



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.

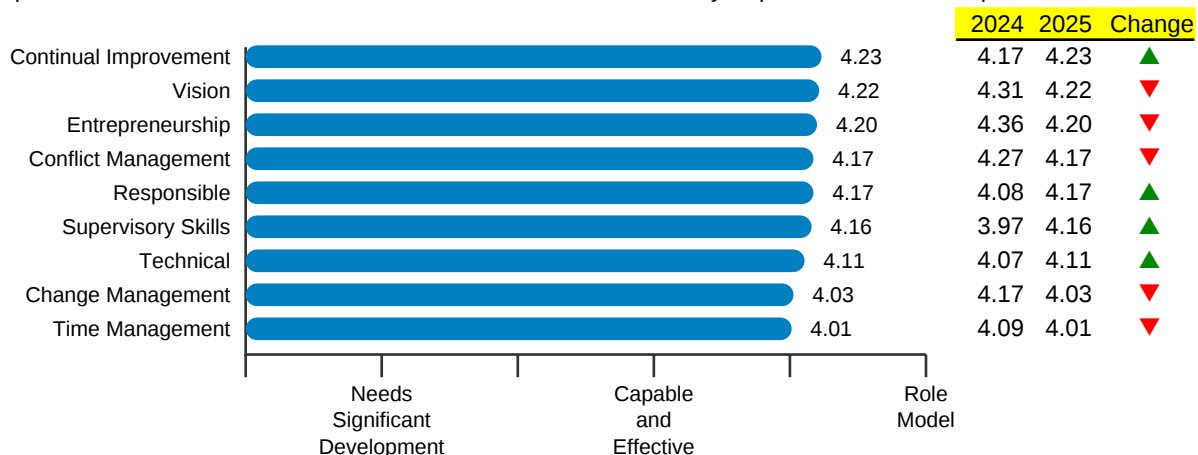
What to Do with Your Feedback

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

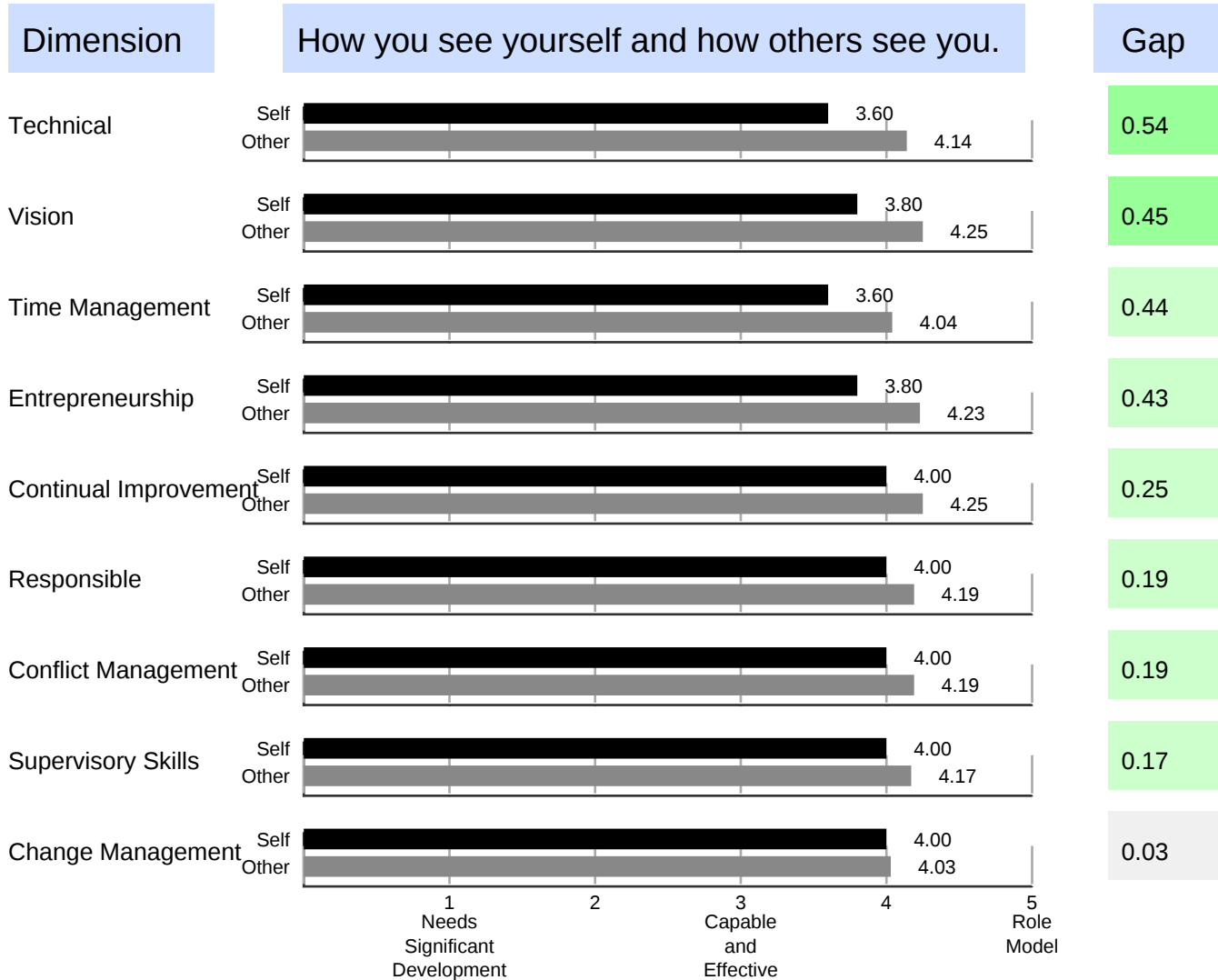
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



Vision

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. Promotes a vision that inspires individuals to take risks to achieve greater rewards.	15	4.13	80.0	20%	47%	33%		
2. Guides employees to prioritize crucial components of the vision.	15	4.33	100.0		67%	33%		
3. Articulates the vision in a way that resonates with diverse stakeholders, adapting language to audience needs.	15	4.33	93.3	7%	53%	40%		
4. Concentrates employees' tasks on essential parts of the vision.	15	4.07	86.7	13%	67%	20%		
5. Converts the department's vision into specific goals and a strategic plan.	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. Promotes a vision that inspires individuals to take risks to achieve greater rewards.	4.00	4.13	+0.13 ▲
2. Guides employees to prioritize crucial components of the vision.	4.40	4.33	-0.07 ▼
3. Articulates the vision in a way that resonates with diverse stakeholders, adapting language to audience needs.	4.47	4.33	-0.13 ▼
4. Concentrates employees' tasks on essential parts of the vision.	4.47	4.07	-0.40 ▼
5. Converts the department's vision into specific goals and a strategic plan.	4.20	4.21	+0.01 ▲

Entrepreneurship

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. Can work effectively in an environment of uncertainty.	15	4.33	93.3	7%	53%		40%	
7. Able to adapt the department to changing business demands and climate.	15	4.33	86.7	13%	40%		47%	
8. Balances risks and rewards when making decisions.	15	4.07	80.0	20%	53%		27%	
9. Devotes a certain amount of time and effort to developing new business opportunities.	15	4.13	80.0	20%	47%		33%	
10. Is comfortable operating in an environment of uncertainty.	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. Can work effectively in an environment of uncertainty.	4.13	4.33	+0.20 ▲
7. Able to adapt the department to changing business demands and climate.	4.33	4.33	
8. Balances risks and rewards when making decisions.	4.20	4.07	-0.13 ▼
9. Devotes a certain amount of time and effort to developing new business opportunities.	4.67	4.13	-0.53 ▼
10. Is comfortable operating in an environment of uncertainty.	4.47	4.13	-0.33 ▼

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
11. Open to the suggestions from others.	15	4.67	100.0					
12. Analyzes processes to determine areas for improvement.	15	4.20	86.7					
13. Promotes training and development opportunities to enhance job performance.	14	3.64	57.1					
14. Looks for ways to expand current job responsibilities.	14	4.14	85.7					
15. Looks for ways to expand and learn new job skills.	15	4.47	93.3					

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. Open to the suggestions from others.	4.20	4.67	+0.47 ▲
12. Analyzes processes to determine areas for improvement.	3.93	4.20	+0.27 ▲
13. Promotes training and development opportunities to enhance job performance.	4.47	3.64	-0.82 ▼
14. Looks for ways to expand current job responsibilities.	4.00	4.14	+0.14 ▲
15. Looks for ways to expand and learn new job skills.	4.27	4.47	+0.20 ▲

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
16. Is respectful toward employees.	15	4.00	66.7	7%	27%	27%	40%	
17. Introduces targeted training and development initiatives to address and elevate subpar performance.	15	3.87	66.7		33%	47%		20%
18. Reviews performance against established measures.	15	4.20	86.7	7%	7%	47%		40%
19. Is consistent in disciplinary/corrective actions.	15	4.33	86.7		13%	40%		47%
20. Maintains a calm demeanor when addressing stressful issues in the workplace.	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 respectful toward employees.	3.64	4.00	+0.36 ▲
17. Introduces targeted training and development initiatives to address and elevate subpar performance.	4.33	3.87	-0.47 ▼
18. Reviews performance against established measures.	3.93	4.20	+0.27 ▲
19. Is consistent in disciplinary/corrective actions.	4.33	4.33	
20. Maintains a calm demeanor when addressing stressful issues in the workplace.	3.60	4.40	+0.80 ▲

Time 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
21. Keeps and maintains a To-Do list.	15	3.93	73.3	27%		53%		20%
22. Identifies tasks that can be reassigned to others to prioritize high-impact leadership responsibilities.	15	4.00	66.7	13%	20%	20%		47%
23. Encourages coworkers to work productively.	15	4.07	80.0	20%		53%		27%
24. Provides accurate estimates for the amount of time needed to accomplish certain tasks.	15	4.00	73.3	13%	13%	33%		40%
25. Gets more accomplished than others in the same amount of time.	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. Keeps and maintains a To-Do list.	4.20	3.93	-0.27 ▼
22. Identifies tasks that can be reassigned to others to prioritize high-impact leadership responsibilities.	4.20	4.00	-0.20 ▼
23. Encourages coworkers to work productively.	4.13	4.07	-0.07 ▼
24. Provides accurate estimates for the amount of time needed to accomplish certain tasks.	3.80	4.00	+0.20 ▲
25. Gets more accomplished than others in the same amount of time.	4.13	4.07	-0.07 ▼

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
26. Empowers employees with decision-making responsibilities to allow them to take ownership of certain aspects of the change.	15	4.00	80.0	7%	13%	53%		27%
27. Is interested in working on projects that may not be well defined.	15	3.67	66.7	20%	13%	47%		20%
28. Assists others in understanding changes to the organization.	15	4.40	86.7	13%	33%	53%		
29. Helps teams and department overcome hurdles to achieving necessary changes.	15	4.07	80.0	20%	53%			27%
30. Identifies influential employees who can support the change and help spread enthusiasm across teams.	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. Empowers employees with decision-making responsibilities to allow them to take ownership of certain aspects of the change.	4.47	4.00	-0.47 ▼
27. Is interested in working on projects that may not be well defined.	4.00	3.67	-0.33 ▼
28. Assists others in understanding changes to the organization.	4.33	4.40	+0.07 ▲
29. Helps teams and department overcome hurdles to achieving necessary changes.	4.07	4.07	
30. Identifies influential employees who can support the change and help spread enthusiasm across teams.	4.00	4.00	

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
31. Knows how to produce high quality products/work.	15	4.27	93.3	7%	60%			33%
32. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	14	4.14	92.9	7%	71%			21%
33. 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	100.0		73%			27%
34. Demonstrates mastery of the technical competencies required in his/her work.	15	4.40	93.3	7%	47%			47%
35. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	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. Knows how to produce high quality products/work.	4.27	4.27	
32. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	4.20	4.14	-0.06 ▼
33. 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.	3.67	4.27	+0.60 ▲
34. Demonstrates mastery of the technical competencies required in his/her work.	4.00	4.40	+0.40 ▲
35. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	4.20	3.47	-0.73 ▼

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
36. Acts as a resource without removing individual responsibility.	15	4.20	93.3	7%	67%			27%
37. Sets a good example.	15	4.27	93.3	7%	60%			33%
38. Works in a way that makes others want to work with her/him.	15	4.00	80.0	20%		60%		20%
39. Behavior is ethical and honest.	15	4.07	86.7	7%	7%	60%		27%
40. Sets high personal standards of performance.	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. Acts as a resource without removing individual responsibility.	4.00	4.20	+0.20 ▲
37. Sets a good example.	4.21	4.27	+0.05 ▲
38. Works in a way that makes others want to work with her/him.	4.07	4.00	-0.07 ▼
39. Behavior is ethical and honest.	3.87	4.07	+0.20 ▲
40. Sets high personal standards of performance.	4.27	4.33	+0.07 ▲

Conflict 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
41. Equips the team with tools to self-manage conflict and engage in productive dialogue.	15	3.93	80.0	13%	7%	53%		27%
42. Identifies the root sources of conflict.	15	4.33	93.3	7%		47%		47%
43. Encourages a better understanding of past behaviors and how they might evolve to support healthier collaboration.	15	4.13	86.7	13%		60%		27%
44. Avoids premature conclusions, allowing space for nuance and deeper understanding.	15	4.20	100.0			80%		20%
45. Achieves mutually acceptable solutions through collaborative efforts by both parties.	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. Equips the team with tools to self-manage conflict and engage in productive dialogue.	3.87	3.93	+0.07 ▲
42. Identifies the root sources of conflict.	4.13	4.33	+0.20 ▲
43. Encourages a better understanding of past behaviors and how they might evolve to support healthier collaboration.	4.20	4.13	-0.07 ▼
44. Avoids premature conclusions, allowing space for nuance and deeper understanding.	4.87	4.20	-0.67 ▼
45. Achieves mutually acceptable solutions through collaborative efforts by both parties.	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?