



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.

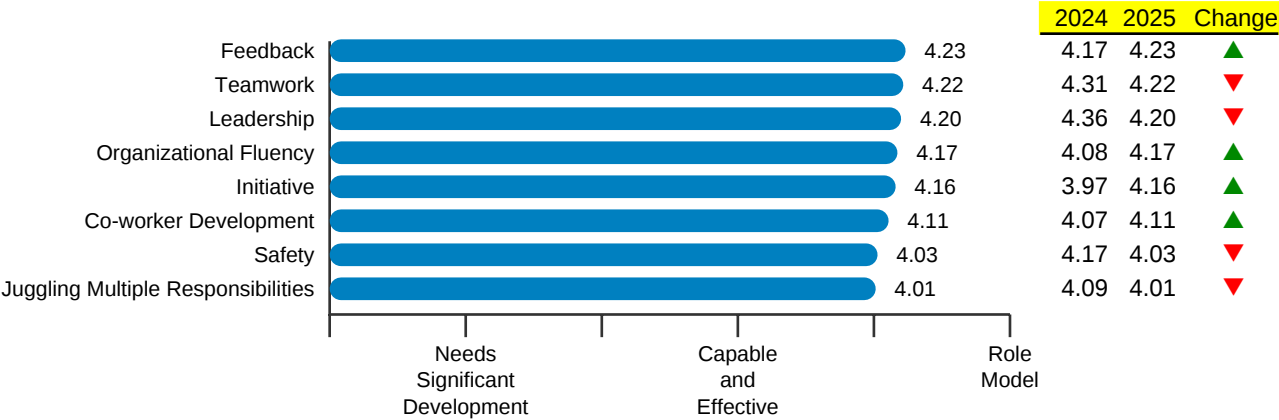
What to Do with Your Feedback

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

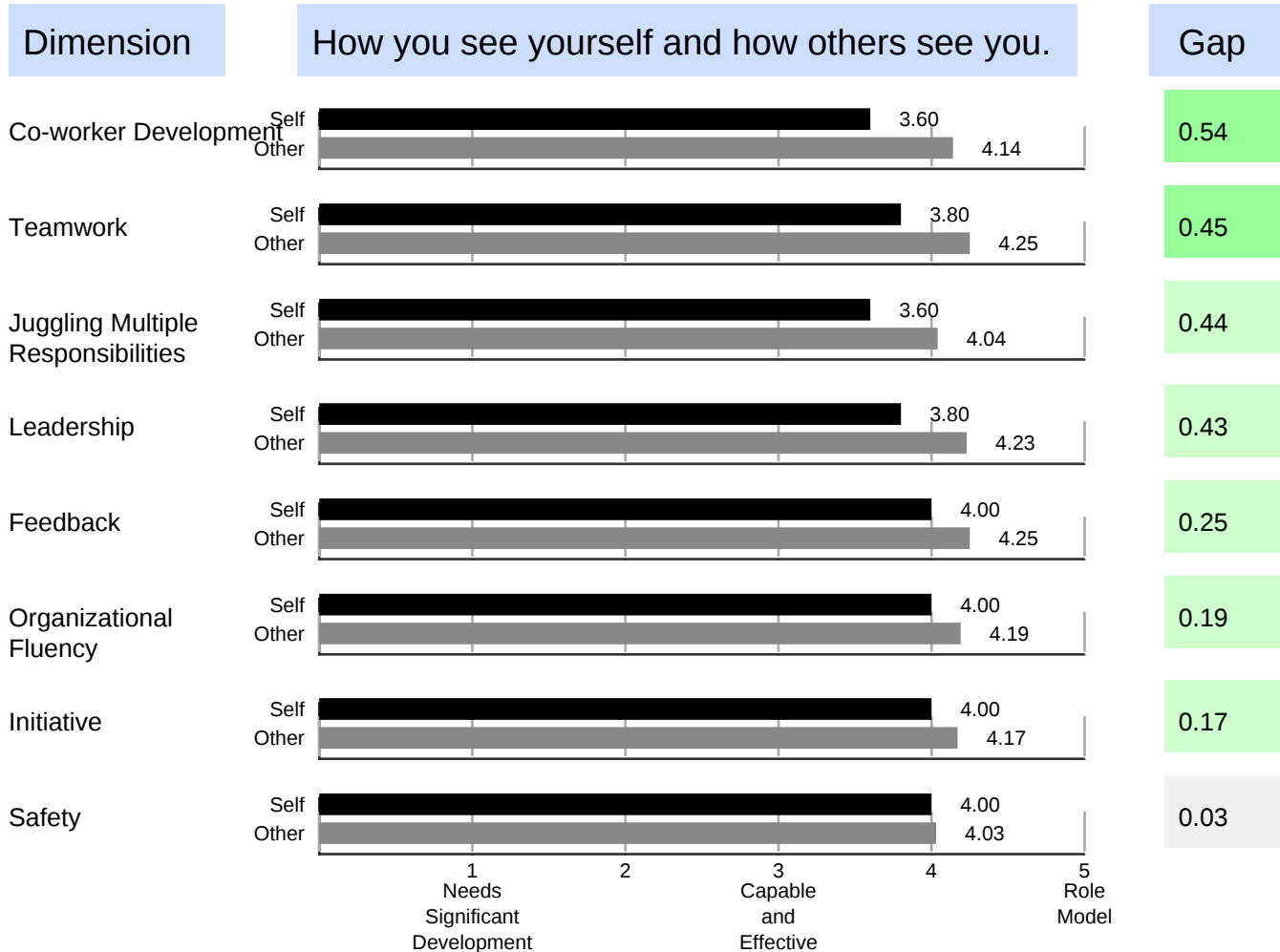
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Teamwork

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. Acts as an effective team player	15	4.13	80.0	20%	47%	33%		
2. Works cooperatively with others to solve problems.	15	4.33	100.0		67%	33%		
3. Seeks and listens to other's contributions	15	4.33	93.3	7%	53%	40%		
4. Works with other team members to identify bottle necks in the production process.	15	4.07	86.7	13%	67%	20%		
5. Demonstrates an understanding of other team member's viewpoints.	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. Acts as an effective team player	4.00	4.13	+0.13 ▲
2. Works cooperatively with others to solve problems.	4.40	4.33	-0.07 ▼
3. Seeks and listens to other's contributions	4.47	4.33	-0.13 ▼
4. Works with other team members to identify bottle necks in the production process.	4.47	4.07	-0.40 ▼
5. Demonstrates an understanding of other team member's viewpoints.	4.20	4.21	+0.01 ▲

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
6. Holds others accountable for their actions.	15	4.33	93.3	7%	53%	40%		
7. Shares information regarding decision making so that others understand the relevant positions.	15	4.33	86.7	13%	40%	47%		
8. Maintains the confidence of others.	15	4.07	80.0	20%	53%	27%		
9. Leads team to set goals, solve problems, and accomplish tasks.	15	4.13	80.0	20%	47%	33%		
10. Able to increase the performance of under-performing employees.	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. Holds others accountable for their actions.	4.13	4.33	+0.20 ▲
7. Shares information regarding decision making so that others understand the relevant positions.	4.33	4.33	
8. Maintains the confidence of others.	4.20	4.07	-0.13 ▼
9. Leads team to set goals, solve problems, and accomplish tasks.	4.67	4.13	-0.53 ▼
10. Able to increase the performance of under-performing employees.	4.47	4.13	-0.33 ▼

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
11. Looks to others for input.	15	4.67	100.0	33%		67%		
12. Follows up on any issues identified through the feedback process.	15	4.20	86.7	7%	7%	47%		40%
13. Demonstrates a commitment to personal and professional growth through open acceptance of feedback results.	14	3.64	57.1	14%	29%	36%		21%
14. Considers other's opinions and suggestions.	14	4.14	85.7	7%	7%	50%		36%
15. Conducts effective performance feedback conversations by focusing on helping the employee's career development.	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. Looks to others for input.	4.20	4.67	+0.47 ▲
12. Follows up on any issues identified through the feedback process.	3.93	4.20	+0.27 ▲
13. Demonstrates a commitment to personal and professional growth through open acceptance of feedback results.	4.47	3.64	-0.82 ▼
14. Considers other's opinions and suggestions.	4.00	4.14	+0.14 ▲
15. Conducts effective performance feedback conversations by focusing on helping the employee's career development.	4.27	4.47	+0.20 ▲

Initiative

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. Seeks alternative methods or resources when initial approaches fail or are unavailable.	15	4.00	66.7	7%	27%	27%	40%	
17. Inspires others to perform above expectations.	15	3.87	66.7		33%	47%	20%	
18. Initiates draft reports for consideration.	15	4.20	86.7	7%	7%	47%	40%	
19. Immediately informs the HR Department of any personnel complaints or issues.	15	4.33	86.7	13%	40%	47%		
20. Acts quickly when a small problem arises to keep it from becoming a major issue.	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. Seeks alternative methods or resources when initial approaches fail or are unavailable.	3.64	4.00	+0.36 ▲
17. Inspires others to perform above expectations.	4.33	3.87	-0.47 ▼
18. Initiates draft reports for consideration.	3.93	4.20	+0.27 ▲
19. Immediately informs the HR Department of any personnel complaints or issues.	4.33	4.33	
20. Acts quickly when a small problem arises to keep it from becoming a major issue.	3.60	4.40	+0.80 ▲

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
21. Assesses current capabilities before committing to new requests from customers.	15	3.93	73.3	27%		53%		20%
22. Ranks the importance of tasks to make sure critical tasks are completed first.	15	4.00	66.7	13%	20%	20%	47%	
23. Begins tasks as soon as possible.	15	4.07	80.0	20%		53%		27%
24. Keeps track of multiple assignments and deadlines.	15	4.00	73.3	13%	13%	33%	40%	
25. Builds in extra time in the schedule for unplanned events/occurrences.	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. Assesses current capabilities before committing to new requests from customers.	4.20	3.93	-0.27 ▼
22. Ranks the importance of tasks to make sure critical tasks are completed first.	4.20	4.00	-0.20 ▼
23. Begins tasks as soon as possible.	4.13	4.07	-0.07 ▼
24. Keeps track of multiple assignments and deadlines.	3.80	4.00	+0.20 ▲
25. Builds in extra time in the schedule for unplanned events/occurrences.	4.13	4.07	-0.07 ▼

Safety

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. Encourages others to work safely.	15	4.00	80.0	7%	13%	53%		27%
27. Committed to safety in the workplace.	15	3.67	66.7	20%	13%	47%		20%
28. Participates in safety training as applicable.	15	4.40	86.7	13%	33%	53%		
29. Develops a strong safety culture.	15	4.07	80.0	20%		53%		27%
30. Encourages others to attend safety training.	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. Encourages others to work safely.	4.47	4.00	-0.47 ▼
27. Committed to safety in the workplace.	4.00	3.67	-0.33 ▼
28. Participates in safety training as applicable.	4.33	4.40	+0.07 ▲
29. Develops a strong safety culture.	4.07	4.07	
30. Encourages others to attend safety training.	4.00	4.00	

Co-worker Development

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. Provides ongoing feedback to co-workers on their development progress	15	4.27	93.3	7%	60%			33%
32. Adapts coaching and mentoring approach to meet the style or needs of individuals	14	4.14	92.9	7%	71%			21%
33. Takes immediate action on poor performance	15	4.27	100.0		73%			27%
34. Works to identify root causes of performance problems	15	4.40	93.3	7%	47%			47%
35. Gives others development opportunities through project assignments and increased job responsibilities	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. Provides ongoing feedback to co-workers on their development progress	4.27	4.27	
32. Adapts coaching and mentoring approach to meet the style or needs of individuals	4.20	4.14	-0.06 ▼
33. Takes immediate action on poor performance	3.67	4.27	+0.60 ▲
34. Works to identify root causes of performance problems	4.00	4.40	+0.40 ▲
35. Gives others development opportunities through project assignments and increased job responsibilities	4.20	3.47	-0.73 ▼

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
36. Able to explain departmental policies and procedures to others.	15	4.20	93.3	7%	67%			27%
37. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.27	93.3	7%	60%			33%
38. Understands the current organizational culture.	15	4.00	80.0	20%	60%			20%
39. Anticipates problems that may affect the department.	15	4.07	86.7	7%	7%	60%		27%
40. Understands departmental policies and procedures.	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. Able to explain departmental policies and procedures to others.	4.00	4.20	+0.20 ▲
37. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	4.21	4.27	+0.05 ▲
38. Understands the current organizational culture.	4.07	4.00	-0.07 ▼
39. Anticipates problems that may affect the department.	3.87	4.07	+0.20 ▲
40. Understands departmental policies and procedures.	4.27	4.33	+0.07 ▲

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?