



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.

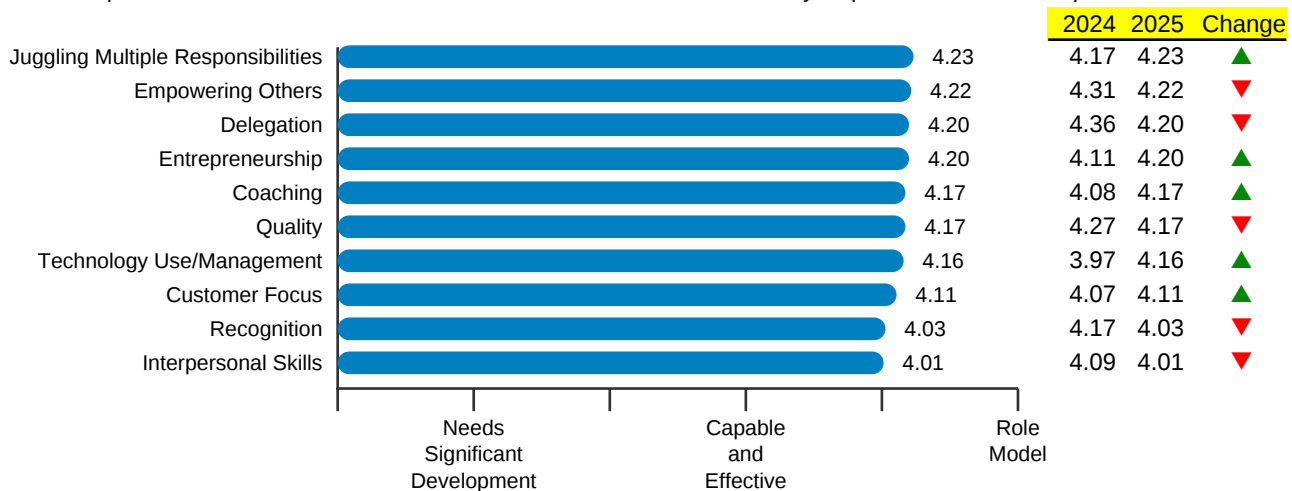
What to Do with Your Feedback

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

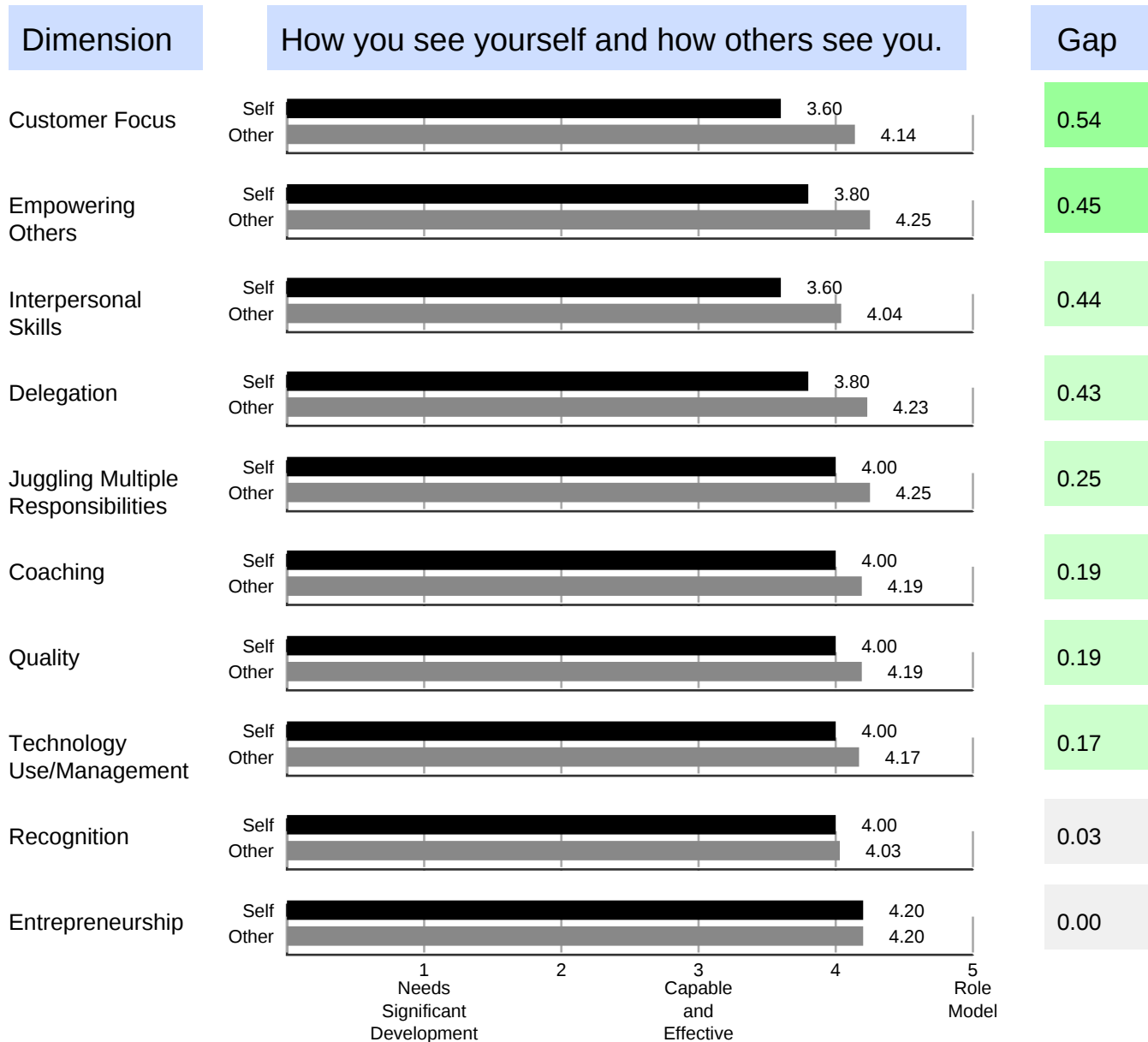
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Empowering 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
1. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	15	4.13	80.0	20%		47%		33%
2. Gives employees autonomy to complete tasks on their own.	15	4.33	100.0		67%			33%
3. Establishes goals that allow employees top operate independently in the field.	15	4.33	93.3	7%	53%			40%
4. Gives responsibility for making important decisions to employees.	15	4.07	86.7	13%	67%			20%
5. Allows employees to take ownership of their work.	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. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	4.00	4.13	+0.13 ▲
2. Gives employees autonomy to complete tasks on their own.	4.40	4.33	-0.07 ▼
3. Establishes goals that allow employees top operate independently in the field.	4.47	4.33	-0.13 ▼
4. Gives responsibility for making important decisions to employees.	4.47	4.07	-0.40 ▼
5. Allows employees to take ownership of their work.	4.20	4.21	+0.01 ▲

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
6. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.33	93.3	7%	53%	40%		
7. Is flexible and adjusts delegation strategies based on results and employee response.	15	4.33	86.7	13%	40%	47%		
8. Conducts regular task audits to identify opportunities for delegation.	15	4.07	80.0	20%	53%	27%		
9. Assesses both technical skills and soft skills to ensure effective delegation.	15	4.13	80.0	20%	47%	33%		
10. Understands each employee's strengths and weaknesses to know what tasks should be assigned or delegated.	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. Defines the roles, responsibilities, required actions, and deadlines for team members.	4.13	4.33	+0.20 ▲
7. Is flexible and adjusts delegation strategies based on results and employee response.	4.33	4.33	
8. Conducts regular task audits to identify opportunities for delegation.	4.20	4.07	-0.13 ▼
9. Assesses both technical skills and soft skills to ensure effective delegation.	4.67	4.13	-0.53 ▼
10. Understands each employee's strengths and weaknesses to know what tasks should be assigned or delegated.	4.47	4.13	-0.33 ▼

Juggling Multiple Responsibilities

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. Builds in extra time in the schedule for unplanned events/occurrences.	15	4.67	100.0					
12. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	4.20	86.7					
13. Begins tasks as soon as possible.	14	3.64	57.1					
14. Ensures that assignments are prioritized according to the needs of the department/company.	14	4.14	85.7					
15. Switches attention to more urgent tasks when necessary.	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. Builds in extra time in the schedule for unplanned events/occurrences.	4.20	4.67	+0.47 ▲
12. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.93	4.20	+0.27 ▲
13. Begins tasks as soon as possible.	4.47	3.64	-0.82 ▼
14. Ensures that assignments are prioritized according to the needs of the department/company.	4.00	4.14	+0.14 ▲
15. Switches attention to more urgent tasks when necessary.	4.27	4.47	+0.20 ▲

Technology Use/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
16. Adopts the implementation of new technology into the workplace.	15	4.00	66.7	7%	27%	27%	40%	
17. Applies complex rules and regulations to maintain optimal system performance.	15	3.87	66.7		33%	47%	20%	
18. Supports employee training and development initiatives regarding implementation of technology.	15	4.20	86.7	7%	7%	47%	40%	
19. Understands and is committed to implementing new technologies.	15	4.33	86.7	13%	40%	47%		
20. Uses technology in decision making and problem solving.	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. Adopts the implementation of new technology into the workplace.	3.64	4.00	+0.36 ▲
17. Applies complex rules and regulations to maintain optimal system performance.	4.33	3.87	-0.47 ▼
18. Supports employee training and development initiatives regarding implementation of technology.	3.93	4.20	+0.27 ▲
19. Understands and is committed to implementing new technologies.	4.33	4.33	
20. Uses technology in decision making and problem solving.	3.60	4.40	+0.80 ▲

Interpersonal 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
21. Assists those in the department who need help in meeting performance metrics.	15	3.93	73.3	27%		53%		20%
22. Attends to both the content and the context of what was being said.	15	4.00	66.7	13%	20%	20%	47%	
23. Effectively manages conflicts by dealing with them directly and immediately	15	4.07	80.0	20%		53%		27%
24. Strives for win/win solutions	15	4.00	73.3	13%	13%	33%		40%
25. Honesty and integrity are core tenets of interpersonal relationships.	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. Assists those in the department who need help in meeting performance metrics.	4.20	3.93	-0.27 ▼
22. Attends to both the content and the context of what was being said.	4.20	4.00	-0.20 ▼
23. Effectively manages conflicts by dealing with them directly and immediately	4.13	4.07	-0.07 ▼
24. Strives for win/win solutions	3.80	4.00	+0.20 ▲
25. Honesty and integrity are core tenets of interpersonal relationships.	4.13	4.07	-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
26. Offers recognition to peers and colleagues.	15	4.00	80.0	7%	13%	53%		27%
27. Gives recognition immediately after employees achieve certain levels of performance.	15	3.67	66.7	20%	13%	47%		20%
28. Integrates recognition programs into larger employee development initiatives.	15	4.40	86.7	13%	33%	53%		
29. Recognizes when the team excels on a project or reaches a major milestone.	15	4.07	80.0	20%		53%		27%
30. Recognizes employees through public announcements or progress boards in common areas.	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. Offers recognition to peers and colleagues.	4.47	4.00	-0.47 ▼
27. Gives recognition immediately after employees achieve certain levels of performance.	4.00	3.67	-0.33 ▼
28. Integrates recognition programs into larger employee development initiatives.	4.33	4.40	+0.07 ▲
29. Recognizes when the team excels on a project or reaches a major milestone.	4.07	4.07	
30. Recognizes employees through public announcements or progress boards in common areas.	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. Attends to the customer's needs in addition to the specific needs of the project.	15	4.27	93.3	7%	60%			33%
32. Accepts responsibility for ensuring customer satisfaction.	14	4.14	92.9	7%	71%			21%
33. Provides a high level of service to customers.	15	4.27	100.0		73%			27%
34. Acts with integrity in all customer interactions.	15	4.40	93.3	7%	47%			47%
35. Ensures commitments made to customers are completed to the customer's satisfaction.	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. Attends to the customer's needs in addition to the specific needs of the project.	4.27	4.27	
32. Accepts responsibility for ensuring customer satisfaction.	4.20	4.14	-0.06 ▼
33. Provides a high level of service to customers.	3.67	4.27	+0.60 ▲
34. Acts with integrity in all customer interactions.	4.00	4.40	+0.40 ▲
35. Ensures commitments made to customers are completed to the customer's satisfaction.	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. Shows employees their development needs	15	4.20	93.3	7%	67%			27%
37. Understands and respects the employee's unique perspective and challenges.	15	4.27	93.3	7%	60%			33%
38. Encourages employees to reflect on their experiences, behaviors, and decisions.	15	4.00	80.0	20%	60%			20%
39. Develops subordinates.	15	4.07	86.7	7%	7%	60%		27%
40. Is empathetic to the current workload and situation that the employee may be experiencing.	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. Shows employees their development needs	4.00	4.20	+0.20 ▲
37. Understands and respects the employee's unique perspective and challenges.	4.21	4.27	+0.05 ▲
38. Encourages employees to reflect on their experiences, behaviors, and decisions.	4.07	4.00	-0.07 ▼
39. Develops subordinates.	3.87	4.07	+0.20 ▲
40. Is empathetic to the current workload and situation that the employee may be experiencing.	4.27	4.33	+0.07 ▲

Quality

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. Leads others to adopt excellent quality standards and practices.	15	3.93	80.0	13%	7%	53%		27%
42. Ensures the hiring of employees that have a quality focus.	15	4.33	93.3	7%	47%			47%
43. Develops processes to enhance quality standards.	15	4.13	86.7	13%	60%			27%
44. Quickly identifies critical issues impacting quality.	15	4.20	100.0		80%			20%
45. Makes sure cleanliness standards are met to reduce the possibility of contamination.	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. Leads others to adopt excellent quality standards and practices.	3.87	3.93	+0.07 ▲
42. Ensures the hiring of employees that have a quality focus.	4.13	4.33	+0.20 ▲
43. Develops processes to enhance quality standards.	4.20	4.13	-0.07 ▼
44. Quickly identifies critical issues impacting quality.	4.87	4.20	-0.67 ▼
45. Makes sure cleanliness standards are met to reduce the possibility of contamination.	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. Can work effectively in an environment of uncertainty.	15	4.40	93.3	7%	47%	47%		
47. Excellent at managing relationships with stakeholders.	15	4.20	93.3	7%	67%			27%
48. Maintains a high level of energy to respond to demands of the job.	15	4.07	86.7	13%	53%			33%
49. Takes the initiative to complete tasks.	15	4.27	93.3	7%	53%			40%
50. Encourages dynamic growth opportunities.	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. Can work effectively in an environment of uncertainty.	4.13	4.40	+0.27 ▲
47. Excellent at managing relationships with stakeholders.	4.07	4.20	+0.13 ▲
48. Maintains a high level of energy to respond to demands of the job.	4.00	4.07	+0.07 ▲
49. Takes the initiative to complete tasks.	4.13	4.27	+0.13 ▲
50. Encourages dynamic growth opportunities.	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?