



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.

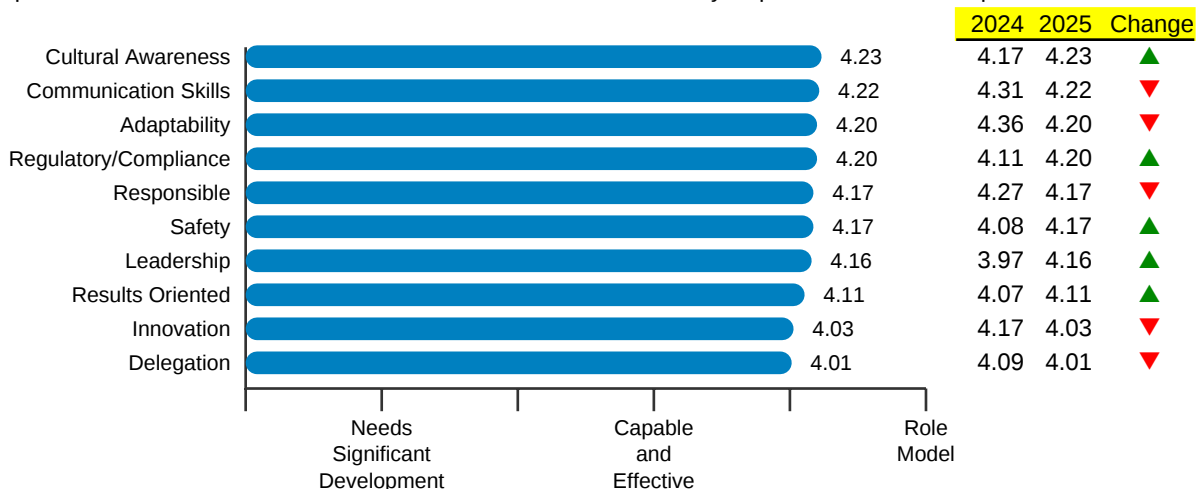
What to Do with Your Feedback

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

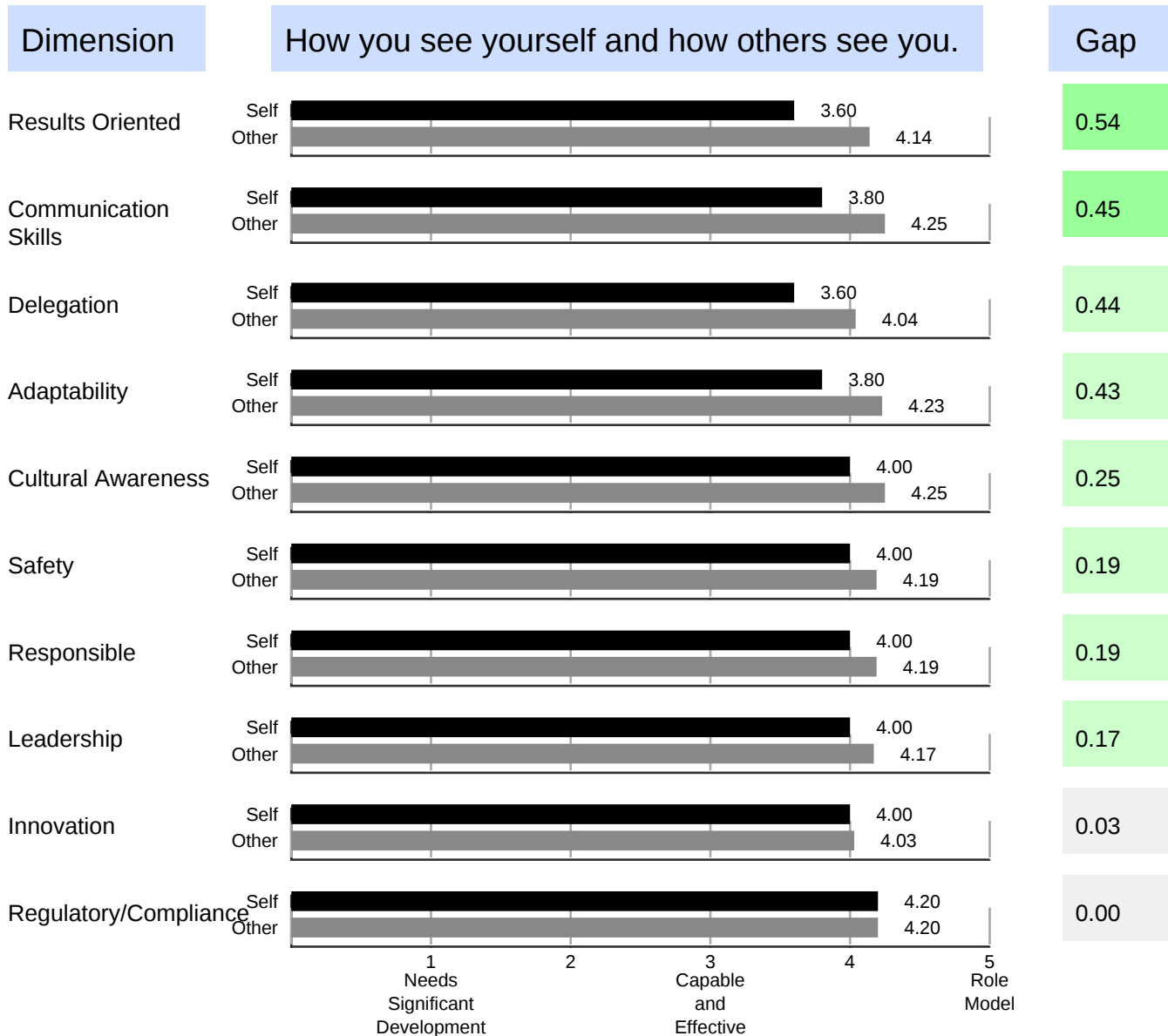
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Communication 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
1. You choose the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	4.13	80.0	20%		47%		33%
2. You present information in a clear and logical format.	15	4.33	100.0		67%			33%
3. I am open to receiving feedback from others.	15	4.33	93.3	7%	53%			40%
4. You overcome barriers that prevent effective communication.	15	4.07	86.7	13%	67%			20%
5. I use polite language and show respect for others' opinions and time.	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 choose the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	4.00	4.13	+0.13 ▲
2. You present information in a clear and logical format.	4.40	4.33	-0.07 ▼
3. I am open to receiving feedback from others.	4.47	4.33	-0.13 ▼
4. You overcome barriers that prevent effective communication.	4.47	4.07	-0.40 ▼
5. I use polite language and show respect for others' opinions and time.	4.20	4.21	+0.01 ▲

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
6. You promote a culture of adaptability and flexibility.	15	4.33	93.3	7%	53%	40%		
7. You are able to adjust plans to meet new situations.	15	4.33	86.7	13%	40%	47%		
8. You make adjustments as need to meet the demands of a dynamic marketplace.	15	4.07	80.0	20%	53%	27%		
9. You are aware of changes to team personnel.	15	4.13	80.0	20%	47%	33%		
10. I am able to meet the needs of various stakeholders.	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. You promote a culture of adaptability and flexibility.	4.13	4.33	+0.20 ▲
7. You are able to adjust plans to meet new situations.	4.33	4.33	
8. You make adjustments as need to meet the demands of a dynamic marketplace.	4.20	4.07	-0.13 ▼
9. You are aware of changes to team personnel.	4.67	4.13	-0.53 ▼
10. I am able to meet the needs of various stakeholders.	4.47	4.13	-0.33 ▼

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
11. I am aware of differences in how individuals from other cultures greet one another.	15	4.67	100.0	33%		67%		
12. I am aware of my cultural views.	15	4.20	86.7	7%	7%	47%		40%
13. You uphold inclusive policies that protect cultural expression and identity in the workplace.	14	3.64	57.1	14%	29%		36%	21%
14. I facilitate team-building activities that celebrate diversity and foster mutual respect.	14	4.14	85.7	7%	7%	50%		36%
15. I view diversity as a strength, not as an issue.	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 am aware of differences in how individuals from other cultures greet one another.	4.20	4.67	+0.47 ▲
12. I am aware of my cultural views.	3.93	4.20	+0.27 ▲
13. You uphold inclusive policies that protect cultural expression and identity in the workplace.	4.47	3.64	-0.82 ▼
14. I facilitate team-building activities that celebrate diversity and foster mutual respect.	4.00	4.14	+0.14 ▲
15. I view diversity as a strength, not as an issue.	4.27	4.47	+0.20 ▲

Leadership

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 demand attention to detail and precision in all work.	15	4.00	66.7	7%	27%	27%	40%	
17. You gain commitment by persuasion.	15	3.87	66.7		33%	47%	20%	
18. I demonstrate bravery in addressing challenging matters directly and effectively.	15	4.20	86.7	7%	7%	47%	40%	
19. You mentor others.	15	4.33	86.7	13%	40%	47%		
20. You remain open to suggestions, ideas, and opinions of others.	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 demand attention to detail and precision in all work.	3.64	4.00	+0.36 ▲
17. You gain commitment by persuasion.	4.33	3.87	-0.47 ▼
18. I demonstrate bravery in addressing challenging matters directly and effectively.	3.93	4.20	+0.27 ▲
19. You mentor others.	4.33	4.33	
20. You remain open to suggestions, ideas, and opinions of others.	3.60	4.40	+0.80 ▲

Delegation

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 seek acceptance of the delegated task from the employee.	15	3.93	73.3	27%		53%		20%
22. I choose the most qualified employee for the assignment.	15	4.00	66.7	13%	20%	20%	47%	
23. You distribute the workload evenly to the team members.	15	4.07	80.0	20%		53%		27%
24. You assign challenging responsibilities to boost employee professional development while maintaining engagement.	15	4.00	73.3	13%	13%	33%	40%	
25. You hold employees accountable for assigned tasks.	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 seek acceptance of the delegated task from the employee.	4.20	3.93	-0.27 ▼
22. I choose the most qualified employee for the assignment.	4.20	4.00	-0.20 ▼
23. You distribute the workload evenly to the team members.	4.13	4.07	-0.07 ▼
24. You assign challenging responsibilities to boost employee professional development while maintaining engagement.	3.80	4.00	+0.20 ▲
25. You hold employees accountable for assigned tasks.	4.13	4.07	-0.07 ▼

Innovation

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. You offer solutions to problems when talking with clients.	15	4.00	80.0	7%	13%	53%		27%
27. I am willing to entertain and experiment with new ideas leading to potential breakthrough innovations and competitive advantages.	15	3.67	66.7	20%	13%	47%		20%
28. You offer innovative solutions to Company problems.	15	4.40	86.7	13%	33%	53%		
29. You suggest new ideas at meetings.	15	4.07	80.0	20%	53%			27%
30. I customize novel ideas to better address customer needs and preferences.	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. You offer solutions to problems when talking with clients.	4.47	4.00	-0.47 ▼
27. I am willing to entertain and experiment with new ideas leading to potential breakthrough innovations and competitive advantages.	4.00	3.67	-0.33 ▼
28. You offer innovative solutions to Company problems.	4.33	4.40	+0.07 ▲
29. You suggest new ideas at meetings.	4.07	4.07	
30. I customize novel ideas to better address customer needs and preferences.	4.00	4.00	

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
31. You track individual and team contributions against goals and communicate outcomes transparently.	15	4.27	93.3	7%	60%			33%
32. I model accountability by owning mistakes and demonstrating corrective action.	14	4.14	92.9	7%	71%			21%
33. You encourage self-assessment and reflection to build personal responsibility for results.	15	4.27	100.0		73%			27%
34. I clearly define roles and expectations.	15	4.40	93.3	7%	47%			47%
35. You concentrate efforts on the most urgent needs.	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. You track individual and team contributions against goals and communicate outcomes transparently.	4.27	4.27	
32. I model accountability by owning mistakes and demonstrating corrective action.	4.20	4.14	-0.06 ▼
33. You encourage self-assessment and reflection to build personal responsibility for results.	3.67	4.27	+0.60 ▲
34. I clearly define roles and expectations.	4.00	4.40	+0.40 ▲
35. You concentrate efforts on the most urgent needs.	4.20	3.47	-0.73 ▼

Safety

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 develop safety guidelines for the department.	15	4.20	93.3	7%	67%			27%
37. You participate in safety training as applicable.	15	4.27	93.3	7%	60%			33%
38. You keep accurate safety records.	15	4.00	80.0	20%	60%			20%
39. You develop a strong safety culture.	15	4.07	86.7	7%	7%	60%		27%
40. You identify and addresses safety needs.	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 develop safety guidelines for the department.	4.00	4.20	+0.20 ▲
37. You participate in safety training as applicable.	4.21	4.27	+0.05 ▲
38. You keep accurate safety records.	4.07	4.00	-0.07 ▼
39. You develop a strong safety culture.	3.87	4.07	+0.20 ▲
40. You identify and addresses safety needs.	4.27	4.33	+0.07 ▲

Responsible

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. You are a person others can trust.	15	3.93	80.0	13%	7%	53%		27%
42. You set high personal standards of performance.	15	4.33	93.3	7%		47%		47%
43. You set a good example	15	4.13	86.7	13%		60%		27%
44. Your behavior is ethical and honest.	15	4.20	100.0			80%		20%
45. You hold yourself accountable to goals / objectives	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. You are a person others can trust.	3.87	3.93	+0.07 ▲
42. You set high personal standards of performance.	4.13	4.33	+0.20 ▲
43. You set a good example	4.20	4.13	-0.07 ▼
44. Your behavior is ethical and honest.	4.87	4.20	-0.67 ▼
45. You hold yourself accountable to goals / objectives	4.27	4.27	

Regulatory/Compliance

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. I develop regulatory compliance strategies.	15	4.40	93.3	7%	47%	47%		
47. I train and coordinate activities of compliance officers.	15	4.20	93.3	7%	67%			27%
48. I develop the appropriate incentives (or disincentives) for regulatory compliance.	15	4.07	86.7	13%	53%			33%
49. I periodically assess the effectiveness of regulatory/compliance programs.	15	4.27	93.3	7%	53%			40%
50. I perform annual/monthly compliance audits.	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. I develop regulatory compliance strategies.	4.13	4.40	+0.27 ▲
47. I train and coordinate activities of compliance officers.	4.07	4.20	+0.13 ▲
48. I develop the appropriate incentives (or disincentives) for regulatory compliance.	4.00	4.07	+0.07 ▲
49. I periodically assess the effectiveness of regulatory/compliance programs.	4.13	4.27	+0.13 ▲
50. I perform annual/monthly compliance audits.	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?