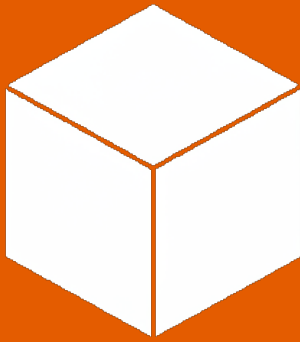




Feedback Results
Your CompanyName Here
2025

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.

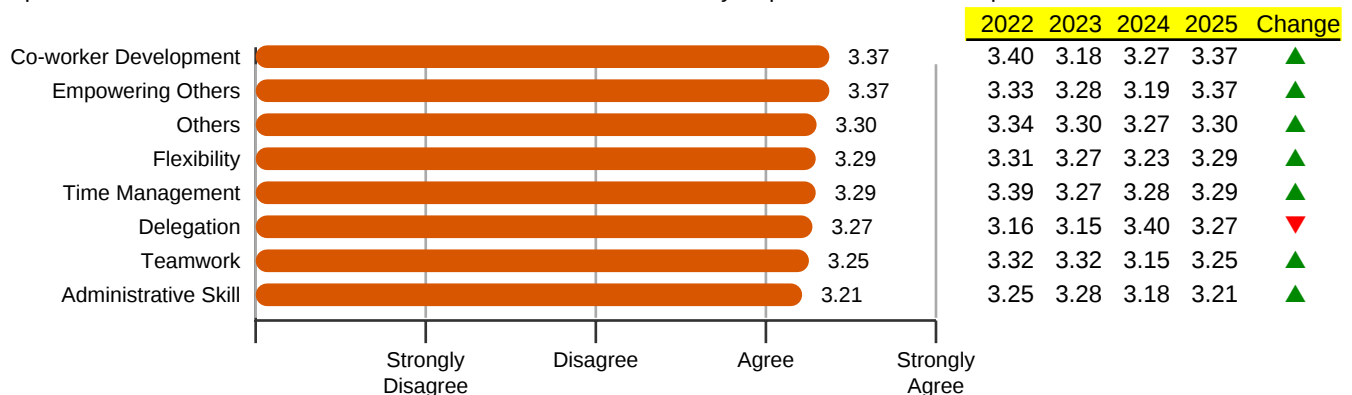
What to Do with Your Feedback

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

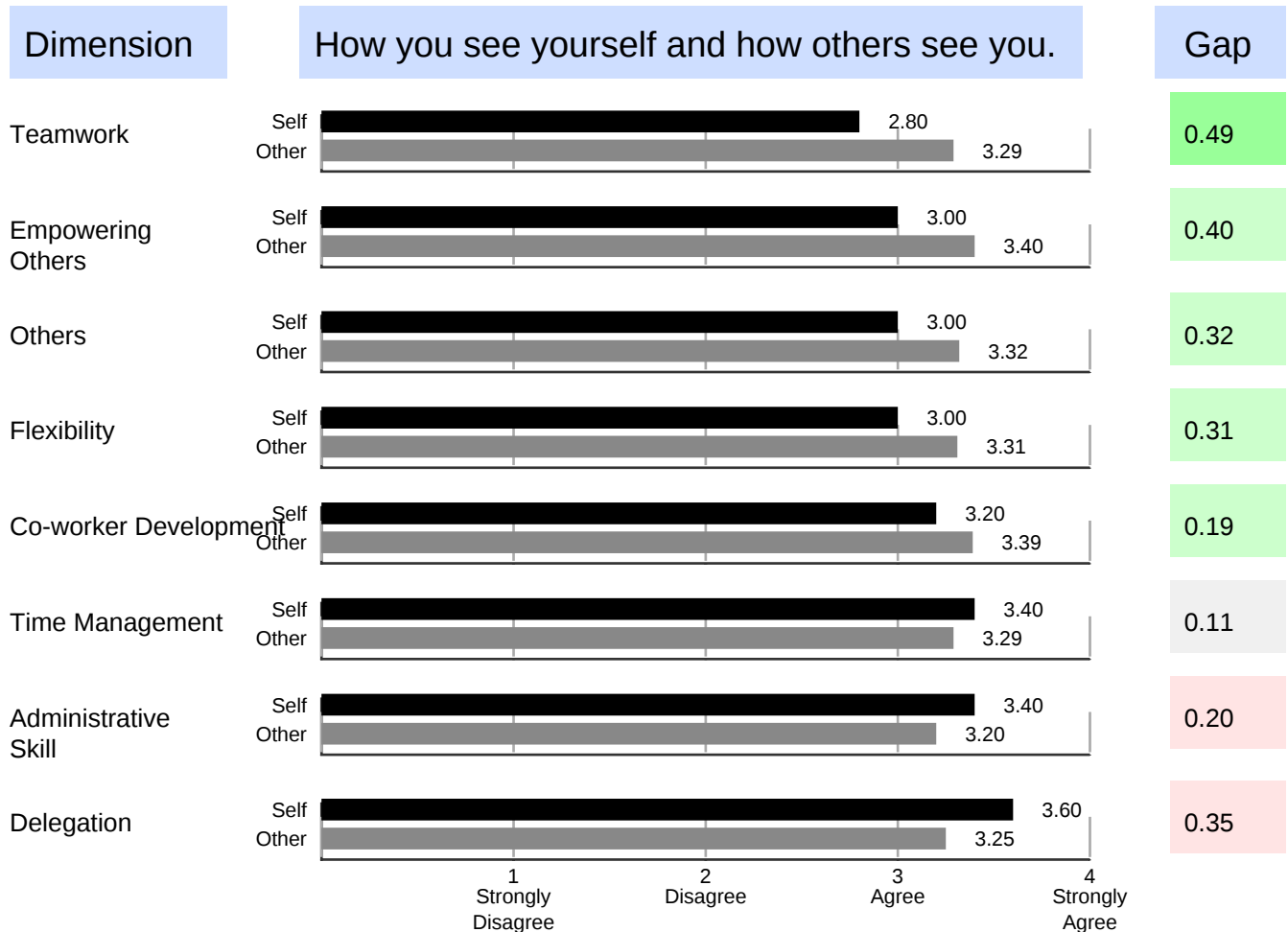
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Others

Works well with other employees.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Includes others in the decision making processes.	15	3.20	86.7	13%	53%	33%	
2. Constructively receives criticism and suggestions from others.	15	3.33	100.0		67%	33%	
3. Treats others with respect and dignity.	15	3.33	93.3	7%	53%	40%	
4. Is able to see issues from others' perspectives.	15	3.27	93.3	7%	60%	33%	
5. Forms working relationships with employees from other departments.	14	3.21	85.7	14%	50%	36%	
6. Supports the efforts of other employees in implementing solutions to problems.	15	3.47	100.0		53%	47%	
7. Works effectively with people from other departments.	15	3.40	93.3	7%	47%	47%	
8. Able to see issues from others' perspectives.	15	3.20	86.7	13%	53%	33%	
9. Helpful	15	3.27	86.7	13%	47%	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	2022	2023	2024	2025	Change
1. Includes others in the decision making processes.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Constructively receives criticism and suggestions from others.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Treats others with respect and dignity.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Is able to see issues from others' perspectives.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Forms working relationships with employees from other departments.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Supports the efforts of other employees in implementing solutions to problems.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Works effectively with people from other departments.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Able to see issues from others' perspectives.	3.40	3.40	3.20	3.20	
9. Helpful	3.53	3.40	3.60	3.27	-0.33 ▼

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Enables employees to take on more challenging roles.	15	3.20	93.3	7%	67%		27%
11. Recognizes the accomplishments of employees when they complete important assignments.	15	3.67	100.0		33%	67%	
12. Motivates and encourages employees to be successful in their jobs.	15	3.40	93.3	7%	47%		47%
13. Allows employees to organize their schedule to best accomplish the job.	15	3.13	86.7	13%	60%		27%
14. Allows employees to make their own decisions.	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
10. Enables employees to take on more challenging roles.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Recognizes the accomplishments of employees when they complete important assignments.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Motivates and encourages employees to be successful in their jobs.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Allows employees to organize their schedule to best accomplish the job.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Allows employees to make their own decisions.	3.20	3.13	3.00	3.47	+0.47 ▲

Co-worker Development

Invests in the professional development of 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.53	100.0		47%	53%	
16. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.47	93.3	7%	40%	53%	
17. Provides ongoing feedback to co-workers on their development progress	15	2.93	73.3	27%	53%		20%
18. Works to identify root causes of performance problems	15	3.40	93.3	7%	47%	47%	
19. Gives others development opportunities through project assignments and increased job responsibilities	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
15. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.67	3.27	3.20	3.53	+0.33 ▲
16. Sets and clearly communicates expectations, performance goals, and measurements to others	3.33	3.00	3.07	3.47	+0.40 ▲
17. Provides ongoing feedback to co-workers on their development progress	3.40	3.20	3.33	2.93	-0.40 ▼
18. Works to identify root causes of performance problems	3.47	3.53	3.20	3.40	+0.20 ▲
19. Gives others development opportunities through project assignments and increased job responsibilities	3.13	2.87	3.53	3.53	

Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building.

To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members.

Some teams have a specified leader to help supervise or coach other team members.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
20. Adjusts to changes in the composition of the team.	15	3.47	100.0	53%		47%	
21. Takes the time to listen to the team's ideas.	15	3.00	80.0	20%	60%		20%
22. Provides assistance and support to other team members when needed	15	3.53	100.0	47%		53%	
23. Creates a culture that fosters and values collaboration.	15	3.13	86.7	13%	60%		27%
24. Builds strong relationships with team members.	15	3.13	80.0	7%	13%	40%	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	2022	2023	2024	2025	Change
20. Adjusts to changes in the composition of the team.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Takes the time to listen to the team's ideas.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Provides assistance and support to other team members when needed	3.20	3.33	3.07	3.53	+0.47 ▲
23. Creates a culture that fosters and values collaboration.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Builds strong relationships with team members.	3.33	3.47	3.33	3.13	-0.20 ▼

Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Is able to make accommodations needed for changes to the working conditions.	15	3.07	86.7	13%	67%		20%
26. Fosters an environment that prioritizes adaptability, ongoing enhancement, and creative thinking.	15	3.20	93.3	7%	60%		33%
27. Has the ability to pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.	15	3.40	93.3	7%	47%		47%
28. Fosters a culture of flexibility and agility.	15	3.60	93.3	7%	27%	67%	
29. Will pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.	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
25. Is able to make accommodations needed for changes to the working conditions.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Fosters an environment that prioritizes adaptability, ongoing enhancement, and creative thinking.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Has the ability to pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Fosters a culture of flexibility and agility.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Will pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.	3.21	3.20	3.20	3.20	

Delegation

Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Uses delegation to empower employees to take initiative and make decisions.	14	3.00	92.9	7%	79%		14%
31. Delegates responsibility to employees, allowing them to handle tasks independently.	15	3.33	93.3	7%	53%		40%
32. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	14	3.29	100.0		71%		29%
33. Considers employees' enthusiasm for specific tasks to create a more engaged and purpose-driven team.	15	3.27	100.0		73%		27%
34. Demonstrates confidence in employees' capabilities by granting appropriate decision-making authority.	15	3.47	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	2022	2023	2024	2025	Change
30. Uses delegation to empower employees to take initiative and make decisions.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Delegates responsibility to employees, allowing them to handle tasks independently.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Considers employees' enthusiasm for specific tasks to create a more engaged and purpose-driven team.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Demonstrates confidence in employees' capabilities by granting appropriate decision-making authority.	3.33	3.00	3.53	3.47	-0.07 ▼

Administrative Skill

Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Has strong technical/computer skills.	15	3.13	86.7	13%	60%		27%
36. Carefully listens to what others are saying.	15	3.20	93.3	7%	67%		27%
37. Develops action item and to-do lists from issues discussed in meetings.	15	3.33	93.3	7%	53%		40%
38. Serves as a liaison to other departments.	15	3.07	86.7	13%	67%		20%
39. Proofreads and edits documents.	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
35. Has strong technical/computer skills.	3.20	3.27	3.13	3.13	
36. Carefully listens to what others are saying.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Develops action item and to-do lists from issues discussed in meetings.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Serves as a liaison to other departments.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Proofreads and edits documents.	3.20	3.27	3.00	3.33	+0.33 ▲

Time Management

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
40. Keeps accurate records of time spent on projects for proper billing.	15	3.33	100.0		67%		33%
41. Accomplishes more despite limitations in time constraints.	15	3.33	93.3	7%	53%		40%
42. Gives undivided attention to tasks currently being worked on.	15	3.40	93.3	7%	47%		47%
43. Prioritizes high value tasks at work.	15	3.13	86.7	13%	60%		27%
44. Rarely misses deadlines; often producing results before expected.	15	3.27	100.0		73%		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
40. Keeps accurate records of time spent on projects for proper billing.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Accomplishes more despite limitations in time constraints.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Gives undivided attention to tasks currently being worked on.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Prioritizes high value tasks at work.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Rarely misses deadlines; often producing results before expected.	3.33	3.27	3.87	3.27	-0.60 ▼