



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.

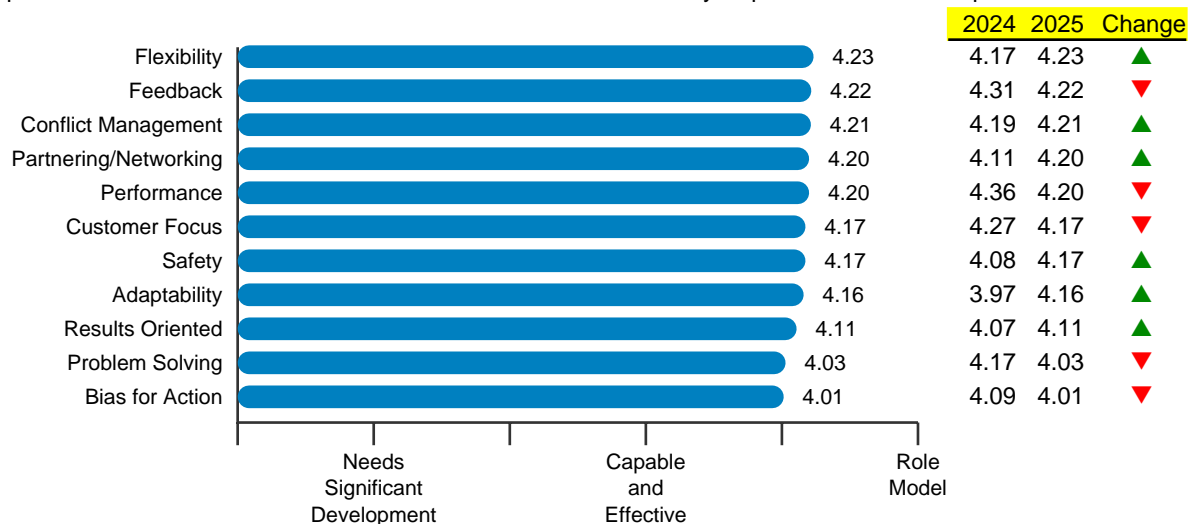
What to Do with Your Feedback

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

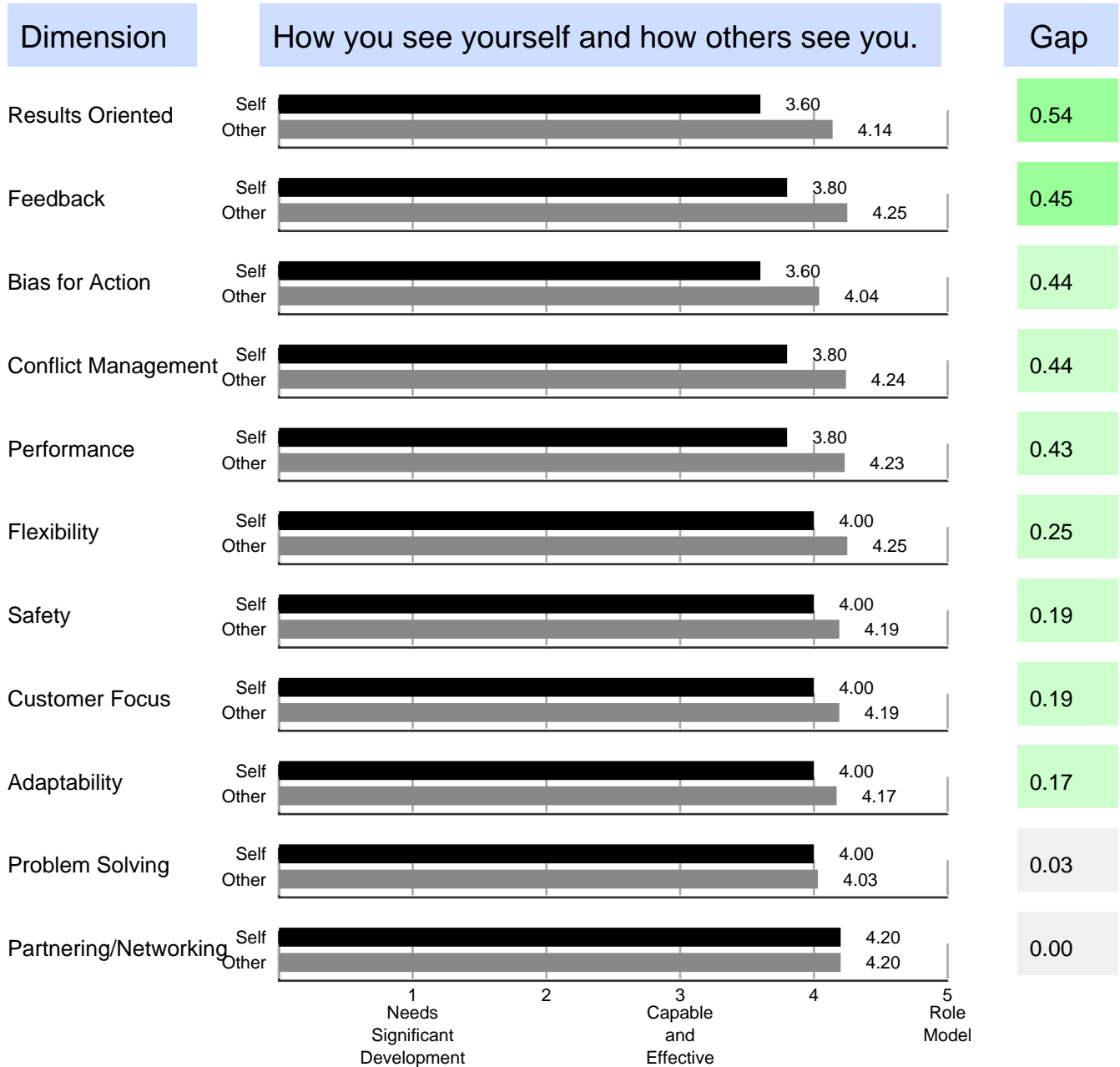
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Feedback

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	Response Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. You foster a culture of dialogue and performance insights at all levels is viewed as essential for effective feedback in crucial interactions between employees and their managers.	15	4.13	80.0	20%	47%	33%		
2. I ask clarifying questions to ensure full understanding before responding.	15	4.33	100.0		67%	33%		
3. I recognize feedback as a vital catalyst for personal and professional development.	15	4.33	93.3	7%	53%	40%		
4. You use feedback appropriately for professional development.	15	4.07	86.7	13%	67%	20%		
5. You maintain the confidentiality of feedback given.	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 foster a culture of dialogue and performance insights at all levels is viewed as essential for effective feedback in crucial interactions between employees and their managers.	4.00	4.13	+0.13 ▲
2. I ask clarifying questions to ensure full understanding before responding.	4.40	4.33	-0.07 ▼
3. I recognize feedback as a vital catalyst for personal and professional development.	4.47	4.33	-0.13 ▼
4. You use feedback appropriately for professional development.	4.47	4.07	-0.40 ▼
5. You maintain the confidentiality of feedback given.	4.20	4.21	+0.01 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. You produce quality	15	4.33	93.3	7%		53%		40%
7. You shown significant improvement in job performance.	15	4.33	86.7	13%		40%		47%
8. You have great overall performance	15	4.07	80.0	20%		53%		27%
9. You set a high standard for job performance.	15	4.13	80.0	20%		47%		33%
10. You work well in this position.	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 produce quality	4.13	4.33	+0.20 ▲
7. You shown significant improvement in job performance.	4.33	4.33	
8. You have great overall performance	4.20	4.07	-0.13 ▼
9. You set a high standard for job performance.	4.67	4.13	-0.53 ▼
10. You work well in this position.	4.47	4.13	-0.33 ▼

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	Response Levels				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. I adapt processes and procedures in response to changes in the work environment.	15	4.67	100.0					
12. You identify new opportunities to achieve goals	15	4.20	86.7	7%	7%	47%	40%	
13. You adapt quickly to new technologies that impact the production line.	14	3.64	57.1	14%	29%	36%	21%	
14. I permit flexible working and flex-time to accommodate employee needs to meet external obligations.	14	4.14	85.7	7%	7%	50%	36%	
15. You foster agility in process and decision-making.	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 adapt processes and procedures in response to changes in the work environment.	4.20	4.67	+0.47 ▲
12. You identify new opportunities to achieve goals	3.93	4.20	+0.27 ▲
13. You adapt quickly to new technologies that impact the production line.	4.47	3.64	-0.82 ▼
14. I permit flexible working and flex-time to accommodate employee needs to meet external obligations.	4.00	4.14	+0.14 ▲
15. You foster agility in process and decision-making.	4.27	4.47	+0.20 ▲

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. You adjust communication style to meet the needs of the audience.	15	4.00	66.7	7%	27%	27%	40%	
17. You learn new skills to become competitive and contribute to the bottom line.	15	3.87	66.7		33%	47%	20%	
18. You are able to adjust to changing environments.	15	4.20	86.7	7%	7%	47%	40%	
19. You are open to change and adjusts plans when needed.	15	4.33	86.7		13%	40%	47%	
20. I am willing to change priorities as need to reach consensus.	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 adjust communication style to meet the needs of the audience.	3.64	4.00	+0.36 ▲
17. You learn new skills to become competitive and contribute to the bottom line.	4.33	3.87	-0.47 ▼
18. You are able to adjust to changing environments.	3.93	4.20	+0.27 ▲
19. You are open to change and adjusts plans when needed.	4.33	4.33	
20. I am willing to change priorities as need to reach consensus.	3.60	4.40	+0.80 ▲

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	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. You project a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.93	73.3	27%		53%		20%
22. You establish clear and actionable goals to guide the team's efforts and ensure progress.	15	4.00	66.7	13%	20%	20%		47%
23. You focus on results through actions that are always aimed at achieving tangible results and meeting deadlines.	15	4.07	80.0	20%		53%		27%
24. You are motivated to accomplish goals.	15	4.00	73.3	13%	13%	33%		40%
25. You convert the strategic plan into action	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 project a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	4.20	3.93	-0.27 ▼
22. You establish clear and actionable goals to guide the team's efforts and ensure progress.	4.20	4.00	-0.20 ▼
23. You focus on results through actions that are always aimed at achieving tangible results and meeting deadlines.	4.13	4.07	-0.07 ▼
24. You are motivated to accomplish goals.	3.80	4.00	+0.20 ▲
25. You convert the strategic plan into action	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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. I pinpoint the issues that have arisen or are expected to arise.	15	4.00	80.0	7%	13%	53%	27%	
27. You keep a positive outlook and perseveres through challenges.	15	3.67	66.7	20%	13%	47%	20%	
28. I create a timeline for completing the action steps including deadlines for each task and milestones to be achieved.	15	4.40	86.7	13%	33%	53%		
29. I conduct a thorough and careful analysis of the underlying causes of problems.	15	4.07	80.0	20%	53%	27%		
30. You are able to solve problems at root cause rather than at symptom level.	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 pinpoint the issues that have arisen or are expected to arise.	4.47	4.00	-0.47 ▼
27. You keep a positive outlook and perseveres through challenges.	4.00	3.67	-0.33 ▼
28. I create a timeline for completing the action steps including deadlines for each task and milestones to be achieved.	4.33	4.40	+0.07 ▲
29. I conduct a thorough and careful analysis of the underlying causes of problems.	4.07	4.07	
30. You are able to solve problems at root cause rather than at symptom level.	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. I maintain focus on end goals while adapting the path to get there.	15	4.27	93.3	7%		60%		33%
32. I proactively identify when others need assistance and offer help without being asked.	14	4.14	92.9	7%		71%		21%
33. I excel in dynamic environments.	15	4.27	100.0			73%		27%
34. You are considered a high achiever.	15	4.40	93.3	7%		47%		47%
35. You stay focused on meeting the needs of customers.	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 maintain focus on end goals while adapting the path to get there.	4.27	4.27	
32. I proactively identify when others need assistance and offer help without being asked.	4.20	4.14	-0.06 ▼
33. I excel in dynamic environments.	3.67	4.27	+0.60 ▲
34. You are considered a high achiever.	4.00	4.40	+0.40 ▲
35. You stay focused on meeting the needs of customers.	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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. You identify and addresses safety needs.	15	4.20	93.3	7%		67%		27%
37. You develop a sustainable safety culture.	15	4.27	93.3	7%		60%		33%
38. You perform work safely.	15	4.00	80.0		20%	60%		20%
39. You encourage others to work safely.	15	4.07	86.7	7%	7%	60%		27%
40. You participate in safety training when available.	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 identify and addresses safety needs.	4.00	4.20	+0.20 ▲
37. You develop a sustainable safety culture.	4.21	4.27	+0.05 ▲
38. You perform work safely.	4.07	4.00	-0.07 ▼
39. You encourage others to work safely.	3.87	4.07	+0.20 ▲
40. You participate in safety training when available.	4.27	4.33	+0.07 ▲

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. You deliver on commitments made to customers.	15	3.93	80.0	13%	7%	53%		27%
42. You get feedback from the customer on a weekly basis.	15	4.33	93.3	7%		47%		47%
43. I use product expertise to guide customers toward a satisfy choice.	15	4.13	86.7		13%	60%		27%
44. I make sure customer needs are understood by the team members.	15	4.20	100.0			80%		20%
45. You adapt to changing customer needs.	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 deliver on commitments made to customers.	3.87	3.93	+0.07 ▲
42. You get feedback from the customer on a weekly basis.	4.13	4.33	+0.20 ▲
43. I use product expertise to guide customers toward a satisfy choice.	4.20	4.13	-0.07 ▼
44. I make sure customer needs are understood by the team members.	4.87	4.20	-0.67 ▼
45. You adapt to changing customer needs.	4.27	4.27	

Partnering/Networking

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 can perform a risk assessment to show a balanced view of the partnership's potential outcomes.	15	4.40	93.3	7%	47%	47%		
47. I can perform a SWOT analyses (Strengths, Weaknesses, Opportunities, Threats) of the partnership's potential outcomes.	15	4.20	93.3	7%	67%			27%
48. You create opportunities and incentives for employees to learn and share knowledge with others.	15	4.07	86.7	13%	53%			33%
49. I develop networks and builds alliances.	15	4.27	93.3	7%	53%			40%
50. I synchronize efforts, processes, and resources with partners to enhance strategic 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. You can perform a risk assessment to show a balanced view of the partnership's potential outcomes.	4.13	4.40	+0.27 ▲
47. I can perform a SWOT analyses (Strengths, Weaknesses, Opportunities, Threats) of the partnership's potential outcomes.	4.07	4.20	+0.13 ▲
48. You create opportunities and incentives for employees to learn and share knowledge with others.	4.00	4.07	+0.07 ▲
49. I develop networks and builds alliances.	4.13	4.27	+0.13 ▲
50. I synchronize efforts, processes, and resources with partners to enhance strategic opportunities.	4.20	4.07	-0.13 ▼

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	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
51. I avoid engaging in conflicts over minor workplace matters.	15	4.33	93.3	7%	47%	47%		
52. You create balance in discussions by draw out perspectives that may otherwise go unheard.	15	4.13	86.7	13%	60%		27%	
53. You craft messages that resonate better with the parties involved, making it easier to convey concerns and perspectives in a constructive manner.	15	4.33	100.0		67%		33%	
54. You value the diverse perspectives of others.	15	4.27	93.3	7%	60%		33%	
55. I encourage teams to extract lessons from conflict and apply them to improve processes, relationships, or strategy.	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. I avoid engaging in conflicts over minor workplace matters.	4.13	4.33	+0.20 ▲
52. You create balance in discussions by draw out perspectives that may otherwise go unheard.	4.40	4.13	-0.27 ▼
53. You craft messages that resonate better with the parties involved, making it easier to convey concerns and perspectives in a constructive manner.	4.07	4.33	+0.27 ▲
54. You value the diverse perspectives of others.	4.07	4.27	+0.20 ▲
55. I encourage teams to extract lessons from conflict and apply them to improve processes, relationships, or strategy.	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?