



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.

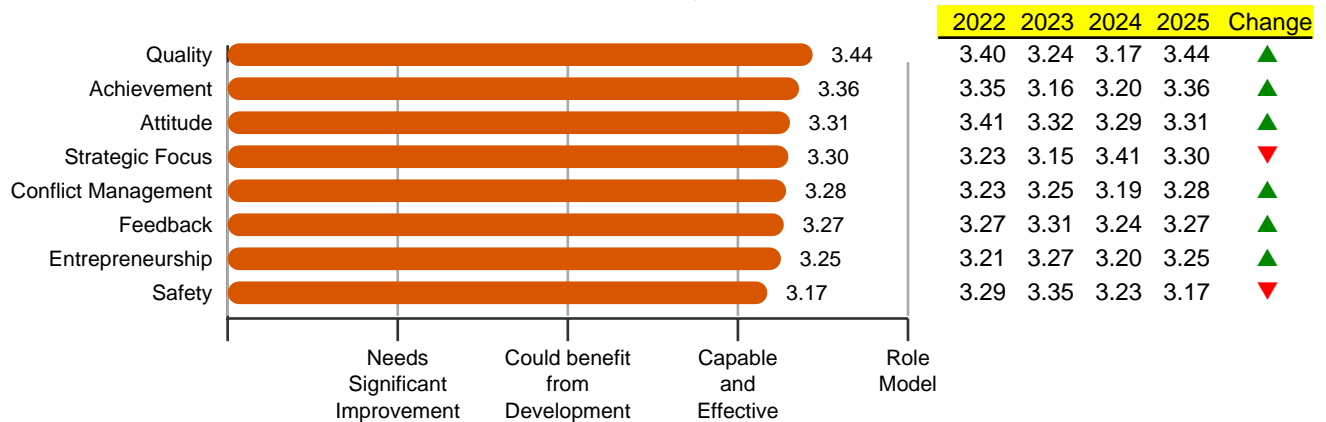
What to Do with Your Feedback

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

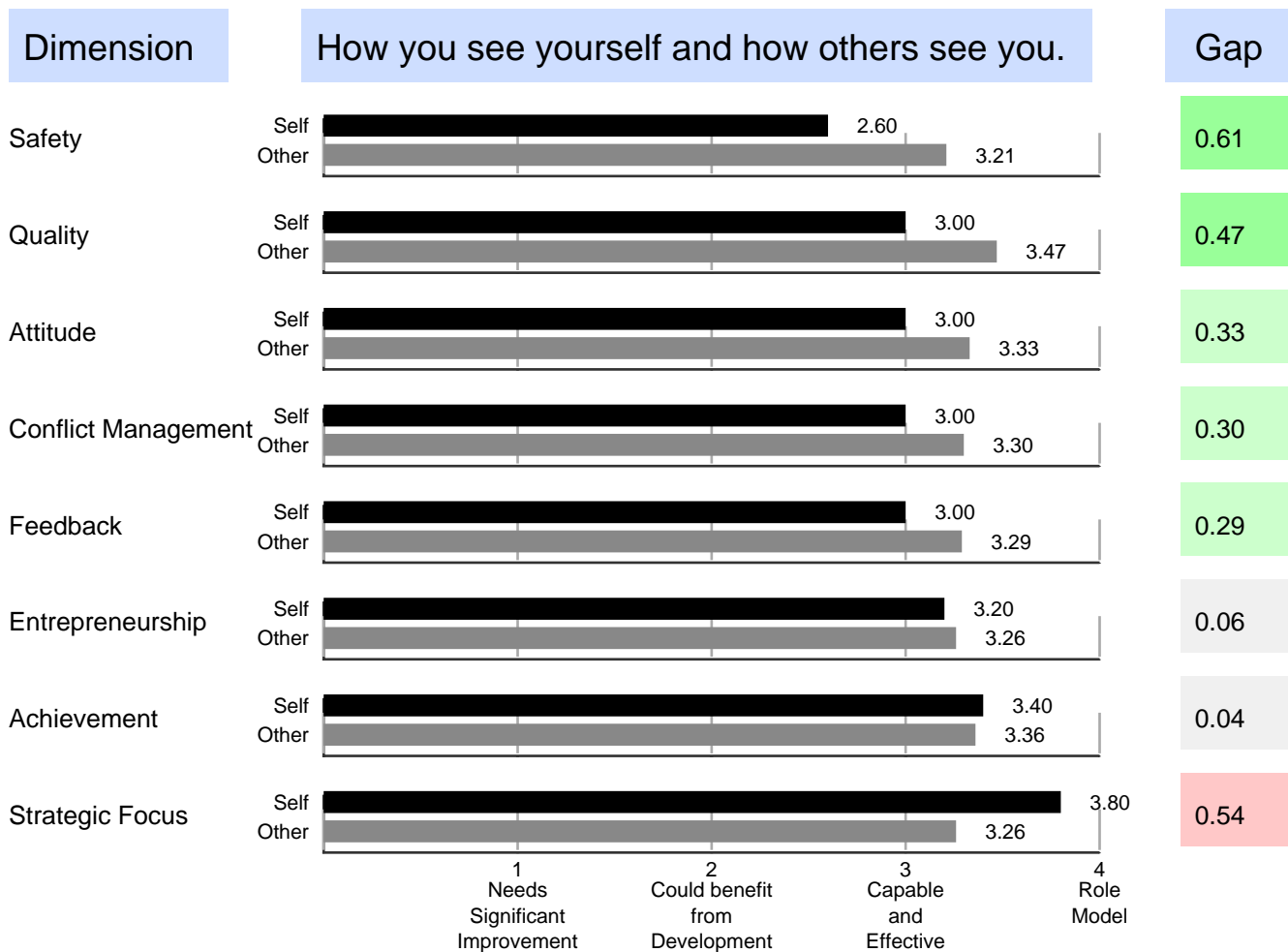
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Feedback

Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful progress.

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. Fosters a culture of dialogue and performance insights at all levels which is essential for effective feedback in crucial interactions between employees and their managers.	15	3.20	86.7	13%	53%	33%	
2. Equips managers with essential tools, training, and support to guarantee feedback is constructive, timely, and actionable.	15	3.33	100.0		67%	33%	
3. Seeks a more comprehensive understanding of abilities and identifies specific areas for improvement.	15	3.33	93.3	7%	53%	40%	
4. Offers guidance to assist employees in adjusting their behaviors to enhance performance.	15	3.27	93.3	7%	60%	33%	
5. Bases feedback on observable/observed behaviors or specific instances.	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. Fosters a culture of dialogue and performance insights at all levels which is essential for effective feedback in crucial interactions between employees and their managers.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Equips managers with essential tools, training, and support to guarantee feedback is constructive, timely, and actionable.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Seeks a more comprehensive understanding of abilities and identifies specific areas for improvement.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Offers guidance to assist employees in adjusting their behaviors to enhance performance.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Bases feedback on observable/observed behaviors or specific instances.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Approaches failures as stepping stones toward improvement.	15	3.47	100.0		53%	47%	
7. Proactively seeks feedback to refine outcomes, not out of obligation but a desire to elevate quality.	15	3.40	93.3	7%	47%	47%	
8. Enjoys working for [Company]	15	3.20	86.7	13%	53%	33%	
9. Speaks with civility and kindness, even under pressure or during disagreement.	15	3.27	86.7	13%	47%	40%	
10. Presents work with an "I stand behind this" mentality, demonstrating authenticity and personal accountability.	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. Approaches failures as stepping stones toward improvement.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Proactively seeks feedback to refine outcomes, not out of obligation but a desire to elevate quality.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Enjoys working for [Company]	3.40	3.40	3.20	3.20	
9. Speaks with civility and kindness, even under pressure or during disagreement.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Presents work with an "I stand behind this" mentality, demonstrating authenticity and personal accountability.	3.33	3.47	3.27	3.20	-0.07 ▼

Quality

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Analyzes quality improvement plans and initiatives.	15	3.67	100.0	33%		67%	
12. Views quality issues as a system failure rather than an individual failure.	15	3.40	93.3	7%	47%		47%
13. Effectively coordinates with other departments to improve quality.	15	3.13	86.7	13%	60%		27%
14. Engages and leads staff in implementation of new quality procedures.	15	3.47	100.0		53%		47%
15. Systematically and thoroughly inspects products for consistency in meeting specifications.	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. Analyzes quality improvement plans and initiatives.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Views quality issues as a system failure rather than an individual failure.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Effectively coordinates with other departments to improve quality.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Engages and leads staff in implementation of new quality procedures.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Systematically and thoroughly inspects products for consistency in meeting specifications.	3.67	3.27	3.20	3.53	+0.33 ▲

Achievement

Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's progress.

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. Encourages goal-setting that balances difficulty and achievability.	15	3.47	93.3	7%	40%	53%	
17. Keeps moving forward and stays focused on objectives despite setbacks.	15	2.93	73.3	27%	53%	20%	
18. Embraces bold, well-considered decisions to unlock new opportunities and growth.	15	3.40	93.3	7%	47%	47%	
19. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.53	100.0		47%	53%	
20. Finds viable solutions despite obstacles.	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. Encourages goal-setting that balances difficulty and achievability.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Keeps moving forward and stays focused on objectives despite setbacks.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Embraces bold, well-considered decisions to unlock new opportunities and growth.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	3.13	2.87	3.53	3.53	
20. Finds viable solutions despite obstacles.	3.40	3.20	2.87	3.47	+0.60 ▲

Safety

Works in a safe manner and promotes safe working conditions.

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. Identifies and addresses safety needs.	15	3.00	80.0	20%	60%		20%
22. Develops a strong safety culture.	15	3.53	100.0		47%	53%	
23. Is not afraid to question a potential safety issue observed in the workplace.	15	3.13	86.7	13%	60%		27%
24. Encourages others to work safely.	15	3.13	80.0	7%	13%	40%	40%
25. Ensures compliance with safety regulations.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
21. Identifies and addresses safety needs.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Develops a strong safety culture.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Is not afraid to question a potential safety issue observed in the workplace.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Encourages others to work safely.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Ensures compliance with safety regulations.	3.27	3.33	3.27	3.07	-0.20 ▼

Conflict Management

Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

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. Establishes roles and responsibilities of team members.	15	3.20	93.3	7%	60%	33%	
27. Frames conflict resolution as a shared goal, helping parties see mutual benefit and common ground.	15	3.40	93.3	7%	47%	47%	
28. Prefers to resolve conflicts through negotiation rather than coercion.	15	3.60	93.3	7%	27%	67%	
29. Demonstrates credibility and trustworthiness, making others more receptive to difficult feedback or compromise.	15	3.20	86.7	13%	53%	33%	
30. Encourages both sides to make compromises to resolve the conflict.	14	3.00	92.9	7%	79%	14%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
26. Establishes roles and responsibilities of team members.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Frames conflict resolution as a shared goal, helping parties see mutual benefit and common ground.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Prefers to resolve conflicts through negotiation rather than coercion.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Demonstrates credibility and trustworthiness, making others more receptive to difficult feedback or compromise.	3.21	3.20	3.20	3.20	
30. Encourages both sides to make compromises to resolve the conflict.	2.87	3.27	3.07	3.00	-0.07 ▼

Strategic Focus

Strategic focus is the ability to analyze complex challenges, determine the best approach to achieving organizational goals, and proactively address risks that impact operations. It involves scanning internal and external environments, formulating corporate-level strategies, and aligning projects with the company's vision, mission, and values to ensure long-term success. Effective strategic focus mobilizes leadership to implement change, coordinate cross-functional teams, and leverage SWOT analysis to refine decision-making and drive sustainable growth.

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. Undertakes a SWOT analysis to determine the best strategy to move forward.	15	3.33	93.3	7%	53%	40%	
32. Able to decline a poor strategy by proposing alternate strategies.	14	3.29	100.0		71%	29%	
33. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.27	100.0		73%	27%	
34. Creates a strategy to achieve departmental objectives.	15	3.47	93.3	7%	40%	53%	
35. Creates strategic objectives to increase revenue and profit margins.	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. Undertakes a SWOT analysis to determine the best strategy to move forward.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Able to decline a poor strategy by proposing alternate strategies.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Creates a strategy to achieve departmental objectives.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Creates strategic objectives to increase revenue and profit margins.	3.20	3.27	3.13	3.13	

Entrepreneurship

Ability to develop, manage, and expand business opportunities.

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. Encourages dynamic growth opportunities.	15	3.20	93.3	7%	67%		27%
37. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.33	93.3	7%	53%		40%
38. Encourages risk taking for developing potential business opportunities.	15	3.07	86.7	13%	67%		20%
39. Exhibits determination and passion in completion of goals.	15	3.33	100.0		67%		33%
40. Can work effectively in an environment of uncertainty.	15	3.33	100.0		67%		33%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
36. Encourages dynamic growth opportunities.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Devotes a certain amount of time and effort to developing new business opportunities.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Encourages risk taking for developing potential business opportunities.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Exhibits determination and passion in completion of goals.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Can work effectively in an environment of uncertainty.	3.00	3.20	3.27	3.33	+0.07 ▲