



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.

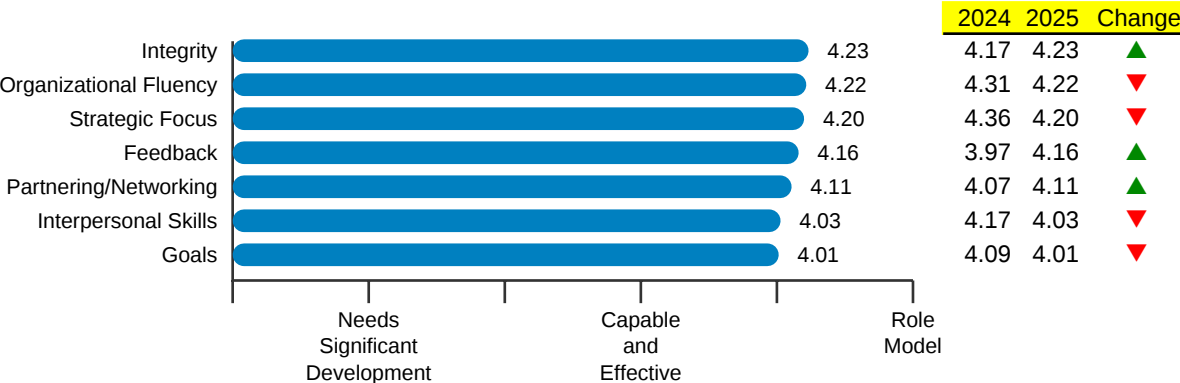
What to Do with Your Feedback

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

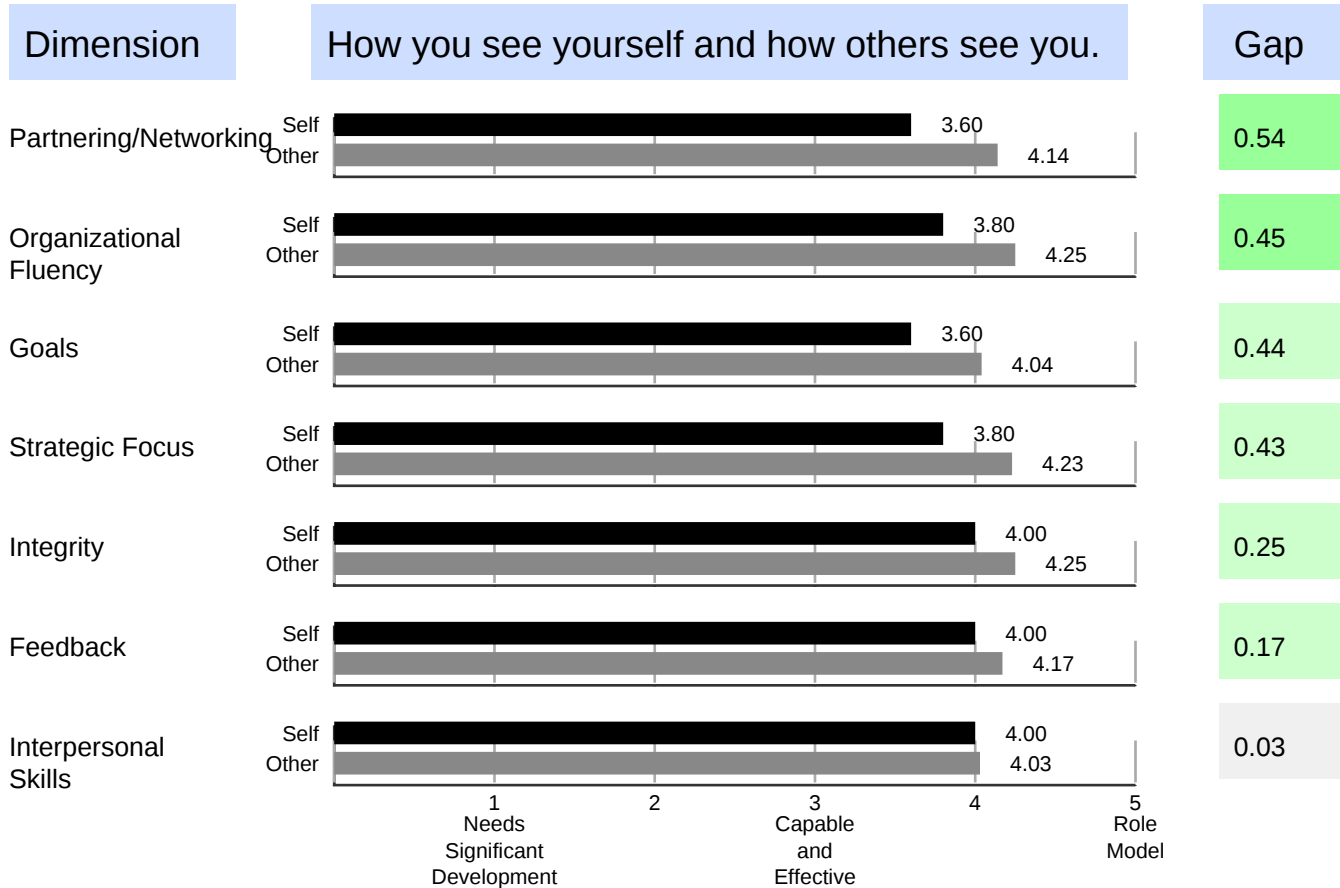
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Organizational Fluency

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. Able to explain departmental policies and procedures to others.	15	4.13	80.0	20%	47%	33%		
2. Effective in communicating with others within the organization.	15	4.33	100.0		67%	33%		
3. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.33	93.3	7%	53%	40%		
4. Adept at navigating within the culture of the department.	15	4.07	86.7	13%	67%	20%		
5. Gets things done through the department.	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. Able to explain departmental policies and procedures to others.	4.00	4.13	+0.13 ▲
2. Effective in communicating with others within the organization.	4.40	4.33	-0.07 ▼
3. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	4.47	4.33	-0.13 ▼
4. Adept at navigating within the culture of the department.	4.47	4.07	-0.40 ▼
5. Gets things done through the department.	4.20	4.21	+0.01 ▲

Strategic 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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	15	4.33	93.3	7%	53%		40%	
7. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	4.33	86.7	13%	40%		47%	
8. Reinforces the strategic messaging in various teams, meetings, seminars and workshops.	15	4.07	80.0	20%	53%		27%	
9. Implements and executes the company's strategy for advancing production capabilities.	15	4.13	80.0	20%	47%		33%	
10. Determines the best approach to achieving desired 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. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	4.13	4.33	+0.20 ▲
7. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	4.33	4.33	
8. Reinforces the strategic messaging in various teams, meetings, seminars and workshops.	4.20	4.07	-0.13 ▼
9. Implements and executes the company's strategy for advancing production capabilities.	4.67	4.13	-0.53 ▼
10. Determines the best approach to achieving desired goals.	4.47	4.13	-0.33 ▼

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
11. Provides mentorship and guidance to others to help them grow and develop professionally reflecting a commitment to their success and the success of the organization overall.	15	4.67	100.0					
12. Inspires others to perform at their best by fostering a culture of integrity and achievement within the organization.	15	4.20	86.7	7%	7%	47%		40%
13. Makes decisions that are based on core principles and not on individual circumstances.	14	3.64	57.1	14%		29%	36%	21%
14. Takes responsibility for the ethical culture created at the company and holds employees accountable for their actions.	14	4.14	85.7	7%	7%	50%		36%
15. Maintains the confidentiality of others.	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. Provides mentorship and guidance to others to help them grow and develop professionally reflecting a commitment to their success and the success of the organization overall.	4.20	4.67	+0.47 ▲
12. Inspires others to perform at their best by fostering a culture of integrity and achievement within the organization.	3.93	4.20	+0.27 ▲
13. Makes decisions that are based on core principles and not on individual circumstances.	4.47	3.64	-0.82 ▼
14. Takes responsibility for the ethical culture created at the company and holds employees accountable for their actions.	4.00	4.14	+0.14 ▲
15. Maintains the confidentiality of others.	4.27	4.47	+0.20 ▲

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	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Fosters a constructive environment through feedback, coaching, and mentoring.	15	4.00	66.7	7%	27%	27%	40%	
17. Embraces feedback with a growth mindset.	15	3.87	66.7		33%	47%	20%	
18. Facilitates effective feedback between managers and their employees.	15	4.20	86.7	7%	7%	47%	40%	
19. Fosters a culture of continuous improvement, where feedback is used as a valuable tool for growth and development.	15	4.33	86.7	13%	40%	47%		
20. Guides employees in translating their feedback into action plans.	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. Fosters a constructive environment through feedback, coaching, and mentoring.	3.64	4.00	+0.36 ▲
17. Embraces feedback with a growth mindset.	4.33	3.87	-0.47 ▼
18. Facilitates effective feedback between managers and their employees.	3.93	4.20	+0.27 ▲
19. Fosters a culture of continuous improvement, where feedback is used as a valuable tool for growth and development.	4.33	4.33	
20. Guides employees in translating their feedback into action plans.	3.60	4.40	+0.80 ▲

Goals

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. Avoids unproductive actions that fail to advance the achievement of the goal.	15	3.93	73.3	27%		53%		20%
22. Defines goals on a path of ongoing improvement.	15	4.00	66.7	13%	20%	20%	47%	
23. Sets goals relevant to the situation to help teams focus their efforts efficiently.	15	4.07	80.0	20%		53%		27%
24. Creates several short-term goals to achieve quick wins, while also setting longer-term goals based on evolving strengths and achievements.	15	4.00	73.3	13%	13%	33%	40%	
25. Offers encouragement, removes obstacles, and gives feedback to help subordinates succeed.	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. Avoids unproductive actions that fail to advance the achievement of the goal.	4.20	3.93	-0.27 ▼
22. Defines goals on a path of ongoing improvement.	4.20	4.00	-0.20 ▼
23. Sets goals relevant to the situation to help teams focus their efforts efficiently.	4.13	4.07	-0.07 ▼
24. Creates several short-term goals to achieve quick wins, while also setting longer-term goals based on evolving strengths and achievements.	3.80	4.00	+0.20 ▲
25. Offers encouragement, removes obstacles, and gives feedback to help subordinates succeed.	4.13	4.07	-0.07 ▼

Interpersonal Skills

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. Demonstrates a high degree of ethics and integrity in the workplace.	15	4.00	80.0	7%	13%	53%		27%
27. Keeps commitments made with coworkers.	15	3.67	66.7	20%	13%	47%		20%
28. Values the opinions of others.	15	4.40	86.7	13%	33%	53%		
29. Works diligently to assist customers in finding the right products.	15	4.07	80.0	20%	53%			27%
30. Builds strong relationships with team members.	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. Demonstrates a high degree of ethics and integrity in the workplace.	4.47	4.00	-0.47 ▼
27. Keeps commitments made with coworkers.	4.00	3.67	-0.33 ▼
28. Values the opinions of others.	4.33	4.40	+0.07 ▲
29. Works diligently to assist customers in finding the right products.	4.07	4.07	
30. Builds strong relationships with team members.	4.00	4.00	

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
31. Strengthens the contacts with other departments.	15	4.27	93.3	7%	60%			33%
32. Develops important government contacts to ensure smooth business operations.	14	4.14	92.9	7%	71%			21%
33. Strives to cultivate and maintain a partnership based on trust and commitment in relationships.	15	4.27	100.0		73%			27%
34. Seeks an understanding of diverse functions within the Company.	15	4.40	93.3	7%	47%			47%
35. Creates the conditions for partnerships to grow and develop.	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. Strengthens the contacts with other departments.	4.27	4.27	
32. Develops important government contacts to ensure smooth business operations.	4.20	4.14	-0.06 ▼
33. Strives to cultivate and maintain a partnership based on trust and commitment in relationships.	3.67	4.27	+0.60 ▲
34. Seeks an understanding of diverse functions within the Company.	4.00	4.40	+0.40 ▲
35. Creates the conditions for partnerships to grow and develop.	4.20	3.47	-0.73 ▼

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?