



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.

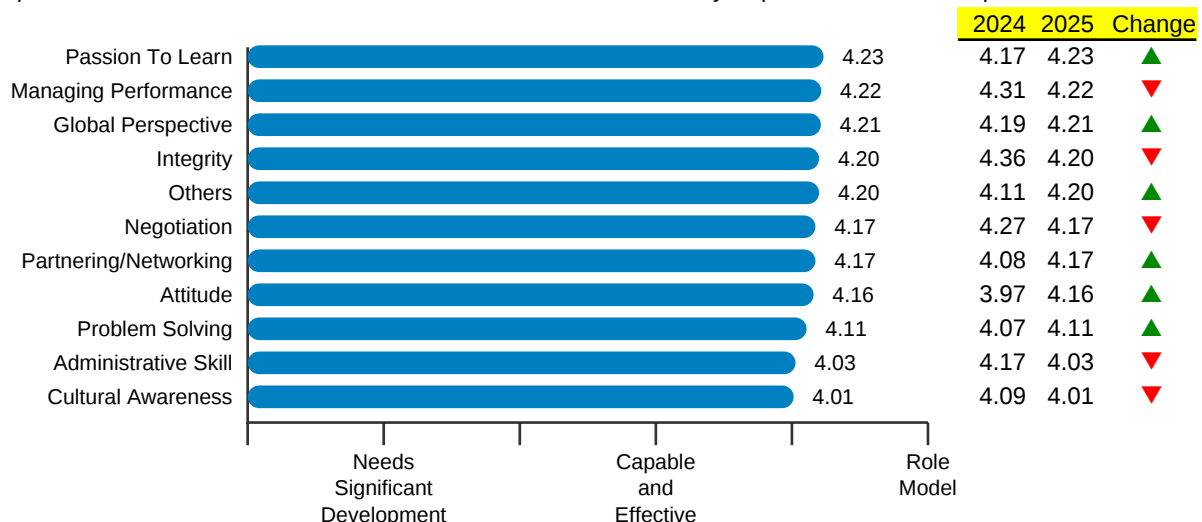
What to Do with Your Feedback

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

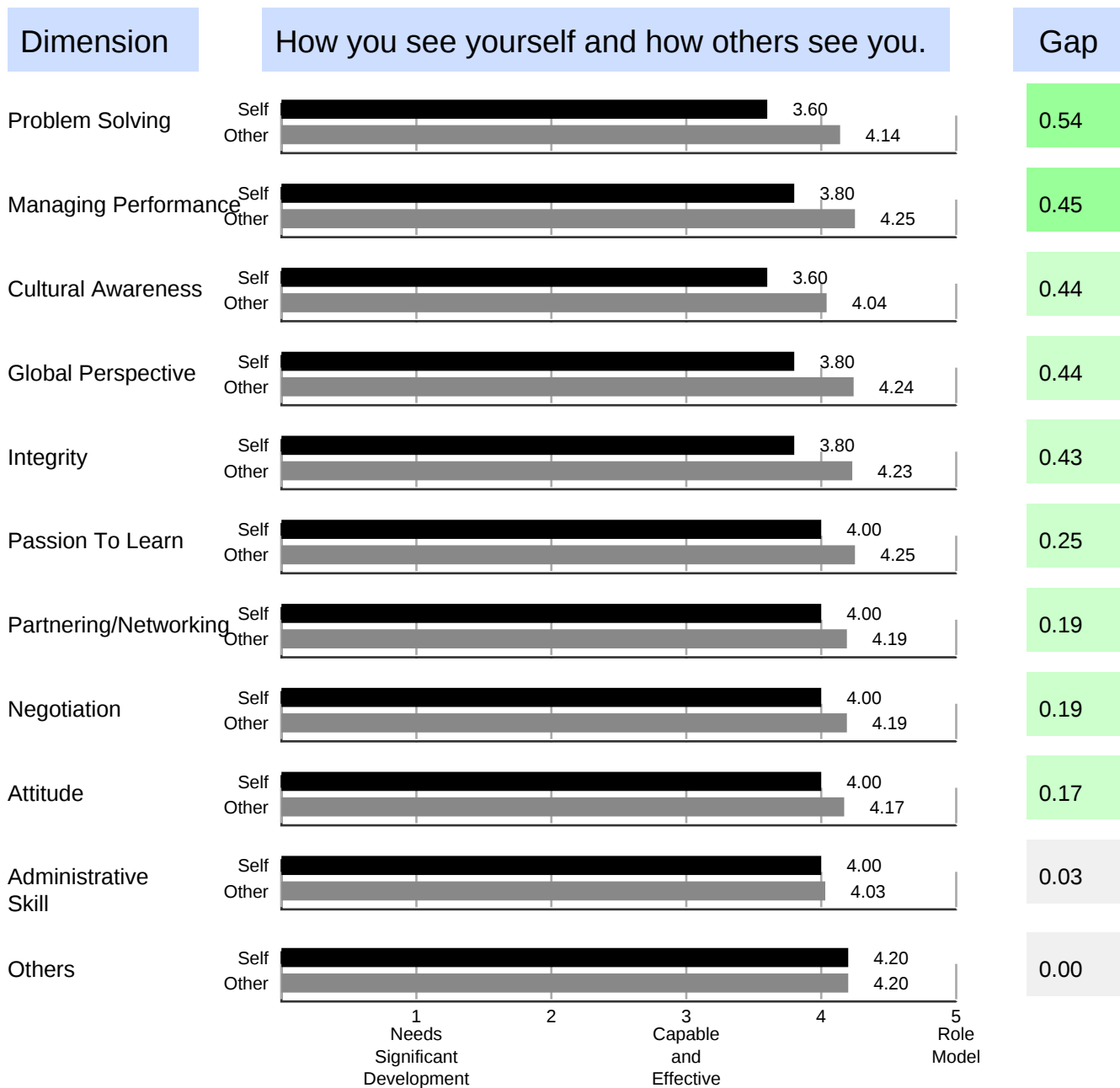
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Managing 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. I measure performance using standard production quotas.	15	4.13	80.0	20%	47%	33%		
2. You implement remediation plans with follow up after 3 months.	15	4.33	100.0		67%	33%		
3. I increase responsibilities for high performing individuals.	15	4.33	93.3	7%	53%	40%		
4. You set long and short term goals.	15	4.07	86.7	13%	67%	20%		
5. I link qualitative objectives to quantitative key results.	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. I measure performance using standard production quotas.	4.00	4.13	+0.13 ▲
2. You implement remediation plans with follow up after 3 months.	4.40	4.33	-0.07 ▼
3. I increase responsibilities for high performing individuals.	4.47	4.33	-0.13 ▼
4. You set long and short term goals.	4.47	4.07	-0.40 ▼
5. I link qualitative objectives to quantitative key results.	4.20	4.21	+0.01 ▲

Integrity

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. I behave in a way that is consistent, ethical, and principled.	15	4.33	93.3	7%	53%	40%		
7. You do what was promised.	15	4.33	86.7	13%	40%	47%		
8. You take responsibility for commitments ensuring that they were met.	15	4.07	80.0	20%	53%	27%		
9. You always conduct yourself in an honest and upfront manner	15	4.13	80.0	20%	47%	33%		
10. I am highly productive by efficiently managing time and resources to contribute significantly to the team's goals.	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. I behave in a way that is consistent, ethical, and principled.	4.13	4.33	+0.20 ▲
7. You do what was promised.	4.33	4.33	
8. You take responsibility for commitments ensuring that they were met.	4.20	4.07	-0.13 ▼
9. You always conduct yourself in an honest and upfront manner	4.67	4.13	-0.53 ▼
10. I am highly productive by efficiently managing time and resources to contribute significantly to the team's goals.	4.47	4.13	-0.33 ▼

Passion To Learn

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. You take advantage of training opportunities when they arise.	15	4.67	100.0	33%		67%		
12. You will participate in training classes even if offered outside of normal working hours.	15	4.20	86.7	7%	7%	47%		40%
13. You constantly enhance product knowledge through experimentation and play.	14	3.64	57.1	14%	29%		36%	21%
14. You embrace new technology and procedures.	14	4.14	85.7	7%	7%	50%		36%
15. You demonstrate a willingness to participate in continuing education courses.	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. You take advantage of training opportunities when they arise.	4.20	4.67	+0.47 ▲
12. You will participate in training classes even if offered outside of normal working hours.	3.93	4.20	+0.27 ▲
13. You constantly enhance product knowledge through experimentation and play.	4.47	3.64	-0.82 ▼
14. You embrace new technology and procedures.	4.00	4.14	+0.14 ▲
15. You demonstrate a willingness to participate in continuing education courses.	4.27	4.47	+0.20 ▲

Attitude

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. I hold myself accountable for my performance and results.	15	4.00	66.7	7%	27%	27%	40%	
17. I encourage others to overcome resistance to change.	15	3.87	66.7		33%	47%	20%	
18. I set a positive tone for the department and team.	15	4.20	86.7	7%	7%	47%	40%	
19. You recognize time as a share resource and manage it responsibly.	15	4.33	86.7	13%	40%	47%		
20. I welcome challenging assignments as opportunities to stretch and grow.	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. I hold myself accountable for my performance and results.	3.64	4.00	+0.36 ▲
17. I encourage others to overcome resistance to change.	4.33	3.87	-0.47 ▼
18. I set a positive tone for the department and team.	3.93	4.20	+0.27 ▲
19. You recognize time as a share resource and manage it responsibly.	4.33	4.33	
20. I welcome challenging assignments as opportunities to stretch and grow.	3.60	4.40	+0.80 ▲

Cultural Awareness

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. You welcome diverse cultural input when shaping organizational strategy or policy.	15	3.93	73.3	27%		53%		20%
22. You treat others with dignity and respect.	15	4.00	66.7	13%	20%	20%	47%	
23. You participate in diversity and inclusion initiatives to model respectful engagement.	15	4.07	80.0	20%		53%		27%
24. I promote culturally respectful partnerships with external stakeholders and global teams.	15	4.00	73.3	13%	13%	33%		40%
25. I advocate for equitable treatment of all employees, regardless of cultural background.	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 welcome diverse cultural input when shaping organizational strategy or policy.	4.20	3.93	-0.27 ▼
22. You treat others with dignity and respect.	4.20	4.00	-0.20 ▼
23. You participate in diversity and inclusion initiatives to model respectful engagement.	4.13	4.07	-0.07 ▼
24. I promote culturally respectful partnerships with external stakeholders and global teams.	3.80	4.00	+0.20 ▲
25. I advocate for equitable treatment of all employees, regardless of cultural background.	4.13	4.07	-0.07 ▼

Administrative Skill

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. You use best practices for handling sensitive or confidential materials.	15	4.00	80.0	7%	13%	53%		27%
27. I proofread and edit documents to ensure accuracy, clarity, and consistency.	15	3.67	66.7	20%	13%	47%		20%
28. I analyze RFQs or RFIs to understand the client's needs, specifications, and evaluation criteria.	15	4.40	86.7	13%	33%		53%	
29. I prioritize tasks to be complete within pre-established deadlines.	15	4.07	80.0	20%		53%		27%
30. You implement automated or manual record management procedures/systems.	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. You use best practices for handling sensitive or confidential materials.	4.47	4.00	-0.47 ▼
27. I proofread and edit documents to ensure accuracy, clarity, and consistency.	4.00	3.67	-0.33 ▼
28. I analyze RFQs or RFIs to understand the client's needs, specifications, and evaluation criteria.	4.33	4.40	+0.07 ▲
29. I prioritize tasks to be complete within pre-established deadlines.	4.07	4.07	
30. You implement automated or manual record management procedures/systems.	4.00	4.00	

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. I secure the employees' agreement and commitment prior to implementing changes to prevent resistance.	15	4.27	93.3	7%	60%			33%
32. You routinely check and maintain equipment, systems, or processes to catch any signs of wear or inefficiency before they turn into bigger issues.	14	4.14	92.9	7%	71%			21%
33. I assess the extent to which proposed solutions would lead to success.	15	4.27	100.0		73%			27%
34. I am able to conduct a thorough Critical Incident interview.	15	4.40	93.3	7%	47%			47%
35. You gather input from staff for use in problem solving.	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 secure the employees' agreement and commitment prior to implementing changes to prevent resistance.	4.27	4.27	
32. You routinely check and maintain equipment, systems, or processes to catch any signs of wear or inefficiency before they turn into bigger issues.	4.20	4.14	-0.06 ▼
33. I assess the extent to which proposed solutions would lead to success.	3.67	4.27	+0.60 ▲
34. I am able to conduct a thorough Critical Incident interview.	4.00	4.40	+0.40 ▲
35. You gather input from staff for use in problem solving.	4.20	3.47	-0.73 ▼

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
36. You leverage core competencies of partners to the benefit of both parties.	15	4.20	93.3	7%	67%			27%
37. I exchange innovative ideas with a network of colleagues.	15	4.27	93.3	7%	60%			33%
38. You provide expertise that may be lacking in other partners or other parts of the network.	15	4.00	80.0	20%	60%			20%
39. I understand the potential implications of the partnership.	15	4.07	86.7	7%	7%	60%		27%
40. You seek to avoid conflicts by clarifying problems early on and working quickly to resolve those issues.	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 leverage core competencies of partners to the benefit of both parties.	4.00	4.20	+0.20 ▲
37. I exchange innovative ideas with a network of colleagues.	4.21	4.27	+0.05 ▲
38. You provide expertise that may be lacking in other partners or other parts of the network.	4.07	4.00	-0.07 ▼
39. I understand the potential implications of the partnership.	3.87	4.07	+0.20 ▲
40. You seek to avoid conflicts by clarifying problems early on and working quickly to resolve those issues.	4.27	4.33	+0.07 ▲

Negotiation

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. I stay well-informed about the issues and priorities.	15	3.93	80.0	13%	7%	53%		27%
42. You are able to adapt to changing situations.	15	4.33	93.3	7%		47%		47%
43. You are able to decline bad ideas to avoid making poor decisions.	15	4.13	86.7		13%	60%		27%
44. You maintain good interpersonal relationships with representatives from the other party.	15	4.20	100.0			80%		20%
45. I demonstrate confidence in my positions and can influence the other party's perception of proposals being offered.	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. I stay well-informed about the issues and priorities.	3.87	3.93	+0.07 ▲
42. You are able to adapt to changing situations.	4.13	4.33	+0.20 ▲
43. You are able to decline bad ideas to avoid making poor decisions.	4.20	4.13	-0.07 ▼
44. You maintain good interpersonal relationships with representatives from the other party.	4.87	4.20	-0.67 ▼
45. I demonstrate confidence in my positions and can influence the other party's perception of proposals being offered.	4.27	4.27	

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
46. You form working relationships with employees from other departments.	15	4.40	93.3	7%	47%	47%		
47. You treat others with respect and dignity.	15	4.20	93.3	7%	67%			27%
48. You are able to see issues from others' perspectives.	15	4.07	86.7	13%	53%			33%
49. You support the efforts of other employees in implementing solutions to problems.	15	4.27	93.3	7%	53%			40%
50. You are able to see issues from others' perspectives.	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 form working relationships with employees from other departments.	4.13	4.40	+0.27 ▲
47. You treat others with respect and dignity.	4.07	4.20	+0.13 ▲
48. You are able to see issues from others' perspectives.	4.00	4.07	+0.07 ▲
49. You support the efforts of other employees in implementing solutions to problems.	4.13	4.27	+0.13 ▲
50. You are able to see issues from others' perspectives.	4.20	4.07	-0.13 ▼

Global Perspective

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
51. You have positive interactions with individuals from different cultures and backgrounds.	15	4.33	93.3	7%	47%		47%	
52. You demonstrate working knowledge of global transactions.	15	4.13	86.7	13%	60%			27%
53. You align personal vision with global strategies.	15	4.33	100.0		67%			33%
54. You are able to work with individuals having different backgrounds and cultures.	15	4.27	93.3	7%	60%			33%
55. You build working relationships with others across cultures.	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. You have positive interactions with individuals from different cultures and backgrounds.	4.13	4.33	+0.20 ▲
52. You demonstrate working knowledge of global transactions.	4.40	4.13	-0.27 ▼
53. You align personal vision with global strategies.	4.07	4.33	+0.27 ▲
54. You are able to work with individuals having different backgrounds and cultures.	4.07	4.27	+0.20 ▲
55. You build working relationships with others across cultures.	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?