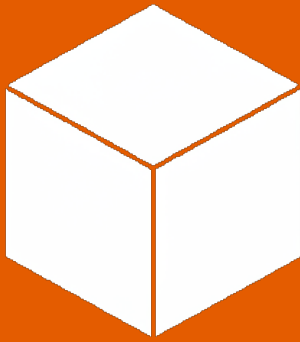




Feedback Results
Your CompanyName Here
2025

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.

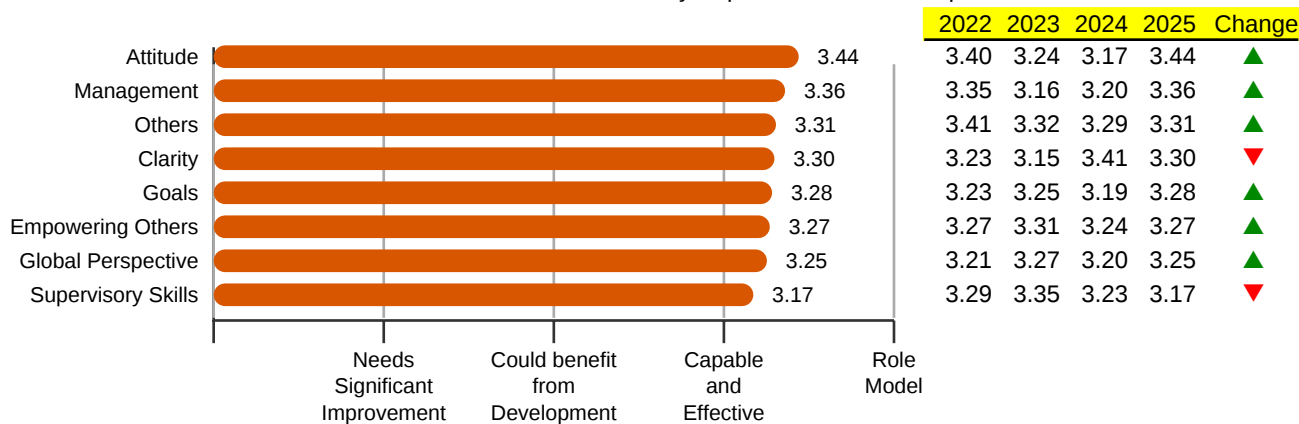
What to Do with Your Feedback

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

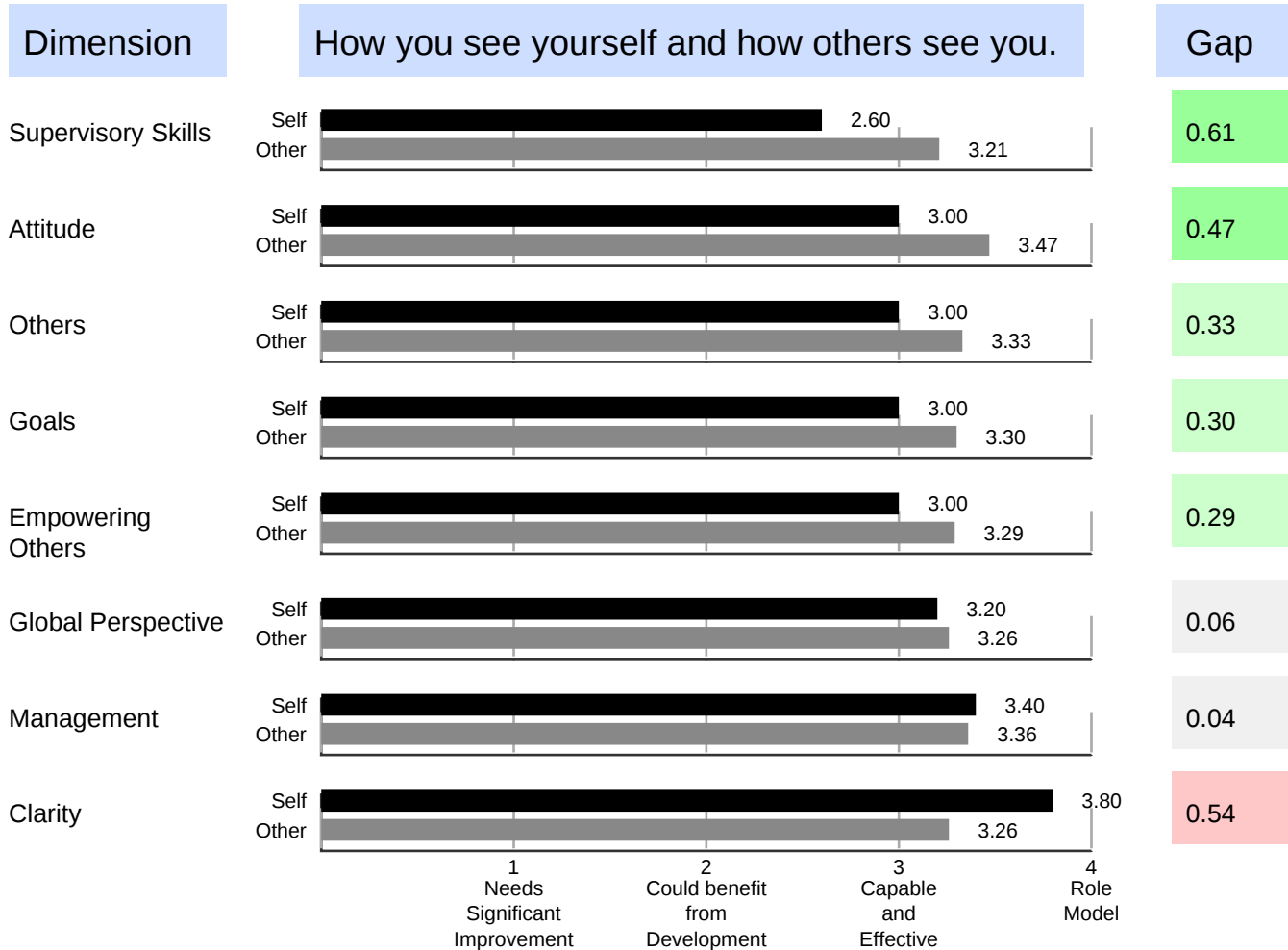
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Coordinates the knowledge, skills and resources of others to accomplish more in the department.	15	3.20	86.7	13%	53%		33%
2. Enables employees to take on more challenging roles.	15	3.33	100.0		67%		33%
3. Creates a culture where employees are given the opportunity to take the initiative and make impactful decisions.	15	3.33	93.3	7%	53%		40%
4. Recognizes the contributions that others make to the department.	15	3.27	93.3	7%	60%		33%
5. Allows employees to take ownership of their work.	14	3.21	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	2022	2023	2024	2025	Change
1. Coordinates the knowledge, skills and resources of others to accomplish more in the department.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Enables employees to take on more challenging roles.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Creates a culture where employees are given the opportunity to take the initiative and make impactful decisions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Recognizes the contributions that others make to the department.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Allows employees to take ownership of their work.	3.00	3.20	3.13	3.21	+0.08 ▲

Others

Works well with other employees.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Works across boundaries within the organization.	15	3.47	100.0		53%		47%
7. ...treats others with respect and dignity.	15	3.40	93.3	7%	47%		47%
8. Is able to see issues from others' perspectives.	15	3.20	86.7	13%	53%		33%
9. Forms working relationships with employees from other departments.	15	3.27	86.7	13%	47%		40%
10. Constructively receives criticism and suggestions from others.	15	3.20	93.3	7%	67%		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	2022	2023	2024	2025	Change
6. Works across boundaries within the organization.	3.40	3.13	3.07	3.47	+0.40 ▲
7. ...treats others with respect and dignity.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Is able to see issues from others' perspectives.	3.40	3.40	3.20	3.20	
9. Forms working relationships with employees from other departments.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Constructively receives criticism and suggestions from others.	3.33	3.47	3.27	3.20	-0.07 ▼

Attitude

Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Understands value of time and does not waste the time of others.	15	3.67	100.0	33%	67%		
12. Shows empathy in their interactions with others.	15	3.40	93.3	7%	47%	47%	
13. Listens actively to others without interrupting or dismissing their contributions.	15	3.13	86.7	13%	60%	27%	
14. Shows genuine interest in the well-being of colleagues, beyond work performance.	15	3.47	100.0	53%	47%		
15. Models a growth mindset by sharing what they're learning in real time.	15	3.53	100.0	47%	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	2022	2023	2024	2025	Change
11. Understands value of time and does not waste the time of others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Shows empathy in their interactions with others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Listens actively to others without interrupting or dismissing their contributions.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Shows genuine interest in the well-being of colleagues, beyond work performance.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Models a growth mindset by sharing what they're learning in real time.	3.67	3.27	3.20	3.53	+0.33 ▲

Management

Management is the disciplined practice of aligning people, resources, and strategy to achieve organizational goals through clear communication, timely feedback, and consistent accountability. It involves leading by example, empowering others to act with confidence, and coordinating team efforts to ensure progress, development, and high performance. Effective managers establish focus and direction, inspire commitment, and recognize contributions while managing time, projects, and strategic priorities with precision. They delegate thoughtfully, supervise with integrity, resolve conflicts constructively, and allocate resources responsively to sustain momentum and drive results.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Assesses risks to drive effective decision-making.	15	3.47	93.3	7%	40%	53%	
17. Monitors progress on delegated tasks and provides timely support or redirection when needed.	15	2.93	73.3	27%	53%		20%
18. Incorporates input from relevant stakeholders when determining resource needs and priorities.	15	3.40	93.3	7%	47%	47%	
19. Uses discipline as a tool for growth, focusing on feedback and learning rather than punishment.	15	3.53	100.0		47%	53%	
20. Keeps essential assignments on track and completed within required timeframes.	15	3.47	100.0		53%	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	2022	2023	2024	2025	Change
16. Assesses risks to drive effective decision-making.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Monitors progress on delegated tasks and provides timely support or redirection when needed.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Incorporates input from relevant stakeholders when determining resource needs and priorities.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Uses discipline as a tool for growth, focusing on feedback and learning rather than punishment.	3.13	2.87	3.53	3.53	
20. Keeps essential assignments on track and completed within required timeframes.	3.40	3.20	2.87	3.47	+0.60 ▲

Supervisory Skills

Supervisory skills encompass a broad set of leadership competencies that enable managers to effectively guide and support their teams. These skills involve clear communication, decision-making, and interpersonal abilities to foster collaboration, accountability, and professional growth, while also ensuring structured performance management, disciplinary action, and conflict resolution when necessary. Strong supervisors lead by example, empower employees through delegation, provide constructive feedback, and create a positive, high-performing work environment built on teamwork, recognition, and stability.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Works well with the team members.	15	3.00	80.0	20%	60%		20%
22. Addresses performance issues with a developmental mindset, emphasizing improvement over retribution.	15	3.53	100.0	47%	53%		
23. Empowers employees to perform the assigned tasks.	15	3.13	86.7	13%	60%		27%
24. Determines the training and development needs of employees and staff.	15	3.13	80.0	7% 13%	40%		40%
25. Fosters a positive work environment in the department.	15	3.07	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	2022	2023	2024	2025	Change
21. Works well with the team members.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Addresses performance issues with a developmental mindset, emphasizing improvement over retribution.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Empowers employees to perform the assigned tasks.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Determines the training and development needs of employees and staff.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Fosters a positive work environment in the department.	3.27	3.33	3.27	3.07	-0.20 ▼

Goals

Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Defines goals on a path of ongoing improvement.	15	3.20	93.3	7%	60%		33%
27. Establishes a clear link between shorter, task-specific goals and overarching, long-term performance goals.	15	3.40	93.3	7%	47%		47%
28. Focuses on actions that actively contribute to achieving the goal.	15	3.60	93.3	7%	27%	67%	
29. Provides the necessary resources and guidance for employees to achieve their goals.	15	3.20	86.7	13%	53%		33%
30. Keeps track on performance of goals and makes adjustments as needed.	14	3.00	92.9	7%	79%		14%

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	2022	2023	2024	2025	Change
26. Defines goals on a path of ongoing improvement.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Establishes a clear link between shorter, task-specific goals and overarching, long-term performance goals.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Focuses on actions that actively contribute to achieving the goal.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Provides the necessary resources and guidance for employees to achieve their goals.	3.21	3.20	3.20	3.20	
30. Keeps track on performance of goals and makes adjustments as needed.	2.87	3.27	3.07	3.00	-0.07 ▼

Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.
Able to express ideas effectively.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Is clear about goals that need to be achieved.	15	3.33	93.3	7%	53%	40%	
32. Adjusts communication methods to the needs of the audience.	14	3.29	100.0		71%		29%
33. Checks details thoroughly.	15	3.27	100.0		73%		27%
34. Writes clear job descriptions for positions in the organization.	15	3.47	93.3	7%	40%	53%	
35. Makes sure employees understand why they were given certain assignments.	15	3.13	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	2022	2023	2024	2025	Change
31. Is clear about goals that need to be achieved.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Adjusts communication methods to the needs of the audience.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Checks details thoroughly.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Writes clear job descriptions for positions in the organization.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Makes sure employees understand why they were given certain assignments.	3.20	3.27	3.13	3.13	

Global Perspective

Maintains a global perspective on business functions and strategies.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Applies knowledge of overseas markets.	15	3.20	93.3	7%	67%		27%
37. Has positive interactions with individuals from different cultures and backgrounds.	15	3.33	93.3	7%	53%		40%
38. Able to work with others from different cultures and countries.	15	3.07	86.7	13%	67%		20%
39. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	3.33	100.0		67%		33%
40. Able to listen and understand others and discuss issues in a respectful way.	15	3.33	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	2022	2023	2024	2025	Change
36. Applies knowledge of overseas markets.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Has positive interactions with individuals from different cultures and backgrounds.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Able to work with others from different cultures and countries.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Able to listen and understand others and discuss issues in a respectful way.	3.00	3.20	3.27	3.33	+0.07 ▲