



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.

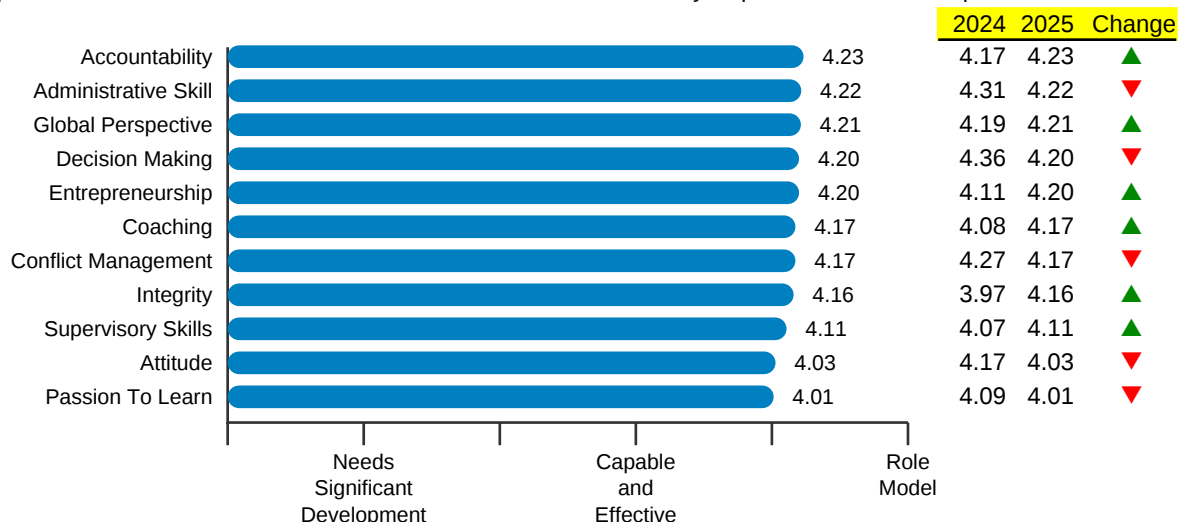
What to Do with Your Feedback

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

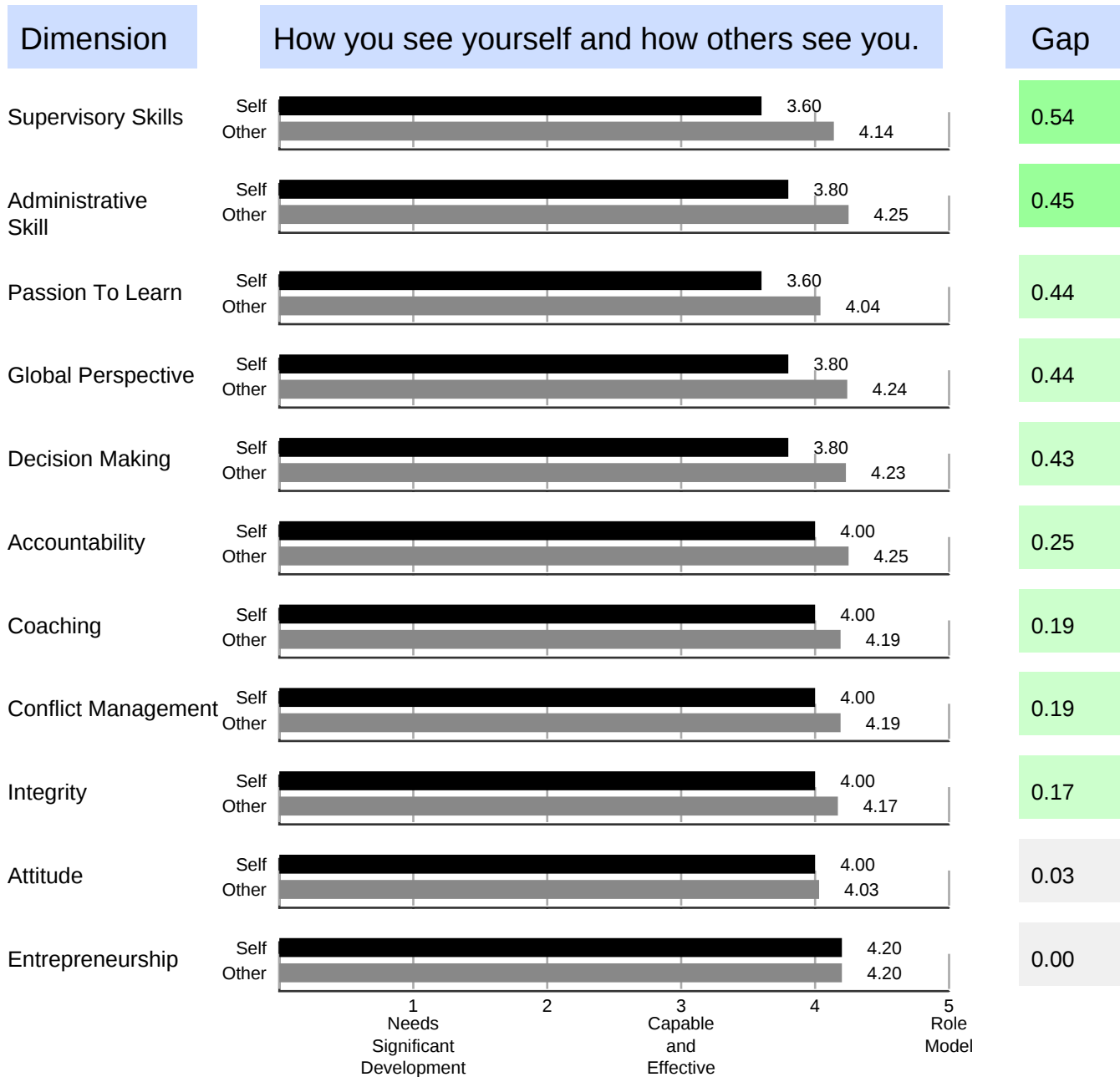
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Administrative Skill

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. You are enthusiastic about taking on challenging projects.	15	4.13	80.0	20%	47%	33%		
2. I prepare business forms for approval/signature.	15	4.33	100.0		67%	33%		
3. You take responsibility for decisions.	15	4.33	93.3	7%	53%	40%		
4. You manage documents effectively by organizing, storing, and retrieving physical and digital files efficiently.	15	4.07	86.7	13%	67%	20%		
5. You open, sort, and distribute incoming correspondence, including faxes and email.	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. You are enthusiastic about taking on challenging projects.	4.00	4.13	+0.13 ▲
2. I prepare business forms for approval/signature.	4.40	4.33	-0.07 ▼
3. You take responsibility for decisions.	4.47	4.33	-0.13 ▼
4. You manage documents effectively by organizing, storing, and retrieving physical and digital files efficiently.	4.47	4.07	-0.40 ▼
5. You open, sort, and distribute incoming correspondence, including faxes and email.	4.20	4.21	+0.01 ▲

Decision Making

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. I am creative about the decisions I make.	15	4.33	93.3	7%	53%	40%		
7. I consider the ethical implications of decisions.	15	4.33	86.7	13%	40%	47%		
8. I use iterative, user-centered approaches to prototype and refine ideas before finalizing decisions.	15	4.07	80.0	20%	53%	27%		
9. I test proposed solutions to confirm they meet essential parameters before implementation.	15	4.13	80.0	20%	47%	33%		
10. I define the parameters that will impact the decision making process.	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. I am creative about the decisions I make.	4.13	4.33	+0.20 ▲
7. I consider the ethical implications of decisions.	4.33	4.33	
8. I use iterative, user-centered approaches to prototype and refine ideas before finalizing decisions.	4.20	4.07	-0.13 ▼
9. I test proposed solutions to confirm they meet essential parameters before implementation.	4.67	4.13	-0.53 ▼
10. I define the parameters that will impact the decision making process.	4.47	4.13	-0.33 ▼

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
11. I accept the consequences for my actions.	15	4.67	100.0	33%		67%		
12. You take full responsibility for team's lack of progress.	15	4.20	86.7	7%	7%	47%		40%
13. You consistently strive to complete work on time or ahead of schedule.	14	3.64	57.1	14%	29%		36%	21%
14. I demonstrate a commitment to taking responsibility for actions.	14	4.14	85.7	7%	7%	50%		36%
15. You willingly accept the obligation to complete the task.	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. I accept the consequences for my actions.	4.20	4.67	+0.47 ▲
12. You take full responsibility for team's lack of progress.	3.93	4.20	+0.27 ▲
13. You consistently strive to complete work on time or ahead of schedule.	4.47	3.64	-0.82 ▼
14. I demonstrate a commitment to taking responsibility for actions.	4.00	4.14	+0.14 ▲
15. You willingly accept the obligation to complete the task.	4.27	4.47	+0.20 ▲

Integrity

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. You demonstrate consistency in actions and value base on core principles and beliefs.	15	4.00	66.7	7%	27%	27%	40%	
17. You maintain the integrity and confidentiality of customer data/information/records.	15	3.87	66.7		33%	47%	20%	
18. You freely offer sound information and advice.	15	4.20	86.7	7%	7%	47%	40%	
19. I exemplify commitment to integrity, dedication, and excellence, consistently aiming to positively influence the department.	15	4.33	86.7	13%	40%	47%		
20. You make decisions that are based on core principles and not on individual circumstances.	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. You demonstrate consistency in actions and value base on core principles and beliefs.	3.64	4.00	+0.36 ▲
17. You maintain the integrity and confidentiality of customer data/information/records.	4.33	3.87	-0.47 ▼
18. You freely offer sound information and advice.	3.93	4.20	+0.27 ▲
19. I exemplify commitment to integrity, dedication, and excellence, consistently aiming to positively influence the department.	4.33	4.33	
20. You make decisions that are based on core principles and not on individual circumstances.	3.60	4.40	+0.80 ▲

Passion To Learn

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. You demonstrate through personal behavior the commitment to high standards of performance.	15	3.93	73.3	27%		53%		20%
22. You are committed to enhancing your own knowledge and skills.	15	4.00	66.7	13%	20%	20%	47%	
23. You inspire others to learn new things.	15	4.07	80.0	20%		53%		27%
24. You are open to feedback from others.	15	4.00	73.3	13%	13%	33%	40%	
25. You create an environment that supports personal development and exploration.	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. You demonstrate through personal behavior the commitment to high standards of performance.	4.20	3.93	-0.27 ▼
22. You are committed to enhancing your own knowledge and skills.	4.20	4.00	-0.20 ▼
23. You inspire others to learn new things.	4.13	4.07	-0.07 ▼
24. You are open to feedback from others.	3.80	4.00	+0.20 ▲
25. You create an environment that supports personal development and exploration.	4.13	4.07	-0.07 ▼

Attitude

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. I listen actively to others without interrupting or dismissing their contributions.	15	4.00	80.0	7%	13%	53%		27%
27. You demonstrate emotional steadiness and optimism even under pressure.	15	3.67	66.7	20%	13%	47%		20%
28. You focus on solutions rather than obstacles when facing setbacks.	15	4.40	86.7	13%	33%	53%		
29. I refrain from sarcasm, judgment, or belittling remarks in conversations.	15	4.07	80.0	20%		53%		27%
30. You use setbacks or errors as learning moments, showing pride through persistence and growth.	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. I listen actively to others without interrupting or dismissing their contributions.	4.47	4.00	-0.47 ▼
27. You demonstrate emotional steadiness and optimism even under pressure.	4.00	3.67	-0.33 ▼
28. You focus on solutions rather than obstacles when facing setbacks.	4.33	4.40	+0.07 ▲
29. I refrain from sarcasm, judgment, or belittling remarks in conversations.	4.07	4.07	
30. You use setbacks or errors as learning moments, showing pride through persistence and growth.	4.00	4.00	

Supervisory 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 (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. I value the opinions of subordinates.	15	4.27	93.3	7%	60%			33%
32. I am clear about the expectations that employees will be held accountable for.	14	4.14	92.9	7%	71%			21%
33. You offer constructive feedback to facilitate performance improvement.	15	4.27	100.0		73%			27%
34. I am a calming force during stressful periods.	15	4.40	93.3	7%	47%			47%
35. I allow employees to make their own decisions.	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. I value the opinions of subordinates.	4.27	4.27	
32. I am clear about the expectations that employees will be held accountable for.	4.20	4.14	-0.06 ▼
33. You offer constructive feedback to facilitate performance improvement.	3.67	4.27	+0.60 ▲
34. I am a calming force during stressful periods.	4.00	4.40	+0.40 ▲
35. I allow employees to make their own decisions.	4.20	3.47	-0.73 ▼

Coaching

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. You conduct regular performance appraisals and feedback.	15	4.20	93.3	7%	67%			27%
37. You encourage the employee to reflect on their knowledge and experiences.	15	4.27	93.3	7%	60%			33%
38. You understand and respect the employee's unique perspectives and challenges.	15	4.00	80.0	20%	60%			20%
39. You provide challenges that go beyond perceived limitations	15	4.07	86.7	7%	7%	60%		27%
40. I help employees to view problems as a chance to develop new skills or strengthen teamwork.	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. You conduct regular performance appraisals and feedback.	4.00	4.20	+0.20 ▲
37. You encourage the employee to reflect on their knowledge and experiences.	4.21	4.27	+0.05 ▲
38. You understand and respect the employee's unique perspectives and challenges.	4.07	4.00	-0.07 ▼
39. You provide challenges that go beyond perceived limitations	3.87	4.07	+0.20 ▲
40. I help employees to view problems as a chance to develop new skills or strengthen teamwork.	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. I attentively listen to each person as they share their distinct viewpoints on the matter.	15	3.93	80.0	13%	7%	53%		27%
42. You monitor emotional cues and behavioral signals to assess underlying motivations or unspoken concerns.	15	4.33	93.3	7%	47%			47%
43. You prepare team members to accept differing view points.	15	4.13	86.7	13%	60%			27%
44. I seeks to have both sides voluntarily work together to resolve their differences.	15	4.20	100.0		80%			20%
45. I strive to ensure that all basic needs are met, resulting in mutual benefits for both parties.	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. I attentively listen to each person as they share their distinct viewpoints on the matter.	3.87	3.93	+0.07 ▲
42. You monitor emotional cues and behavioral signals to assess underlying motivations or unspoken concerns.	4.13	4.33	+0.20 ▲
43. You prepare team members to accept differing view points.	4.20	4.13	-0.07 ▼
44. I seeks to have both sides voluntarily work together to resolve their differences.	4.87	4.20	-0.67 ▼
45. I strive to ensure that all basic needs are met, resulting in mutual benefits for both parties.	4.27	4.27	

Entrepreneurship

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. You maintain a high level of energy to respond to demands of the job.	15	4.40	93.3	7%	47%	47%		
47. You encourage dynamic growth opportunities.	15	4.20	93.3	7%	67%			27%
48. You have a strategic awareness on how to promote the organization.	15	4.07	86.7	13%	53%			33%
49. You seek and utilize mentors to help guide your professional development.	15	4.27	93.3	7%	53%			40%
50. You can work effectively in an environment of uncertainty.	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. You maintain a high level of energy to respond to demands of the job.	4.13	4.40	+0.27 ▲
47. You encourage dynamic growth opportunities.	4.07	4.20	+0.13 ▲
48. You have a strategic awareness on how to promote the organization.	4.00	4.07	+0.07 ▲
49. You seek and utilize mentors to help guide your professional development.	4.13	4.27	+0.13 ▲
50. You can work effectively in an environment of uncertainty.	4.20	4.07	-0.13 ▼

Global Perspective

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. You understand how cultures differ and how these differences impact work behavior.	15	4.33	93.3	7%	47%		47%	
52. You understand global systems such as the global economy.	15	4.13	86.7	13%	60%			27%
53. You are able to work with individuals having different backgrounds and cultures.	15	4.33	100.0		67%			33%
54. You demonstrate working knowledge of global transactions.	15	4.27	93.3	7%	60%			33%
55. You apply knowledge of overseas markets.	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. You understand how cultures differ and how these differences impact work behavior.	4.13	4.33	+0.20 ▲
52. You understand global systems such as the global economy.	4.40	4.13	-0.27 ▼
53. You are able to work with individuals having different backgrounds and cultures.	4.07	4.33	+0.27 ▲
54. You demonstrate working knowledge of global transactions.	4.07	4.27	+0.20 ▲
55. You apply knowledge of overseas markets.	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?