%	20%	20%	47%
23. When working on a problem in a team, they are often the first to suggest possible solutions.	15	4.07	80.0			20%	53%	27%
24. Begins a task and follows through until completion.	15	4.00	73.3		13%	13%	33%	40%
25. Initiates draft documents for the director.	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. Completes tasks without having to be told to do so.	4.20	3.93	-0.27 ▼
22. Helps the department take the initiative to create new solutions.	4.20	4.00	-0.20 ▼
23. When working on a problem in a team, they are often the first to suggest possible solutions.	4.13	4.07	-0.07 ▼
24. Begins a task and follows through until completion.	3.80	4.00	+0.20 ▲
25. Initiates draft documents for the director.	4.13	4.07	-0.07 ▼

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
26. Communicates expectations clearly and ensures alignment across roles.	15	4.00	80.0	7%	13%	53%		27%
27. Learns from setbacks and integrates lessons into future planning.	15	3.67	66.7	20%	13%	47%		20%
28. Adjusts plans based on performance trends, stakeholder feedback, or changing conditions.	15	4.40	86.7		13%	33%		53%
29. Has a positive attitude that encourages others to continue supporting the production goals.	15	4.07	80.0		20%	53%		27%
30. Celebrates team achievements to reinforce a culture of excellence.	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. Communicates expectations clearly and ensures alignment across roles.	4.47	4.00	-0.47 ▼
27. Learns from setbacks and integrates lessons into future planning.	4.00	3.67	-0.33 ▼
28. Adjusts plans based on performance trends, stakeholder feedback, or changing conditions.	4.33	4.40	+0.07 ▲
29. Has a positive attitude that encourages others to continue supporting the production goals.	4.07	4.07	
30. Celebrates team achievements to reinforce a culture of excellence.	4.00	4.00	

Customer Focus

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. Uses customer feedback to help improve products and services.	15	4.27	93.3		7%	60%		33%
32. Creates new and innovative products for customers.	14	4.14	92.9		7%	71%		21%
33. Creates innovative solutions to meet customer needs.	15	4.27	100.0			73%		27%
34. Creates documents that meet the customer's specifications.	15	4.40	93.3		7%	47%		47%
35. Understands the needs of the customer.	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. Uses customer feedback to help improve products and services.	4.27	4.27	
32. Creates new and innovative products for customers.	4.20	4.14	-0.06 ▼
33. Creates innovative solutions to meet customer needs.	3.67	4.27	+0.60 ▲
34. Creates documents that meet the customer's specifications.	4.00	4.40	+0.40 ▲
35. Understands the needs of the customer.	4.20	3.47	-0.73 ▼

Developing 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 (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. Recognizes and celebrates accomplishments of others.	15	4.20	93.3		7%	67%		27%
37. Creates a work environment that fosters positive feedback to employees.	15	4.27	93.3		7%	60%		33%
38. Encourages employees through recognition of positive changes in behavior.	15	4.00	80.0		20%	60%		20%
39. Assigns tasks and responsibilities to develop skills of others.	15	4.07	86.7		7% 7%	60%		27%
40. Provides constructive feedback to others.	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. Recognizes and celebrates accomplishments of others.	4.00	4.20	+0.20 ▲
37. Creates a work environment that fosters positive feedback to employees.	4.21	4.27	+0.05 ▲
38. Encourages employees through recognition of positive changes in behavior.	4.07	4.00	-0.07 ▼
39. Assigns tasks and responsibilities to develop skills of others.	3.87	4.07	+0.20 ▲
40. Provides constructive feedback to others.	4.27	4.33	+0.07 ▲

Partnering/Networking

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. Forms collaborative relationships with others.	15	3.93	80.0	13%	7%	53%		27%
42. Collaborates with other companies to inject capital in exchange for equity, fostering growth and expansion for the partner organization.	15	4.33	93.3	7%		47%		47%
43. Manages effective partnerships between public, private, and non-profit sectors.	15	4.13	86.7		13%	60%		27%
44. Forms strategic partnerships and business alliances to expand opportunities.	15	4.20	100.0			80%		20%
45. Provides or participates in joint ventures or co-development projects.	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. Forms collaborative relationships with others.	3.87	3.93	+0.07 ▲
42. Collaborates with other companies to inject capital in exchange for equity, fostering growth and expansion for the partner organization.	4.13	4.33	+0.20 ▲
43. Manages effective partnerships between public, private, and non-profit sectors.	4.20	4.13	-0.07 ▼
44. Forms strategic partnerships and business alliances to expand opportunities.	4.87	4.20	-0.67 ▼
45. Provides or participates in joint ventures or co-development projects.	4.27	4.27	

Company

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
46. Helps employees see their work as a reflection of the company's purpose and legacy.	15	4.40	93.3		7%		47%	47%
47. Creates reasonable and timely policies regarding social media.	15	4.20	93.3		7%		67%	27%
48. Empowers employees to participate in volunteer efforts and community service programs.	15	4.07	86.7		13%		53%	33%
49. Creates a sense of momentum and forward progress.	15	4.27	93.3		7%		53%	40%
50. Provides responsive and reliable support services.	15	4.07	80.0		20%		53%	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
46. Helps employees see their work as a reflection of the company's purpose and legacy.	4.13	4.40	+0.27 ▲
47. Creates reasonable and timely policies regarding social media.	4.07	4.20	+0.13 ▲
48. Empowers employees to participate in volunteer efforts and community service programs.	4.00	4.07	+0.07 ▲
49. Creates a sense of momentum and forward progress.	4.13	4.27	+0.13 ▲
50. Provides responsive and reliable support services.	4.20	4.07	-0.13 ▼

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?