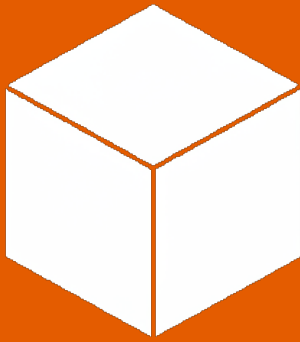




Feedback Results
Your CompanyName Here
2025

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.

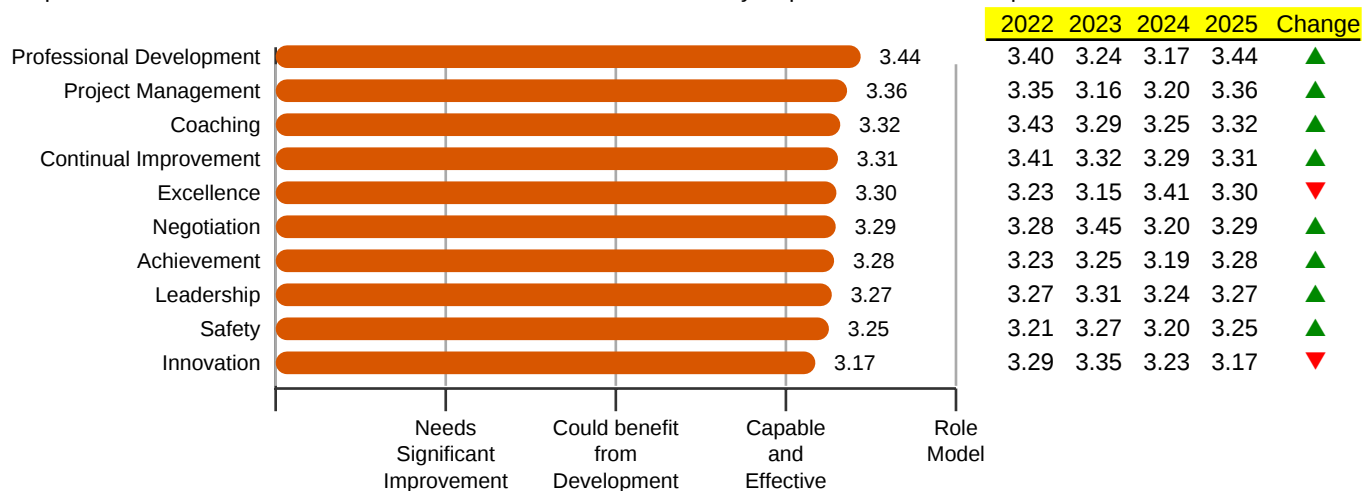
What to Do with Your Feedback

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

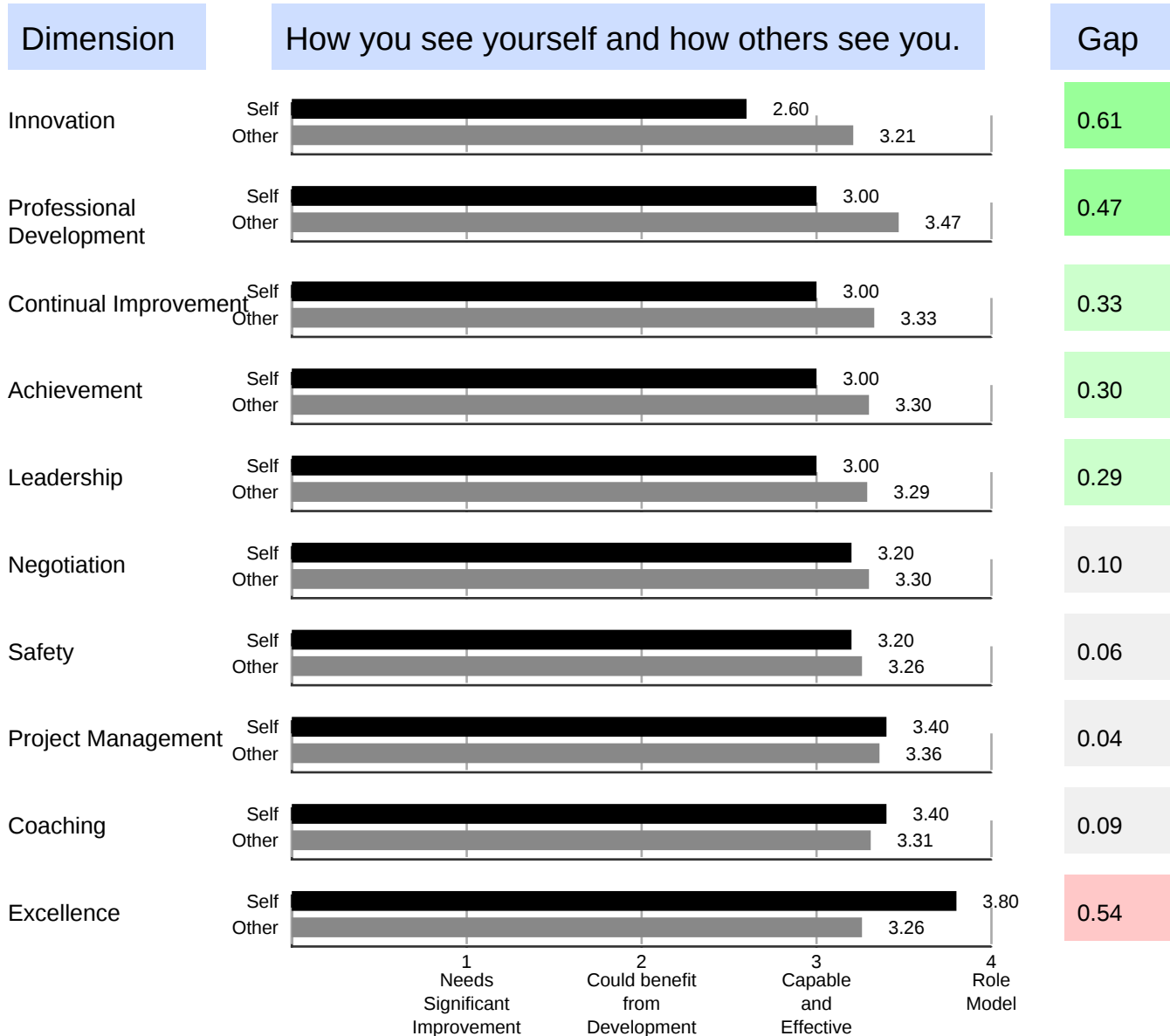
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Leadership

Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

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. Recognizes and rewards employee contributions to the team effort.	15	3.20	86.7	13%	53%		33%
2. Creates an environment that supports learning and development.	15	3.33	100.0		67%		33%
3. Implements decision and evaluates results.	15	3.33	93.3	7%	53%		40%
4. Inspires a shared vision of being the best.	15	3.27	93.3	7%	60%		33%
5. Motivates and challenges employees to attain a shared vision.	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. Recognizes and rewards employee contributions to the team effort.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Creates an environment that supports learning and development.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Implements decision and evaluates results.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Inspires a shared vision of being the best.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Motivates and challenges employees to attain a shared vision.	3.00	3.20	3.13	3.21	+0.08 ▲

Continual Improvement

Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

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. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.47	100.0		53%		47%
7. Analyzes processes to determine areas for improvement.	15	3.40	93.3	7%	47%		47%
8. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.20	86.7	13%	53%		33%
9. Looks for ways to expand current job responsibilities.	15	3.27	86.7	13%	47%		40%
10. Fosters a culture of open communication and continuous improvement.	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. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Analyzes processes to determine areas for improvement.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.40	3.40	3.20	3.20	
9. Looks for ways to expand current job responsibilities.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Fosters a culture of open communication and continuous improvement.	3.33	3.47	3.27	3.20	-0.07 ▼

Professional Development

Improvement through specialized training and participating in advanced professional courses.

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. Contributing fully to the extent of their skills	15	3.67	100.0	33%	67%		
12. Allows employees to fully participate in employee training and professional development.	15	3.40	93.3	7%	47%	47%	
13. Encourages employees to take courses relevant to their job.	15	3.13	86.7	13%	60%	27%	
14. Seeks opportunities for professional development.	15	3.47	100.0	53%	47%		
15. Keep themselves up-to-date of technical/professional issues	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. Contributing fully to the extent of their skills	3.40	3.40	3.27	3.67	+0.40 ▲
12. Allows employees to fully participate in employee training and professional development.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Encourages employees to take courses relevant to their job.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Seeks opportunities for professional development.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Keep themselves up-to-date of technical/professional issues	3.67	3.27	3.20	3.53	+0.33 ▲

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

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. Uses appropriate technology to efficiently communicate with team members.	15	3.47	93.3	7%	40%	53%	
17. Creates the communications that will be used throughout the project's implementation.	15	2.93	73.3	27%	53%		20%
18. Ensures resources are utilized at the appropriate levels for each phase of the project.	15	3.40	93.3	7%	47%	47%	
19. Regularly measures and records progress of the project.	15	3.53	100.0		47%	53%	
20. Locates the financial resources to budget for the project.	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. Uses appropriate technology to efficiently communicate with team members.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Creates the communications that will be used throughout the project's implementation.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Ensures resources are utilized at the appropriate levels for each phase of the project.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Regularly measures and records progress of the project.	3.13	2.87	3.53	3.53	
20. Locates the financial resources to budget for the project.	3.40	3.20	2.87	3.47	+0.60 ▲

Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

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 fresh approaches to solving problems.	15	3.00	80.0	20%	60%		20%
22. Coordinates the activities of the innovation steering committee.	15	3.53	100.0		47%	53%	
23. Encourages a search for radical innovation opportunities to obtain major breakthroughs.	15	3.13	86.7	13%	60%		27%
24. Enhances the feasibility and impact of new ideas through careful analysis and iterative improvements.	15	3.13	80.0	7% 13%	40%		40%
25. Is able to think through complex problems using unique solutions.	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. Identifies fresh approaches to solving problems.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Coordinates the activities of the innovation steering committee.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Encourages a search for radical innovation opportunities to obtain major breakthroughs.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Enhances the feasibility and impact of new ideas through careful analysis and iterative improvements.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Is able to think through complex problems using unique solutions.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Rapidly completes tasks and assignments.	15	3.20	93.3	7%	60%		33%
27. Operates with relentless drive, consistently meeting and surpassing deadlines.	15	3.40	93.3	7%	47%		47%
28. Holds others to high standards of achievement.	15	3.60	93.3	7%	27%	67%	
29. Defines precise, structured objectives that helps the department progress and holds employees accountable.	15	3.20	86.7	13%	53%		33%
30. Successfully launched the ABC project.	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. Rapidly completes tasks and assignments.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Operates with relentless drive, consistently meeting and surpassing deadlines.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Holds others to high standards of achievement.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Defines precise, structured objectives that helps the department progress and holds employees accountable.	3.21	3.20	3.20	3.20	
30. Successfully launched the ABC project.	2.87	3.27	3.07	3.00	-0.07 ▼

Excellence

Is excellent in performing their job duties and tasks.

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. Demonstrates the functional or technical skills necessary to do their job.	15	3.33	93.3	7%	53%	40%	
32. Can be counted on to add value wherever they are involved.	14	3.29	100.0		71%		29%
33. Demonstrates the analytical skills to do their job.	15	3.27	100.0		73%		27%
34. Produces high quality work.	15	3.47	93.3	7%	40%	53%	
35. Is planful and organized.	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. Demonstrates the functional or technical skills necessary to do their job.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Can be counted on to add value wherever they are involved.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Demonstrates the analytical skills to do their job.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Produces high quality work.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Is planful and organized.	3.20	3.27	3.13	3.13	

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
36. Encourages others to attend safety training.	15	3.20	93.3	7%	67%		27%
37. Creates accurate and effective measures of safety.	15	3.33	93.3	7%	53%		40%
38. Commits adequate resources toward safety measures.	15	3.07	86.7	13%	67%		20%
39. Mitigates hazards and safety issues that arise.	15	3.33	100.0		67%		33%
40. Encourages others to work safely.	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. Encourages others to attend safety training.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Creates accurate and effective measures of safety.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Commits adequate resources toward safety measures.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Mitigates hazards and safety issues that arise.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Encourages others to work safely.	3.00	3.20	3.27	3.33	+0.07 ▲

Coaching

Coaching is an essential leadership skill that enhances performance by fostering dialogue and active listening, asking open-ended questions, challenging assumptions, and tailoring approaches to individual needs. It involves reframing challenges as opportunities, broadening perspectives, providing constructive feedback, empowering employees, and emphasizing future potential. Effective coaching supports growth and development by creating a receptive environment, encouraging introspection and self-reflection, demonstrating empathy, investing time, and driving meaningful impact.

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
41. Structures learning activities to ensure employees are able to develop the knowledge and skills needed to succeed.	15	3.33	93.3	7%	53%		40%
42. Inquires about employee's accomplishments.	15	3.40	93.3	7%	47%		47%
43. Offers constructive feedback to improve performance.	15	3.13	86.7	13%	60%		27%
44. Gives factual, specific and non-judgmental feedback.	15	3.27	100.0		73%		27%
45. Assists employees in achieving higher engagement levels and commitment to the organization.	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
41. Structures learning activities to ensure employees are able to develop the knowledge and skills needed to succeed.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Inquires about employee's accomplishments.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Offers constructive feedback to improve performance.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Gives factual, specific and non-judgmental feedback.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Assists employees in achieving higher engagement levels and commitment to the organization.	3.20	3.33	3.13	3.47	+0.33 ▲

Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

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
46. Stays calm and focuses on the core issues to be discussed.	15	3.40	93.3	7%	47%	47%	
47. Is prepared to walk away if core interests are not met.	15	3.20	93.3	7%	67%	27%	
48. Bases arguments on objective standards or criteria, such as market value, legal standards, or expert opinions.	15	3.20	93.3	7%	60%	33%	
49. Develops a unified understanding or strategy that acknowledges and addresses the different viewpoints and resolves conflicts.	15	3.47	100.0		53%	47%	
50. Adjusts methods to suit the current situation.	15	3.20	86.7	13%	53%	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
46. Stays calm and focuses on the core issues to be discussed.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Is prepared to walk away if core interests are not met.	3.33	3.40	3.20	3.20	
48. Bases arguments on objective standards or criteria, such as market value, legal standards, or expert opinions.	3.60	3.33	3.20	3.20	
49. Develops a unified understanding or strategy that acknowledges and addresses the different viewpoints and resolves conflicts.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Adjusts methods to suit the current situation.	3.20	3.67	3.27	3.20	-0.07 ▼