



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.

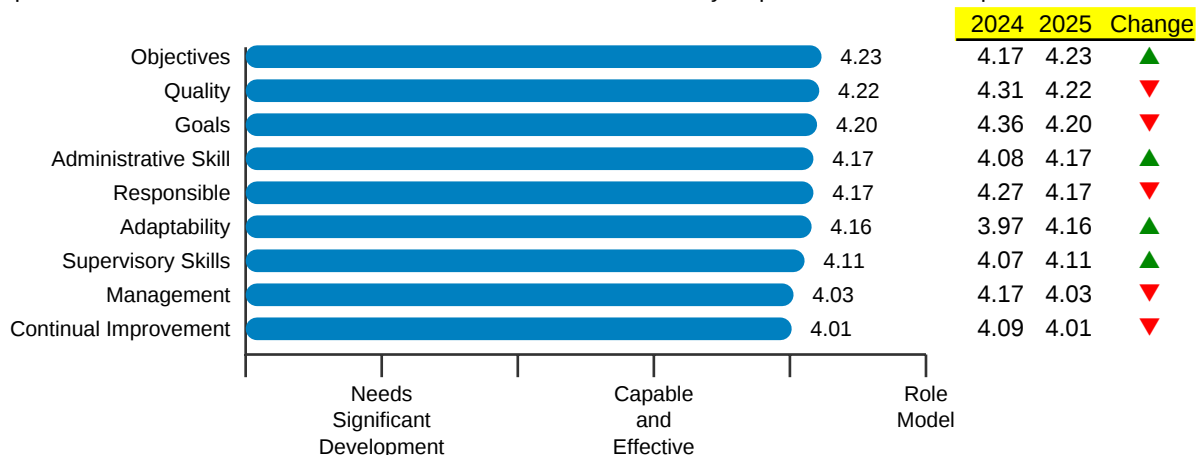
What to Do with Your Feedback

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

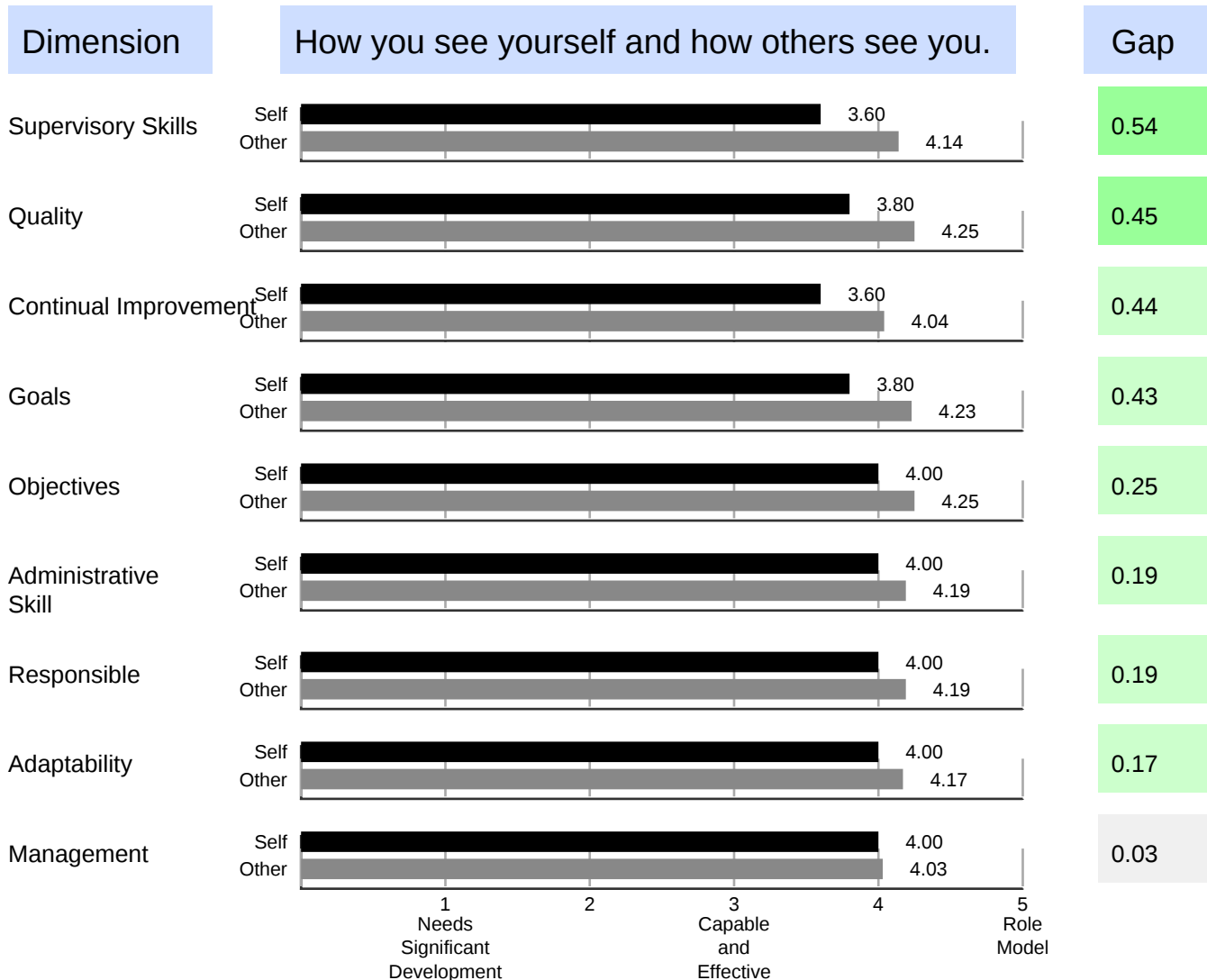
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



Quality

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. Designs effective quality control systems.	15	4.13	80.0	20%	47%	33%		
2. Provides regular and timely feedback on quality levels.	15	4.33	100.0		67%	33%		
3. Sets high benchmarks for employees to achieve.	15	4.33	93.3	7%	53%	40%		
4. Solves quality control issues.	15	4.07	86.7	13%	67%	20%		
5. Inspires others to achieve high quality standards.	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. Designs effective quality control systems.	4.00	4.13	+0.13 ▲
2. Provides regular and timely feedback on quality levels.	4.40	4.33	-0.07 ▼
3. Sets high benchmarks for employees to achieve.	4.47	4.33	-0.13 ▼
4. Solves quality control issues.	4.47	4.07	-0.40 ▼
5. Inspires others to achieve high quality standards.	4.20	4.21	+0.01 ▲

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
6. Sticks to deadlines for reaching objectives.	15	4.33	93.3	7%	53%	40%		
7. Takes into account the nuances and intricacies of the situation, ensuring that goals are realistic, attainable, and aligned with the desired outcomes.	15	4.33	86.7	13%	40%	47%		
8. Sets clear objectives and maintains focus on the end results.	15	4.07	80.0	20%	53%	27%		
9. Complies with timelines for goal attainment.	15	4.13	80.0	20%	47%	33%		
10. Creates clear goals that allow for better prioritization, resource allocation, and tracking of progress.	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. Sticks to deadlines for reaching objectives.	4.13	4.33	+0.20 ▲
7. Takes into account the nuances and intricacies of the situation, ensuring that goals are realistic, attainable, and aligned with the desired outcomes.	4.33	4.33	
8. Sets clear objectives and maintains focus on the end results.	4.20	4.07	-0.13 ▼
9. Complies with timelines for goal attainment.	4.67	4.13	-0.53 ▼
10. Creates clear goals that allow for better prioritization, resource allocation, and tracking of progress.	4.47	4.13	-0.33 ▼

Objectives

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		2	Capable and Effective	4	Role Model
				1	5				
11. Able to organize work.	15	4.67	100.0	33%		67%			
12. Organizes and schedules events, activities, and resources.	15	4.20	86.7	7%	7%	47%		40%	
13. Ability to establish realistic goals.	14	3.64	57.1	14%	29%		36%		21%
14. Communicates goals and objectives to employees.	14	4.14	85.7	7%	7%	50%		36%	
15. Assures [Company] principles are understood, employed & pursued.	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. Able to organize work.	4.20	4.67	+0.47 ▲
12. Organizes and schedules events, activities, and resources.	3.93	4.20	+0.27 ▲
13. Ability to establish realistic goals.	4.47	3.64	-0.82 ▼
14. Communicates goals and objectives to employees.	4.00	4.14	+0.14 ▲
15. Assures [Company] principles are understood, employed & pursued.	4.27	4.47	+0.20 ▲

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
16. Uses a variety of tools and equipment to service the machines/products.	15	4.00	66.7	7%	27%	27%	40%	
17. Learns new skills to become competitive and contribute to the bottom line.	15	3.87	66.7		33%	47%	20%	
18. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	4.20	86.7	7%	7%	47%	40%	
19. Adjusts to new plans and procedures.	15	4.33	86.7	13%	40%	47%		
20. Able to adjust to changing environments.	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. Uses a variety of tools and equipment to service the machines/products.	3.64	4.00	+0.36 ▲
17. Learns new skills to become competitive and contribute to the bottom line.	4.33	3.87	-0.47 ▼
18. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.93	4.20	+0.27 ▲
19. Adjusts to new plans and procedures.	4.33	4.33	
20. Able to adjust to changing environments.	3.60	4.40	+0.80 ▲

Continual Improvement

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. Open to the suggestions from others.	15	3.93	73.3	27%		53%		20%
22. Looks for ways to improve work processes and procedures.	15	4.00	66.7	13%	20%	20%		47%
23. Looks for ways to expand and learn new job skills.	15	4.07	80.0	20%		53%		27%
24. Looks for ways to expand current job responsibilities.	15	4.00	73.3	13%	13%	33%		40%
25. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	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. Open to the suggestions from others.	4.20	3.93	-0.27 ▼
22. Looks for ways to improve work processes and procedures.	4.20	4.00	-0.20 ▼
23. Looks for ways to expand and learn new job skills.	4.13	4.07	-0.07 ▼
24. Looks for ways to expand current job responsibilities.	3.80	4.00	+0.20 ▲
25. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	4.13	4.07	-0.07 ▼

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
26. Ensures that negotiated agreements are implemented and monitored for compliance and effectiveness.	15	4.00	80.0	7%	13%	53%		27%
27. Creates a safe and respectful environment where all parties feel heard and are encouraged to express concerns openly.	15	3.67	66.7	20%	13%	47%		20%
28. Leverages conflict situations to strengthen team relationships, clarify expectations, or improve processes.	15	4.40	86.7	13%	33%	53%		
29. Embodies a values-driven approach to work that energizes and galvanizes the team.	15	4.07	80.0	20%	53%			27%
30. Effective in negotiating contracts with labor unions, vendors/suppliers, fiscal budgets, staffing headcounts, compensation, promotions, and/or regulatory agencies.	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. Ensures that negotiated agreements are implemented and monitored for compliance and effectiveness.	4.47	4.00	-0.47 ▼
27. Creates a safe and respectful environment where all parties feel heard and are encouraged to express concerns openly.	4.00	3.67	-0.33 ▼
28. Leverages conflict situations to strengthen team relationships, clarify expectations, or improve processes.	4.33	4.40	+0.07 ▲
29. Embodies a values-driven approach to work that energizes and galvanizes the team.	4.07	4.07	
30. Effective in negotiating contracts with labor unions, vendors/suppliers, fiscal budgets, staffing headcounts, compensation, promotions, and/or regulatory agencies.	4.00	4.00	

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
31. Allows employees to make their own decisions.	15	4.27	93.3	7%	60%	33%		
32. Decides the order that tasks need to be completed.	14	4.14	92.9	7%	71%	21%		
33. Reviews performance against established measures.	15	4.27	100.0		73%	27%		
34. Oversees the work of a group of employees.	15	4.40	93.3	7%	47%	47%		
35. Follows the company standard procedures for allocating assignments.	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. Allows employees to make their own decisions.	4.27	4.27	
32. Decides the order that tasks need to be completed.	4.20	4.14	-0.06 ▼
33. Reviews performance against established measures.	3.67	4.27	+0.60 ▲
34. Oversees the work of a group of employees.	4.00	4.40	+0.40 ▲
35. Follows the company standard procedures for allocating assignments.	4.20	3.47	-0.73 ▼

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
36. Prepares documents for data entry.	15	4.20	93.3	7%	67%			27%
37. Enthusiastic about taking on challenging projects.	15	4.27	93.3	7%	60%			33%
38. Manages and maintains executives' schedules.	15	4.00	80.0	20%	60%			20%
39. Implements automated or manual records management procedures/systems.	15	4.07	86.7	7%	7%	60%		27%
40. Uses proper telephone etiquette.	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. Prepares documents for data entry.	4.00	4.20	+0.20 ▲
37. Enthusiastic about taking on challenging projects.	4.21	4.27	+0.05 ▲
38. Manages and maintains executives' schedules.	4.07	4.00	-0.07 ▼
39. Implements automated or manual records management procedures/systems.	3.87	4.07	+0.20 ▲
40. Uses proper telephone etiquette.	4.27	4.33	+0.07 ▲

Responsible

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 a way that makes others want to work with her/him.	15	3.93	80.0	13%	7%	53%		27%
42. Responsible for setting the vision of the department.	15	4.33	93.3	7%		47%		47%
43. Holds herself / himself accountable to goals / objectives	15	4.13	86.7		13%	60%		27%
44. Behavior is ethical and honest.	15	4.20	100.0			80%		20%
45. Is a person you can trust.	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 a way that makes others want to work with her/him.	3.87	3.93	+0.07 ▲
42. Responsible for setting the vision of the department.	4.13	4.33	+0.20 ▲
43. Holds herself / himself accountable to goals / objectives	4.20	4.13	-0.07 ▼
44. Behavior is ethical and honest.	4.87	4.20	-0.67 ▼
45. Is a person you can trust.	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?