



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.

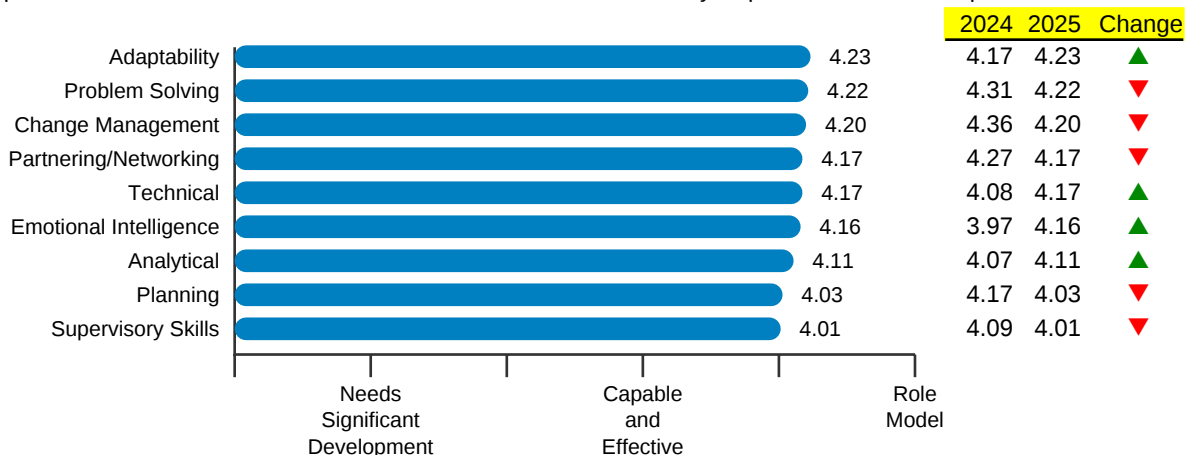
What to Do with Your Feedback

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

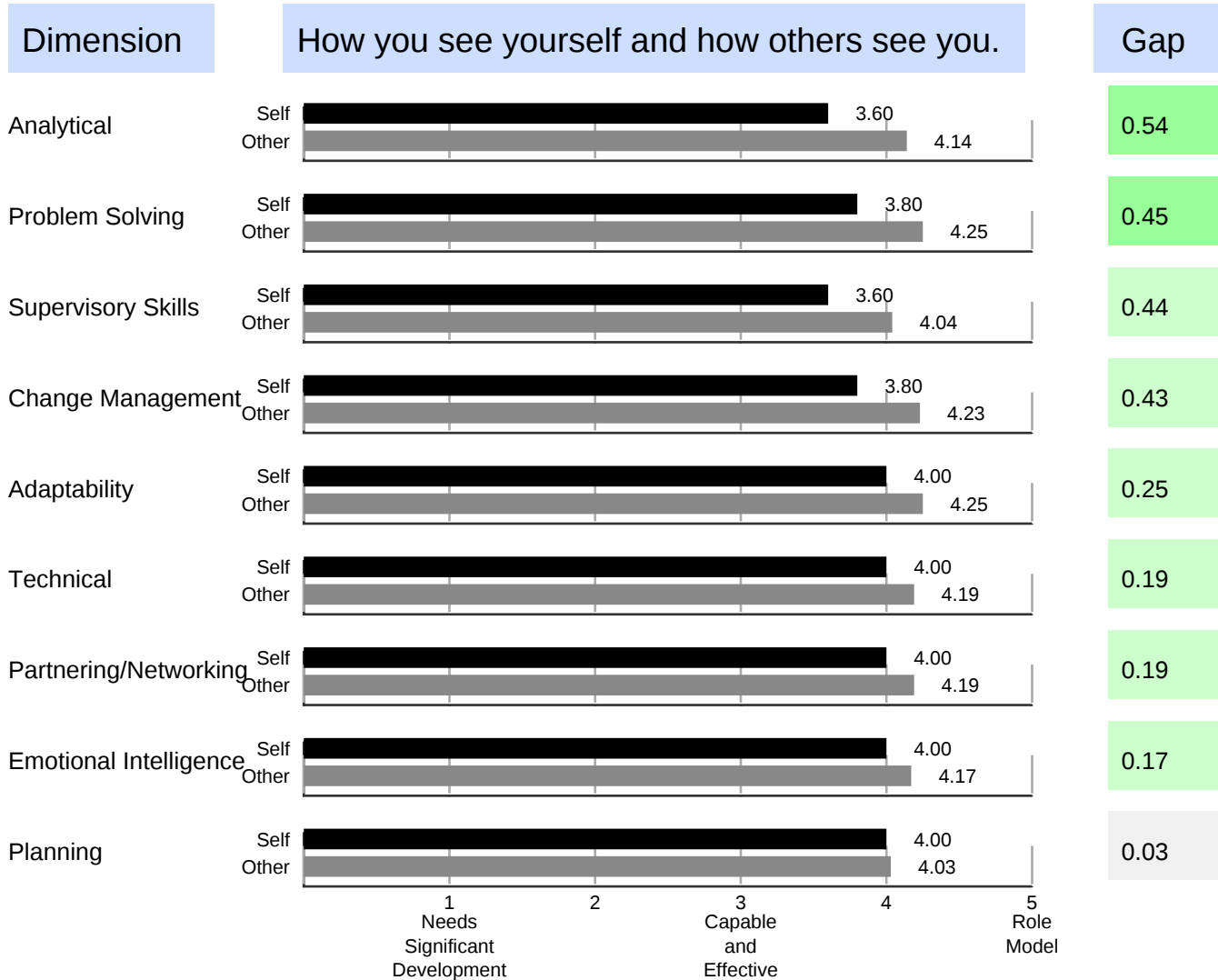
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



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
1. Effective in developing innovative products and services.	15	4.13	80.0	20%	47%	33%		
2. Uses a structured process to evaluate ideas generated from a brainstorming session based on their feasibility, cost, potential impact, and alignment with business goals.	15	4.33	100.0		67%	33%		
3. Able to solve problems with multiple criteria that need to be met.	15	4.33	93.3	7%	53%	40%		
4. Effective in solving problems.	15	4.07	86.7	13%	67%	20%		
5. Gathers information on the problem and each solution, covering costs, benefits, risks, feasibility, and business impact.	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. Effective in developing innovative products and services.	4.00	4.13	+0.13 ▲
2. Uses a structured process to evaluate ideas generated from a brainstorming session based on their feasibility, cost, potential impact, and alignment with business goals.	4.40	4.33	-0.07 ▼
3. Able to solve problems with multiple criteria that need to be met.	4.47	4.33	-0.13 ▼
4. Effective in solving problems.	4.47	4.07	-0.40 ▼
5. Gathers information on the problem and each solution, covering costs, benefits, risks, feasibility, and business impact.	4.20	4.21	+0.01 ▲

Change Management

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. Is interested in working on projects that may not be well defined.	15	4.33	93.3	7%	53%		40%	
7. Understands the consequences that may result from significant changes.	15	4.33	86.7	13%	40%		47%	
8. Evaluates the effectiveness of changes.	15	4.07	80.0	20%	53%		27%	
9. Analyzes business performance metrics to establish future goals to be met after implementing changes.	15	4.13	80.0	20%	47%		33%	
10. Adopts changes to set and example for others to follow.	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. Is interested in working on projects that may not be well defined.	4.13	4.33	+0.20 ▲
7. Understands the consequences that may result from significant changes.	4.33	4.33	
8. Evaluates the effectiveness of changes.	4.20	4.07	-0.13 ▼
9. Analyzes business performance metrics to establish future goals to be met after implementing changes.	4.67	4.13	-0.53 ▼
10. Adopts changes to set and example for others to follow.	4.47	4.13	-0.33 ▼

Adaptability

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. Analyzes situations quickly to determine most pressing needs and possible solutions.	15	4.67	100.0	33%		67%		
12. Able to work on various customer accounts which have different needs/goals.	15	4.20	86.7	7%	7%	47%		40%
13. Successfully handles the implementation of the reorganization.	14	3.64	57.1	14%	29%		36%	21%
14. Is aware of changes to the policies and procedures.	14	4.14	85.7	7%	7%	50%		36%
15. Adjusts communication style to meet the needs of the audience.	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. Analyzes situations quickly to determine most pressing needs and possible solutions.	4.20	4.67	+0.47 ▲
12. Able to work on various customer accounts which have different needs/goals.	3.93	4.20	+0.27 ▲
13. Successfully handles the implementation of the reorganization.	4.47	3.64	-0.82 ▼
14. Is aware of changes to the policies and procedures.	4.00	4.14	+0.14 ▲
15. Adjusts communication style to meet the needs of the audience.	4.27	4.47	+0.20 ▲

Emotional Intelligence

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. Is able to express themselves clearly.	15	4.00	66.7	7%	27%	27%	40%	
17. Is able to manage their own emotions.	15	3.87	66.7		33%	47%	20%	
18. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.20	86.7	7%	7%	47%	40%	
19. Is able to control their own emotions.	15	4.33	86.7		13%	40%	47%	
20. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	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. Is able to express themselves clearly.	3.64	4.00	+0.36 ▲
17. Is able to manage their own emotions.	4.33	3.87	-0.47 ▼
18. Is attentive to emotional cues and interprets others' feelings correctly.	3.93	4.20	+0.27 ▲
19. Is able to control their own emotions.	4.33	4.33	
20. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.60	4.40	+0.80 ▲

Supervisory 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
21. Gives feedback that includes both a recognition of the employee's strengths and areas where the employee could do better.	15	3.93	73.3	27%		53%		20%
22. Motivates and inspires high performance by team members.	15	4.00	66.7	13%	20%	20%	47%	
23. Uses disciplinary measures with the intent to guide and improve behavior, rather than to seek retribution.	15	4.07	80.0	20%		53%		27%
24. Demonstrates empathy, respect, and openness to employees.	15	4.00	73.3	13%	13%	33%		40%
25. Prioritizes coaching and constructive feedback to correct behavior.	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. Gives feedback that includes both a recognition of the employee's strengths and areas where the employee could do better.	4.20	3.93	-0.27 ▼
22. Motivates and inspires high performance by team members.	4.20	4.00	-0.20 ▼
23. Uses disciplinary measures with the intent to guide and improve behavior, rather than to seek retribution.	4.13	4.07	-0.07 ▼
24. Demonstrates empathy, respect, and openness to employees.	3.80	4.00	+0.20 ▲
25. Prioritizes coaching and constructive feedback to correct behavior.	4.13	4.07	-0.07 ▼

Planning

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. Establishes and monitors timeframes and timelines.	15	4.00	80.0	7%	13%	53%		27%
27. Sets the appropriate sequence of tasks to efficiently achieve the goal.	15	3.67	66.7	20%	13%	47%		20%
28. Adjusts plans as needed according to situational/strategic changes.	15	4.40	86.7	13%	33%		53%	
29. Encourages others to follow the plan.	15	4.07	80.0	20%		53%		27%
30. Understands the process for developing strategic plans for the organization.	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. Establishes and monitors timeframes and timelines.	4.47	4.00	-0.47 ▼
27. Sets the appropriate sequence of tasks to efficiently achieve the goal.	4.00	3.67	-0.33 ▼
28. Adjusts plans as needed according to situational/strategic changes.	4.33	4.40	+0.07 ▲
29. Encourages others to follow the plan.	4.07	4.07	
30. Understands the process for developing strategic plans for the organization.	4.00	4.00	

Analytical

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. Ready and capable of exploring alternative viewpoints and strategies.	15	4.27	93.3	7%	60%			33%
32. Prioritizes various actions to be taken when solving a problem.	14	4.14	92.9	7%	71%			21%
33. Is willing to revise own views when presented with new, credible information.	15	4.27	100.0	73%			27%	
34. Recognizes patterns, draws logical conclusions, and makes recommendations for action.	15	4.40	93.3	7%	47%			47%
35. Evaluates evidence objectively, regardless of whether it supports or contradicts current ideas.	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. Ready and capable of exploring alternative viewpoints and strategies.	4.27	4.27	
32. Prioritizes various actions to be taken when solving a problem.	4.20	4.14	-0.06 ▼
33. Is willing to revise own views when presented with new, credible information.	3.67	4.27	+0.60 ▲
34. Recognizes patterns, draws logical conclusions, and makes recommendations for action.	4.00	4.40	+0.40 ▲
35. Evaluates evidence objectively, regardless of whether it supports or contradicts current ideas.	4.20	3.47	-0.73 ▼

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Willingly shares information and expertise; sought out as resource by others	15	4.20	93.3	7%	67%			27%
37. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	4.27	93.3	7%	60%			33%
38. Knows how to produce high quality products/work.	15	4.00	80.0	20%	60%			20%
39. Willingly shares his/her technical expertise; sought out as resource by others	15	4.07	86.7	7%	7%	60%		27%
40. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	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. Willingly shares information and expertise; sought out as resource by others	4.00	4.20	+0.20 ▲
37. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	4.21	4.27	+0.05 ▲
38. Knows how to produce high quality products/work.	4.07	4.00	-0.07 ▼
39. Willingly shares his/her technical expertise; sought out as resource by others	3.87	4.07	+0.20 ▲
40. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	4.27	4.33	+0.07 ▲

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
41. Works in tandem with colleagues to pursue common goals and needs.	15	3.93	80.0	13%	7%	53%		27%
42. Regularly attends conferences and seminars to meet with others in the industry.	15	4.33	93.3	7%		47%		47%
43. Maintains infrastructure to support partnerships and networks.	15	4.13	86.7	13%		60%		27%
44. Facilitates communication with others in the company.	15	4.20	100.0			80%		20%
45. Works to combine the unique strengths of each partner to develop new products or services.	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. Works in tandem with colleagues to pursue common goals and needs.	3.87	3.93	+0.07 ▲
42. Regularly attends conferences and seminars to meet with others in the industry.	4.13	4.33	+0.20 ▲
43. Maintains infrastructure to support partnerships and networks.	4.20	4.13	-0.07 ▼
44. Facilitates communication with others in the company.	4.87	4.20	-0.67 ▼
45. Works to combine the unique strengths of each partner to develop new products or services.	4.27	4.27	

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?