



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.

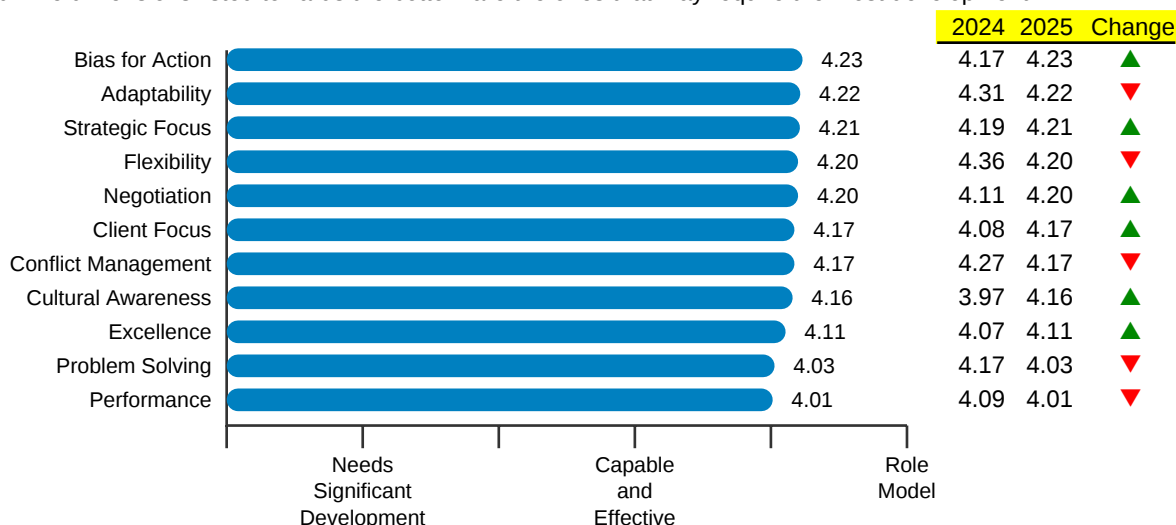
What to Do with Your Feedback

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

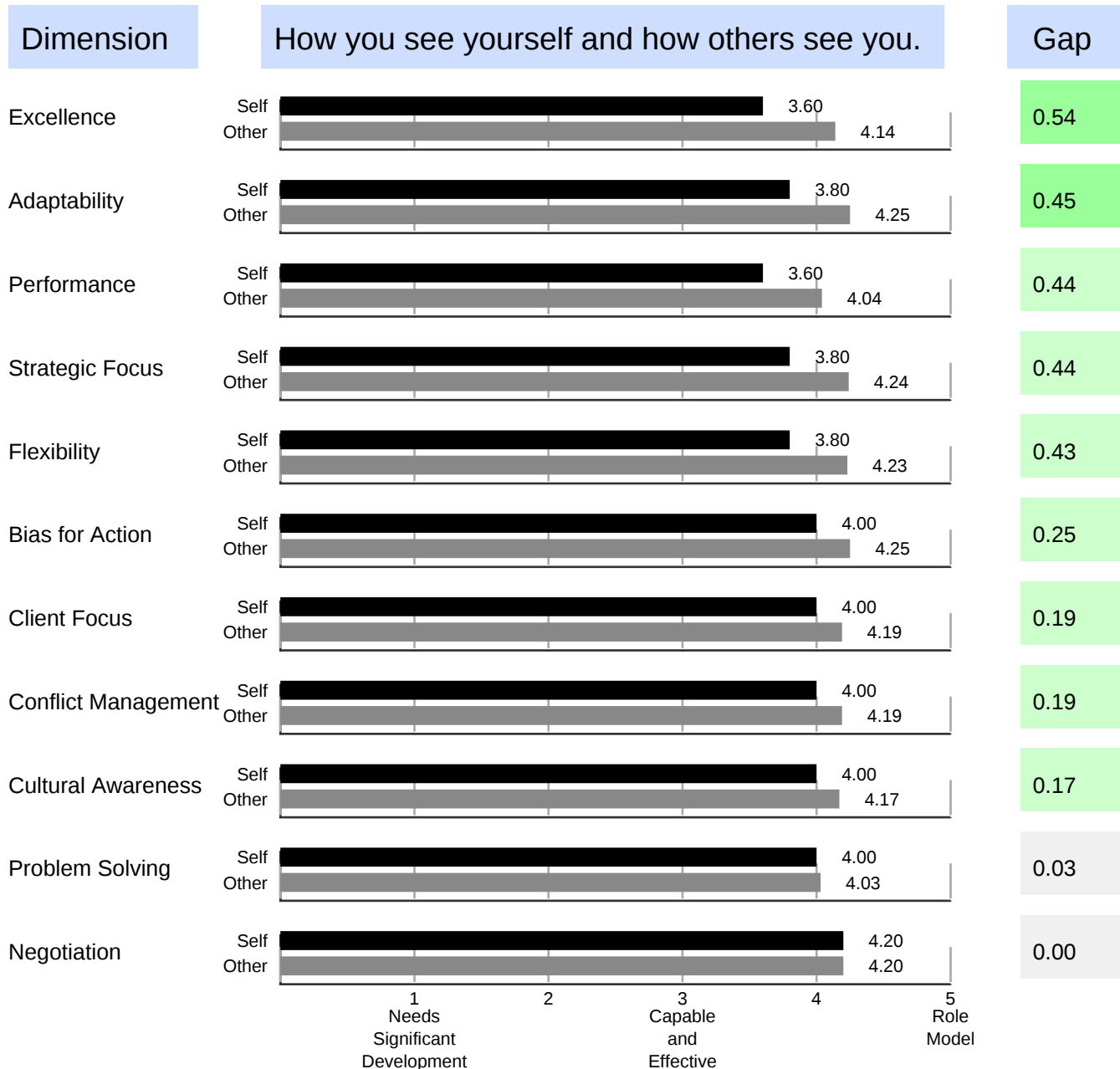
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



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
1. Able to work on various customer accounts which have different needs/goals.	15	4.13	80.0	20%		47%		33%
2. Integrates information from a variety of sources to develop new and creative solutions.	15	4.33	100.0		67%			33%
3. Willing to change priorities as needed to reach consensus.	15	4.33	93.3	7%	53%			40%
4. Is flexible and open minded in dealing with others.	15	4.07	86.7	13%	67%			20%
5. Adapts procedures to meet production goals.	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. Able to work on various customer accounts which have different needs/goals.	4.00	4.13	+0.13 ▲
2. Integrates information from a variety of sources to develop new and creative solutions.	4.40	4.33	-0.07 ▼
3. Willing to change priorities as needed to reach consensus.	4.47	4.33	-0.13 ▼
4. Is flexible and open minded in dealing with others.	4.47	4.07	-0.40 ▼
5. Adapts procedures to meet production goals.	4.20	4.21	+0.01 ▲

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
6. Exhibits exceptional adaptability in responding to unexpected challenges.	15	4.33	93.3	7%	53%	40%		
7. Is able to recover from setbacks.	15	4.33	86.7	13%	40%	47%		
8. Willing to try new approaches to solving problems if the current solution isn't working.	15	4.07	80.0	20%	53%	27%		
9. Demonstrates flexibility in thoughts and actions.	15	4.13	80.0	20%	47%	33%		
10. Adapts processes and procedures in response to changes in the work environment.	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. Exhibits exceptional adaptability in responding to unexpected challenges.	4.13	4.33	+0.20 ▲
7. Is able to recover from setbacks.	4.33	4.33	
8. Willing to try new approaches to solving problems if the current solution isn't working.	4.20	4.07	-0.13 ▼
9. Demonstrates flexibility in thoughts and actions.	4.67	4.13	-0.53 ▼
10. Adapts processes and procedures in response to changes in the work environment.	4.47	4.13	-0.33 ▼

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
11. Takes initiative and starts working towards solutions immediately.	15	4.67	100.0					
12. Delegates tasks and duties that need to be performed for completion of a project.	15	4.20	86.7					
13. Identifies ways to simplify work processes and reduce cycle times	14	3.64	57.1					
14. Limits interruptions and stays focused on the tasks at hand.	14	4.14	85.7					
15. Establishes clear and actionable goals to guide the team's efforts and ensure progress.	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. Takes initiative and starts working towards solutions immediately.	4.20	4.67	+0.47 ▲
12. Delegates tasks and duties that need to be performed for completion of a project.	3.93	4.20	+0.27 ▲
13. Identifies ways to simplify work processes and reduce cycle times	4.47	3.64	-0.82 ▼
14. Limits interruptions and stays focused on the tasks at hand.	4.00	4.14	+0.14 ▲
15. Establishes clear and actionable goals to guide the team's efforts and ensure progress.	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. Hires individuals with different cultural backgrounds for the department.	15	4.00	66.7	7%	27%	27%	40%	
17. Promotes culturally respectful partnerships with external stakeholders and global teams.	15	3.87	66.7		33%	47%	20%	
18. Helps other employees to become more culturally sensitive.	15	4.20	86.7	7%	7%	47%	40%	
19. Views diversity as a strength, not as an issue.	15	4.33	86.7	13%	40%	47%		
20. Participates in or facilitates cultural sensitivity training for self and team.	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. Hires individuals with different cultural backgrounds for the department.	3.64	4.00	+0.36 ▲
17. Promotes culturally respectful partnerships with external stakeholders and global teams.	4.33	3.87	-0.47 ▼
18. Helps other employees to become more culturally sensitive.	3.93	4.20	+0.27 ▲
19. Views diversity as a strength, not as an issue.	4.33	4.33	
20. Participates in or facilitates cultural sensitivity training for self and team.	3.60	4.40	+0.80 ▲

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. Effective in performing his/her job.	15	3.93	73.3	27%		53%		20%
22. Works effectively in the department.	15	4.00	66.7	13%	20%	20%		47%
23. ...Produce Quality	15	4.07	80.0	20%		53%		27%
24. Listens and responds to issues and problems	15	4.00	73.3	13%	13%	33%		40%
25. ...Overall Performance	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. Effective in performing his/her job.	4.20	3.93	-0.27 ▼
22. Works effectively in the department.	4.20	4.00	-0.20 ▼
23. ...Produce Quality	4.13	4.07	-0.07 ▼
24. Listens and responds to issues and problems	3.80	4.00	+0.20 ▲
25. ...Overall Performance	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. Prioritizes which problems to address issues based on their potential impact on the business.	15	4.00	80.0	7%	13%	53%		27%
27. Able to meet the needs of different constituents in the solution of a problem.	15	3.67	66.7	20%	13%	47%		20%
28. Implements actions as planned to address the problems.	15	4.40	86.7	13%	33%	53%		
29. Works diligently until the problem is solved.	15	4.07	80.0	20%	53%			27%
30. Routinely checks and maintains equipment, systems, or processes to catch any signs of wear or inefficiency before they turn into bigger issues.	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. Prioritizes which problems to address issues based on their potential impact on the business.	4.47	4.00	-0.47 ▼
27. Able to meet the needs of different constituents in the solution of a problem.	4.00	3.67	-0.33 ▼
28. Implements actions as planned to address the problems.	4.33	4.40	+0.07 ▲
29. Works diligently until the problem is solved.	4.07	4.07	
30. Routinely checks and maintains equipment, systems, or processes to catch any signs of wear or inefficiency before they turn into bigger issues.	4.00	4.00	

Excellence

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. Demonstrates the functional or technical skills necessary to do their job.	15	4.27	93.3	7%	60%			33%
32. Demonstrates the analytical skills to do their job.	14	4.14	92.9	7%	71%			21%
33. Produces high quality work.	15	4.27	100.0		73%			27%
34. Keeps themselves and others focused on constant improvement.	15	4.40	93.3	7%	47%		47%	
35. Can be counted on to add value wherever they are involved.	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. Demonstrates the functional or technical skills necessary to do their job.	4.27	4.27	
32. Demonstrates the analytical skills to do their job.	4.20	4.14	-0.06 ▼
33. Produces high quality work.	3.67	4.27	+0.60 ▲
34. Keeps themselves and others focused on constant improvement.	4.00	4.40	+0.40 ▲
35. Can be counted on to add value wherever they are involved.	4.20	3.47	-0.73 ▼

Client 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
36. Acts with integrity in all client interactions.	15	4.20	93.3	7%	67%			27%
37. Responds to feedback from clients.	15	4.27	93.3	7%	60%			33%
38. Responds to the needs of the client.	15	4.00	80.0	20%		60%		20%
39. Delivers high quality products to the client.	15	4.07	86.7	7%	7%	60%		27%
40. Is committed to the success of the client.	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. Acts with integrity in all client interactions.	4.00	4.20	+0.20 ▲
37. Responds to feedback from clients.	4.21	4.27	+0.05 ▲
38. Responds to the needs of the client.	4.07	4.00	-0.07 ▼
39. Delivers high quality products to the client.	3.87	4.07	+0.20 ▲
40. Is committed to the success of the client.	4.27	4.33	+0.07 ▲

Conflict Management

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. Clarifies ambiguous situations by asking questions tailored to help others articulate their concerns more precisely.	15	3.93	80.0	13%	7%	53%		27%
42. Examines differences and disagreements for creative and strategic resolutions.	15	4.33	93.3	7%	47%			47%
43. Encourages both sides to make compromises to resolve the conflict.	15	4.13	86.7	13%	60%			27%
44. Distinguishes between surface-level disagreements and deeper systemic issues, ensuring interventions target the right level.	15	4.20	100.0		80%			20%
45. Helps team members reframe conflict as an indicator for needed change, rather than a disruption to be avoided.	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. Clarifies ambiguous situations by asking questions tailored to help others articulate their concerns more precisely.	3.87	3.93	+0.07 ▲
42. Examines differences and disagreements for creative and strategic resolutions.	4.13	4.33	+0.20 ▲
43. Encourages both sides to make compromises to resolve the conflict.	4.20	4.13	-0.07 ▼
44. Distinguishes between surface-level disagreements and deeper systemic issues, ensuring interventions target the right level.	4.87	4.20	-0.67 ▼
45. Helps team members reframe conflict as an indicator for needed change, rather than a disruption to be avoided.	4.27	4.27	

Negotiation

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. Fully grasps both party's interests and options.	15	4.40	93.3	7%	47%		47%	
47. Is resolute in positions to build trust and predictability.	15	4.20	93.3	7%	67%			27%
48. Is successful in making a compelling and influential first offer.	15	4.07	86.7	13%	53%			33%
49. Adapts strategies to better meet the needs of the moment.	15	4.27	93.3	7%	53%			40%
50. Clearly articulates points and actively listens to the others to ensure that both sides understand each other's needs and concerns.	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. Fully grasps both party's interests and options.	4.13	4.40	+0.27 ▲
47. Is resolute in positions to build trust and predictability.	4.07	4.20	+0.13 ▲
48. Is successful in making a compelling and influential first offer.	4.00	4.07	+0.07 ▲
49. Adapts strategies to better meet the needs of the moment.	4.13	4.27	+0.13 ▲
50. Clearly articulates points and actively listens to the others to ensure that both sides understand each other's needs and concerns.	4.20	4.07	-0.13 ▼

Strategic 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
51. Develops high-level strategic planning models to identify opportunities to improve the company.	15	4.33	93.3	7%	47%		47%	
52. Communicates goals and objectives to employees.	15	4.13	86.7	13%	60%			27%
53. Creates values statement to ensure all employees are working under the same guiding principles.	15	4.33	100.0		67%			33%
54. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	15	4.27	93.3	7%	60%			33%
55. Able to decline a poor strategy by proposing alternate strategies.	15	4.00	80.0	20%	60%			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
51. Develops high-level strategic planning models to identify opportunities to improve the company.	4.13	4.33	+0.20 ▲
52. Communicates goals and objectives to employees.	4.40	4.13	-0.27 ▼
53. Creates values statement to ensure all employees are working under the same guiding principles.	4.07	4.33	+0.27 ▲
54. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	4.07	4.27	+0.20 ▲
55. Able to decline a poor strategy by proposing alternate strategies.	4.27	4.00	-0.27 ▼

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?