



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.

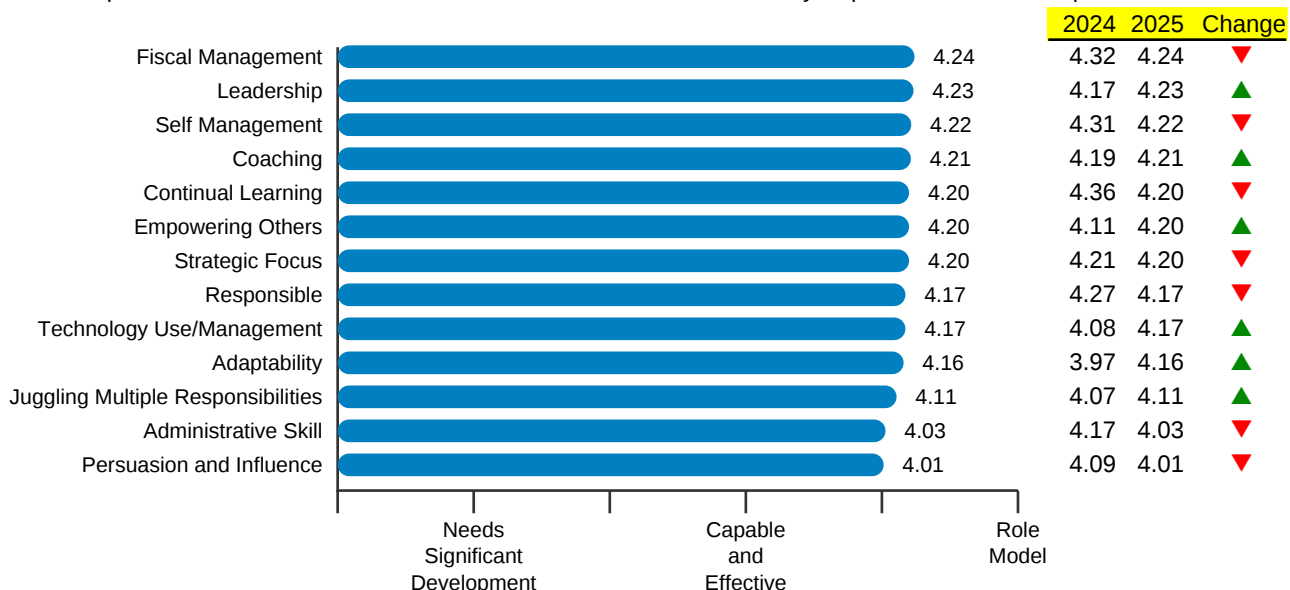
What to Do with Your Feedback

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

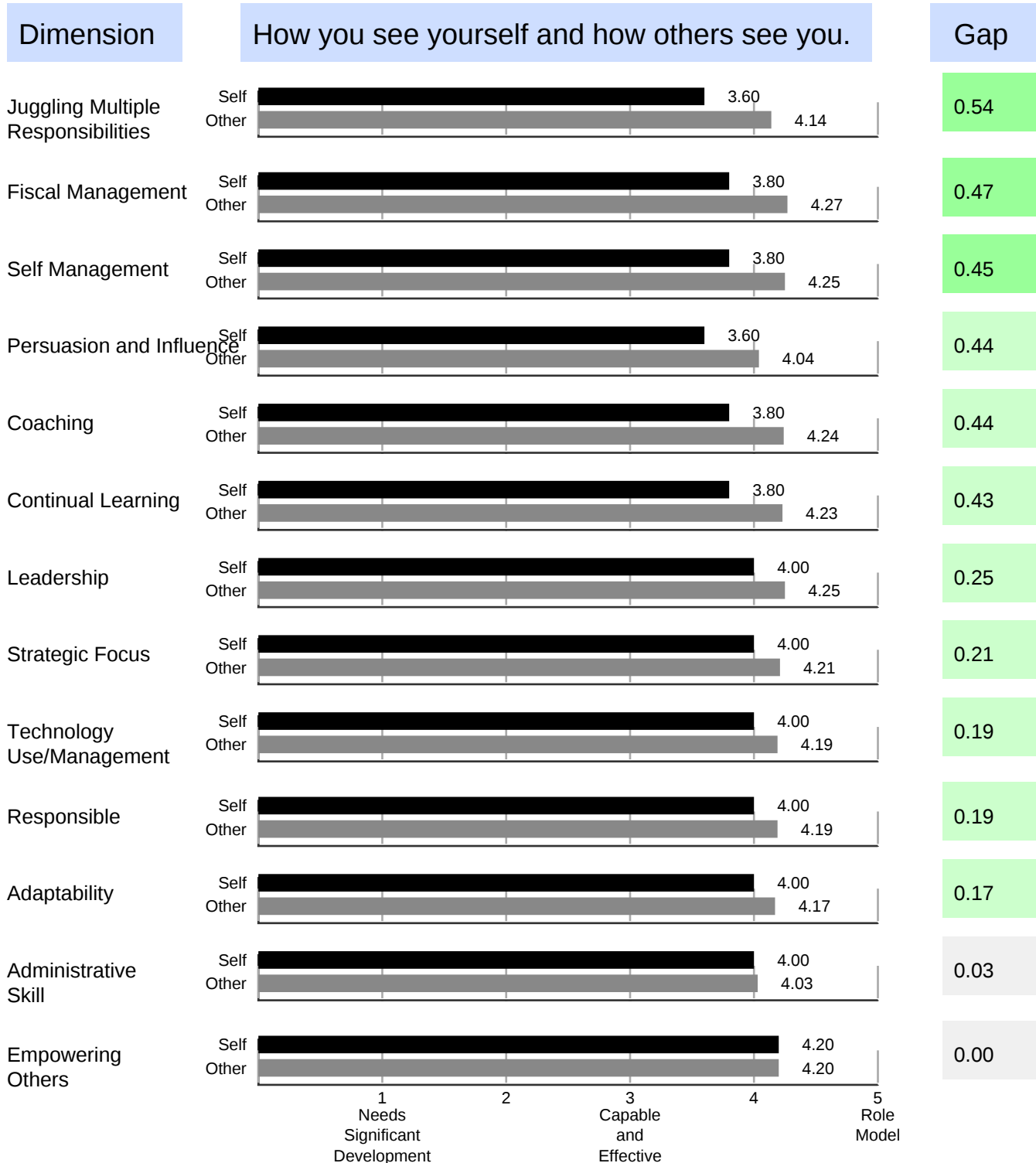
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 13 principal dimensions of leadership.

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.



Self 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
1. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.13	80.0	20%		47%		33%
2. Uses patience and self-control in working with customers and associates.	15	4.33	100.0		67%			33%
3. Steps away from a situation to process appropriate response.	15	4.33	93.3	7%	53%			40%
4. Analyzes interpersonal problems instead of reacting to them.	15	4.07	86.7	13%	67%			20%
5. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	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. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	4.00	4.13	+0.13 ▲
2. Uses patience and self-control in working with customers and associates.	4.40	4.33	-0.07 ▼
3. Steps away from a situation to process appropriate response.	4.47	4.33	-0.13 ▼
4. Analyzes interpersonal problems instead of reacting to them.	4.47	4.07	-0.40 ▼
5. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	4.20	4.21	+0.01 ▲

Continual 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 (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. Takes the initiative to learn new skills.	15	4.33	93.3	7%	53%		40%	
7. Sets relevant learning objectives and goals.	15	4.33	86.7	13%	40%		47%	
8. Participates in regular training offered.	15	4.07	80.0	20%	53%			27%
9. Builds on their strengths while addressing their weaknesses.	15	4.13	80.0	20%	47%			33%
10. Takes charge of their training and skills enhancement.	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. Takes the initiative to learn new skills.	4.13	4.33	+0.20 ▲
7. Sets relevant learning objectives and goals.	4.33	4.33	
8. Participates in regular training offered.	4.20	4.07	-0.13 ▼
9. Builds on their strengths while addressing their weaknesses.	4.67	4.13	-0.53 ▼
10. Takes charge of their training and skills enhancement.	4.47	4.13	-0.33 ▼

Leadership

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. Creates a supportive learning environment that encourages employees to take risks and try new things.	15	4.67	100.0					
12. Meets regularly with subordinates to align their work with the goals and objectives of the Company.	15	4.20	86.7	7%	7%	47%	40%	
13. Is a highly effective supervisor.	14	3.64	57.1	14%	29%	36%	21%	
14. Serves as a role model for others.	14	4.14	85.7	7%	7%	50%	36%	
15. Gets others to participate in making decisions and in setting goals for project completion without dictating or providing answers.	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. Creates a supportive learning environment that encourages employees to take risks and try new things.	4.20	4.67	+0.47 ▲
12. Meets regularly with subordinates to align their work with the goals and objectives of the Company.	3.93	4.20	+0.27 ▲
13. Is a highly effective supervisor.	4.47	3.64	-0.82 ▼
14. Serves as a role model for others.	4.00	4.14	+0.14 ▲
15. Gets others to participate in making decisions and in setting goals for project completion without dictating or providing answers.	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. Learns new skills to stay competitive in the workplace.	15	4.00	66.7	7%	27%	27%	40%	
17. Adjusts plans to meet new situations.	15	3.87	66.7		33%	47%	20%	
18. Adapts leadership style to meet the needs created by changes in personnel of the department.	15	4.20	86.7	7%	7%	47%	40%	
19. Effective in working with different personnel of the team.	15	4.33	86.7	13%	40%	47%		
20. Adjusts behaviors and language in dealing with individuals from other cultures or customs.	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. Learns new skills to stay competitive in the workplace.	3.64	4.00	+0.36 ▲
17. Adjusts plans to meet new situations.	4.33	3.87	-0.47 ▼
18. Adapts leadership style to meet the needs created by changes in personnel of the department.	3.93	4.20	+0.27 ▲
19. Effective in working with different personnel of the team.	4.33	4.33	
20. Adjusts behaviors and language in dealing with individuals from other cultures or customs.	3.60	4.40	+0.80 ▲

Persuasion and Influence

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. Adjusts communication style and tactics based on counterpart dynamics to maintain engagement and forward momentum.	15	3.93	73.3	27%		53%		20%
22. Develops a good rapport with others.	15	4.00	66.7	13%	20%	20%	47%	
23. Able to deliver extemporaneous speeches to influence employees.	15	4.07	80.0	20%		53%		27%
24. Cultivates advocates for the project to help spread the word through their peers.	15	4.00	73.3	13%	13%	33%		40%
25. Always provides specifics and facts to backup arguments.	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. Adjusts communication style and tactics based on counterpart dynamics to maintain engagement and forward momentum.	4.20	3.93	-0.27 ▼
22. Develops a good rapport with others.	4.20	4.00	-0.20 ▼
23. Able to deliver extemporaneous speeches to influence employees.	4.13	4.07	-0.07 ▼
24. Cultivates advocates for the project to help spread the word through their peers.	3.80	4.00	+0.20 ▲
25. Always provides specifics and facts to backup arguments.	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. Plans, develops, and delivers presentations.	15	4.00	80.0	7%	13%	53%		27%
27. Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	15	3.67	66.7	20%	13%	47%		20%
28. Actively listens to what individuals are saying taking time to understand the points being made.	15	4.40	86.7	13%	33%	53%		
29. Screens calls.	15	4.07	80.0	20%	53%			27%
30. Proofreads and edits documents to ensure accuracy, clarity, and consistency.	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. Plans, develops, and delivers presentations.	4.47	4.00	-0.47 ▼
27. Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	4.00	3.67	-0.33 ▼
28. Actively listens to what individuals are saying taking time to understand the points being made.	4.33	4.40	+0.07 ▲
29. Screens calls.	4.07	4.07	
30. Proofreads and edits documents to ensure accuracy, clarity, and consistency.	4.00	4.00	

Juggling Multiple Responsibilities

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. Switches attention to more urgent tasks when necessary.	15	4.27	93.3	7%	60%			33%
32. Ensures that assignments are prioritized according to the needs of the department/company.	14	4.14	92.9	7%	71%			21%
33. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	4.27	100.0		73%			27%
34. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	4.40	93.3	7%	47%			47%
35. Assesses current capabilities before committing to new requests from customers.	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. Switches attention to more urgent tasks when necessary.	4.27	4.27	
32. Ensures that assignments are prioritized according to the needs of the department/company.	4.20	4.14	-0.06 ▼
33. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.67	4.27	+0.60 ▲
34. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	4.00	4.40	+0.40 ▲
35. Assesses current capabilities before committing to new requests from customers.	4.20	3.47	-0.73 ▼

Technology Use/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
36. Supports employee training and development initiatives regarding implementation of technology.	15	4.20	93.3	7%	67%			27%
37. Maximizes the use of new technology to deliver products and services.	15	4.27	93.3	7%	60%			33%
38. Adopts the implementation of new technology into the workplace.	15	4.00	80.0	20%	60%			20%
39. Supports technical training and development of employees.	15	4.07	86.7	7%	7%	60%		27%
40. Proficient in the use of technical systems and processes.	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. Supports employee training and development initiatives regarding implementation of technology.	4.00	4.20	+0.20 ▲
37. Maximizes the use of new technology to deliver products and services.	4.21	4.27	+0.05 ▲
38. Adopts the implementation of new technology into the workplace.	4.07	4.00	-0.07 ▼
39. Supports technical training and development of employees.	3.87	4.07	+0.20 ▲
40. Proficient in the use of technical systems and processes.	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. ...takes personal responsibility for results.	15	3.93	80.0	13%	7%	53%		27%
42. Sets high personal standards of performance.	15	4.33	93.3	7%		47%		47%
43. Works in a way that makes others want to work with her/him.	15	4.13	86.7	13%		60%		27%
44. Sets a good example.	15	4.20	100.0			80%		20%
45. Acts as a resource without removing individual responsibility.	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. ...takes personal responsibility for results.	3.87	3.93	+0.07 ▲
42. Sets high personal standards of performance.	4.13	4.33	+0.20 ▲
43. Works in a way that makes others want to work with her/him.	4.20	4.13	-0.07 ▼
44. Sets a good example.	4.87	4.20	-0.67 ▼
45. Acts as a resource without removing individual responsibility.	4.27	4.27	

Empowering 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. Set clear goals for assignments.	15	4.40	93.3	7%	47%	47%		
47. Gives employees the authority to act on their own.	15	4.20	93.3	7%	67%			27%
48. Allows employees to make their own decisions.	15	4.07	86.7	13%	53%			33%
49. Supports the decisions of others.	15	4.27	93.3	7%	53%			40%
50. Encourages employees to make informed decisions based on their own judgment and reasoning.	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. Set clear goals for assignments.	4.13	4.40	+0.27 ▲
47. Gives employees the authority to act on their own.	4.07	4.20	+0.13 ▲
48. Allows employees to make their own decisions.	4.00	4.07	+0.07 ▲
49. Supports the decisions of others.	4.13	4.27	+0.13 ▲
50. Encourages employees to make informed decisions based on their own judgment and reasoning.	4.20	4.07	-0.13 ▼

Coaching

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. Asks clarifying questions to get a better understanding of assumptions, positions, and goals.	15	4.33	93.3	7%	47%		47%	
52. Is empathetic to the current workload and situation that the employee may be experiencing.	15	4.13	86.7	13%	60%			27%
53. Shows employees their areas of strengths.	15	4.33	100.0		67%			33%
54. Encourages the employee to use brainstorming sessions to generate creative ideas, emphasizing that there are always multiple paths forward.	15	4.27	93.3	7%	60%			33%
55. Encourages the employee to see things from different perspectives.	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. Asks clarifying questions to get a better understanding of assumptions, positions, and goals.	4.13	4.33	+0.20 ▲
52. Is empathetic to the current workload and situation that the employee may be experiencing.	4.40	4.13	-0.27 ▼
53. Shows employees their areas of strengths.	4.07	4.33	+0.27 ▲
54. Encourages the employee to use brainstorming sessions to generate creative ideas, emphasizing that there are always multiple paths forward.	4.07	4.27	+0.20 ▲
55. Encourages the employee to see things from different perspectives.	4.27	4.00	-0.27 ▼

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
56. Maintains a strategic focus on external factors impacting the success of the company.	15	4.47	93.3	7%	40%	53%		
57. Develops high-level strategic planning models to identify opportunities to improve the company.	15	3.60	66.7	13%	20%	60%		7%
58. Modifies strategic decisions depending on changes in the business environment.	15	4.47	93.3	7%	40%	53%		
59. Identifies and addresses strategic risks impacting operations.	15	4.33	93.3	7%	53%		40%	
60. Creates a strategy to achieve departmental objectives.	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
56. Maintains a strategic focus on external factors impacting the success of the company.	4.07	4.47	+0.40 ▲
57. Develops high-level strategic planning models to identify opportunities to improve the company.	4.07	3.60	-0.47 ▼
58. Modifies strategic decisions depending on changes in the business environment.	4.27	4.47	+0.20 ▲
59. Identifies and addresses strategic risks impacting operations.	4.40	4.33	-0.07 ▼
60. Creates a strategy to achieve departmental objectives.	4.27	4.13	-0.13 ▼

Fiscal 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
61. Keeps excellent records for financial transparency.	15	4.27	86.7	13%	47%	40%		
62. Monitors spending.	15	4.27	93.3	7%	60%	33%		
63. Develops budgets and plans for various programs and initiatives.	15	4.47	100.0		53%	47%		
64. Provides budgeting and accounting support to the Company.	15	3.87	80.0	7%	13%	67%		13%
65. Effective in using Company's resources.	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
61. Keeps excellent records for financial transparency.	4.20	4.27	+0.07 ▲
62. Monitors spending.	4.33	4.27	-0.07 ▼
63. Develops budgets and plans for various programs and initiatives.	4.20	4.47	+0.27 ▲
64. Provides budgeting and accounting support to the Company.	4.27	3.87	-0.40 ▼
65. Effective in using Company's resources.	4.60	4.33	-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?