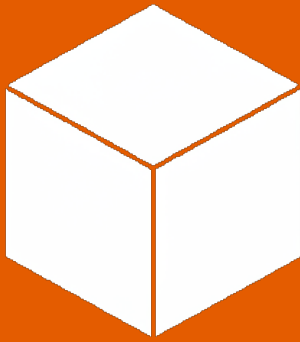




Feedback Results
Your CompanyName Here
2025

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.

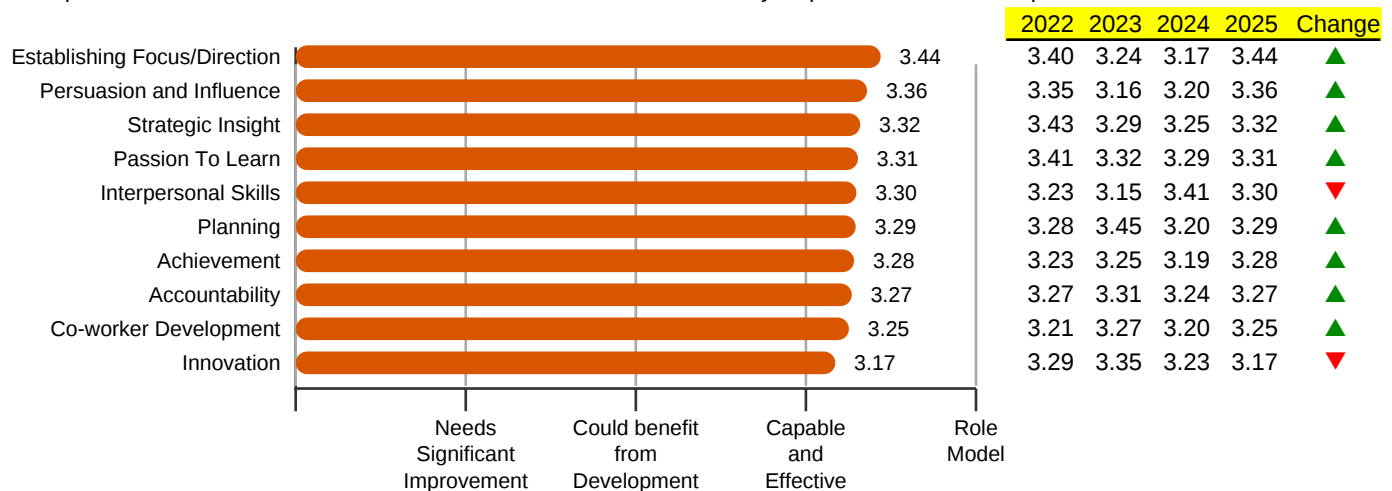
What to Do with Your Feedback

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

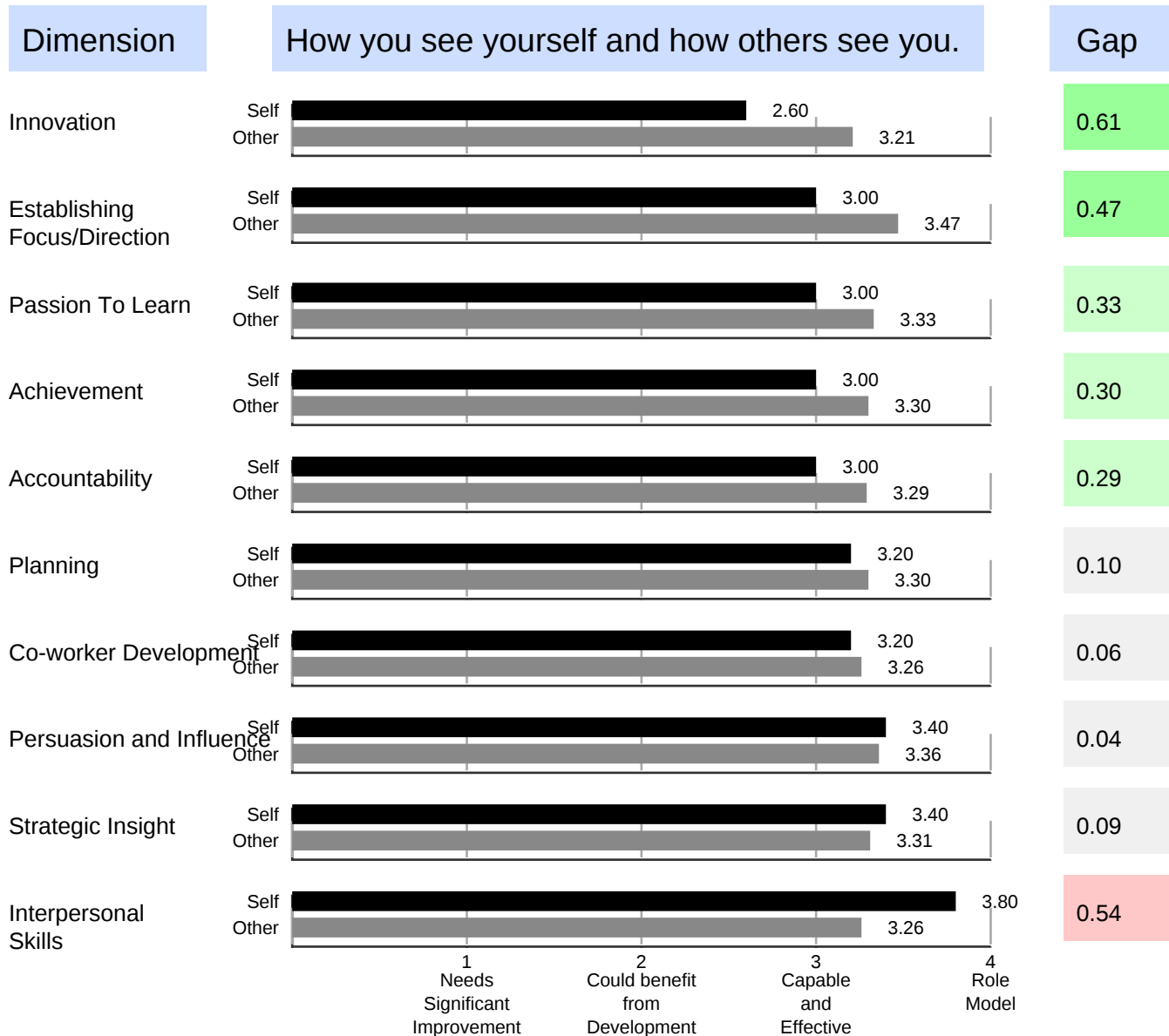
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. You define roles, rights, and responsibilities of employees.	15	3.20	86.7	13%	53%		33%
2. I always keep the supervisor informed of relevant information.	15	3.33	100.0		67%		33%
3. I honor the commitments and promises made to customers/clients.	15	3.33	93.3	7%	53%		40%
4. You hold employees accountable for meeting performance benchmarks.	15	3.27	93.3	7%	60%		33%
5. I regularly complete tasks on time.	14	3.21	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	2022	2023	2024	2025	Change
1. You define roles, rights, and responsibilities of employees.	3.20	3.20	3.00	3.20	+0.20 ▲
2. I always keep the supervisor informed of relevant information.	3.27	3.40	3.40	3.33	-0.07 ▼
3. I honor the commitments and promises made to customers/clients.	3.40	3.40	3.27	3.33	+0.07 ▲
4. You hold employees accountable for meeting performance benchmarks.	3.47	3.33	3.40	3.27	-0.13 ▼
5. I regularly complete tasks on time.	3.00	3.20	3.13	3.21	+0.08 ▲

Passion To Learn

High level of curiosity and committed to their professional 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. You exhibit willingness to upgrade skills through additional training and education.	15	3.47	100.0		53%		47%
7. You will participate in training classes even if offered outside of normal working hours.	15	3.40	93.3	7%	47%		47%
8. You are open minded and curious about learning new skills.	15	3.20	86.7	13%	53%		33%
9. You enhance your value to the company through additional training and development.	15	3.27	86.7	13%	47%		40%
10. You are open to feedback from others.	15	3.20	93.3	7%	67%		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	2022	2023	2024	2025	Change
6. You exhibit willingness to upgrade skills through additional training and education.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You will participate in training classes even if offered outside of normal working hours.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You are open minded and curious about learning new skills.	3.40	3.40	3.20	3.20	
9. You enhance your value to the company through additional training and development.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You are open to feedback from others.	3.33	3.47	3.27	3.20	-0.07 ▼

Establishing Focus/Direction

Establishing Focus/Direction is the ability to align people, plans, and resources toward meaningful goals by setting clear expectations, creating structure, and maintaining strategic clarity. It involves setting clear goals that connect individual efforts to organizational priorities, and applying situational awareness to assess risks, opportunities, and team dynamics. Managers demonstrate this competency by designing procedures, building schedules, guiding performance, and prioritizing tasks and resources to keep teams focused and productive. Success in this area also requires flexibility, self-discipline, and a commitment to monitoring progress, preparing resources, and sustaining attention through changing conditions.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. You regularly check in to ensure the team is on track.	15	3.67	100.0	33%	67%		
12. I schedule adequate time for high-priority items.	15	3.40	93.3	7%	47%	47%	
13. You create operational models to focus the organization's resources on achieve its strategic priorities.	15	3.13	86.7	13%	60%	27%	
14. You select specific strategies and design options to help the organization achieve success within a competitive environment.	15	3.47	100.0	53%	47%		
15. I break down larger goals into smaller, manageable milestones to add more structure toward the accomplishment of the goal.	15	3.53	100.0	47%	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	2022	2023	2024	2025	Change
11. You regularly check in to ensure the team is on track.	3.40	3.40	3.27	3.67	+0.40 ▲
12. I schedule adequate time for high-priority items.	3.53	3.20	3.00	3.40	+0.40 ▲
13. You create operational models to focus the organization's resources on achieve its strategic priorities.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You select specific strategies and design options to help the organization achieve success within a competitive environment.	3.20	3.13	3.00	3.47	+0.47 ▲
15. I break down larger goals into smaller, manageable milestones to add more structure toward the accomplishment of the goal.	3.67	3.27	3.20	3.53	+0.33 ▲

Persuasion and Influence

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. You deeply understand the audience/team.	15	3.47	93.3	7%	40%	53%	
17. I identify decision-making inflection points and plan interventions that shape outcomes without force consensus.	15	2.93	73.3	27%	53%		20%
18. I convince department employees of the soundness of a strategic plan.	15	3.40	93.3	7%	47%		47%
19. I overcome employees' resistance to change and action.	15	3.53	100.0		47%		53%
20. I inspire others by articulating how individual roles contribute to a greater organizational purpose.	15	3.47	100.0		53%		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	2022	2023	2024	2025	Change
16. You deeply understand the audience/team.	3.33	3.00	3.07	3.47	+0.40 ▲
17. I identify decision-making inflection points and plan interventions that shape outcomes without force consensus.	3.40	3.20	3.33	2.93	-0.40 ▼
18. I convince department employees of the soundness of a strategic plan.	3.47	3.53	3.20	3.40	+0.20 ▲
19. I overcome employees' resistance to change and action.	3.13	2.87	3.53	3.53	
20. I inspire others by articulating how individual roles contribute to a greater organizational purpose.	3.40	3.20	2.87	3.47	+0.60 ▲

Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. You generate innovative and practical solutions.	15	3.00	80.0	20%	60%		20%
22. You offer solutions to problems when talking with clients.	15	3.53	100.0	47%	53%		
23. You offer constructive improvements to existing systems.	15	3.13	86.7	13%	60%		27%
24. I establish and monitors key performance indicators (KPIs) for innovation.	15	3.13	80.0	7% 13%	40%		40%
25. I optimize innovative ideas for maximum success.	15	3.07	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	2022	2023	2024	2025	Change
21. You generate innovative and practical solutions.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You offer solutions to problems when talking with clients.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You offer constructive improvements to existing systems.	3.20	3.47	3.27	3.13	-0.13 ▼
24. I establish and monitors key performance indicators (KPIs) for innovation.	3.33	3.47	3.33	3.13	-0.20 ▼
25. I optimize innovative ideas for maximum success.	3.27	3.33	3.27	3.07	-0.20 ▼

Achievement

Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's progress.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. I can complete training on the new equipment.	15	3.20	93.3	7%	60%		33%
27. I can complete required training and certification.	15	3.40	93.3	7%	47%		47%
28. You champion process improvements that enhance productivity, compliance, and overall success.	15	3.60	93.3	7%	27%	67%	
29. I maintain unwavering commitment to goals.	15	3.20	86.7	13%	53%		33%
30. You align individual and team aspirations with organizational goals through strategic goal setting.	14	3.00	92.9	7%	79%		14%

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	2022	2023	2024	2025	Change
26. I can complete training on the new equipment.	3.53	3.33	3.33	3.20	-0.13 ▼
27. I can complete required training and certification.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You champion process improvements that enhance productivity, compliance, and overall success.	3.33	3.13	3.40	3.60	+0.20 ▲
29. I maintain unwavering commitment to goals.	3.21	3.20	3.20	3.20	
30. You align individual and team aspirations with organizational goals through strategic goal setting.	2.87	3.27	3.07	3.00	-0.07 ▼

Interpersonal Skills

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. You value the opinions of others.	15	3.33	93.3	7%	53%	40%	
32. I am willing to overlook personal differences and focus on completing the task at hand.	14	3.29	100.0		71%	29%	
33. You are honest about owning up to mistakes made.	15	3.27	100.0		73%	27%	
34. I am a committed and reliable partner.	15	3.47	93.3	7%	40%	53%	
35. I embrace the differences in individuals that comprise the team.	15	3.13	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	2022	2023	2024	2025	Change
31. You value the opinions of others.	3.13	3.07	3.47	3.33	-0.13 ▼
32. I am willing to overlook personal differences and focus on completing the task at hand.	3.40	3.07	3.60	3.29	-0.31 ▼
33. You are honest about owning up to mistakes made.	3.07	3.33	3.33	3.27	-0.07 ▼
34. I am a committed and reliable partner.	3.33	3.00	3.53	3.47	-0.07 ▼
35. I embrace the differences in individuals that comprise the team.	3.20	3.27	3.13	3.13	

Co-worker Development

Invests in the professional development of 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	3.20	93.3	7%	67%		27%
37. You work to identify root causes of performance problems	15	3.33	93.3	7%	53%		40%
38. You provide ongoing feedback to co-workers on your development progress	15	3.07	86.7	13%	67%		20%
39. You take immediate action on poor performance	15	3.33	100.0		67%		33%
40. You give others development opportunities through project assignments and increased job responsibilities	15	3.33	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	2022	2023	2024	2025	Change
36. You adapt coaching and mentoring approach to meet the style or needs of individuals	3.53	3.20	3.33	3.20	-0.13 ▼
37. You work to identify root causes of performance problems	3.20	3.27	3.07	3.33	+0.26 ▲
38. You provide ongoing feedback to co-workers on your development progress	3.13	3.40	3.33	3.07	-0.27 ▼
39. You take immediate action on poor performance	3.20	3.27	3.00	3.33	+0.33 ▲
40. You give others development opportunities through project assignments and increased job responsibilities	3.00	3.20	3.27	3.33	+0.07 ▲

Strategic Insight

Strategic Insight is the ability to synthesize observations, data, and interactions into forward-looking decisions that align organizational goals with evolving market and stakeholder needs. It requires a deep understanding of business cycles, customer expectations, and internal dynamics--supported by analytical rigor, clear communication, and collaborative engagement across diverse groups. Managers with strategic insight anticipate challenges, adjust plans responsively, and foster innovation through creative problem solving and informed 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. You formulate policies and strategies for addressing the Company's important challenges.	15	3.33	93.3	7%	53%		40%
42. I inspire employees to adopt the strategic plan.	15	3.40	93.3	7%	47%		47%
43. You maintain knowledge of current trends in the industry.	15	3.13	86.7	13%	60%		27%
44. You understand the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.27	100.0		73%		27%
45. I recognize unspoken concerns or morale issues through body language, tone, and team interactions.	15	3.47	100.0		53%		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	2022	2023	2024	2025	Change
41. You formulate policies and strategies for addressing the Company's important challenges.	3.47	3.20	2.93	3.33	+0.40 ▲
42. I inspire employees to adopt the strategic plan.	3.27	3.53	3.13	3.40	+0.27 ▲
43. You maintain knowledge of current trends in the industry.	3.87	3.13	3.20	3.13	-0.07 ▼
44. You understand the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.33	3.27	3.87	3.27	-0.60 ▼
45. I recognize unspoken concerns or morale issues through body language, tone, and team interactions.	3.20	3.33	3.13	3.47	+0.33 ▲

Planning

Planning is a comprehensive process that integrates strategic foresight, organization, and adaptability to ensure efficient execution and resource utilization. It involves forecasting future needs, prioritizing tasks, managing logistics and time constraints, and adjusting strategies in response to evolving circumstances. Effective planning aligns departmental goals with stakeholder expectations while optimizing staffing, scheduling, and implementation to drive sustained success.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. You allow input from others for the 5-year plan.	15	3.40	93.3	7%	47%	47%	
47. I have plans to handle unexpected events.	15	3.20	93.3	7%	67%		27%
48. I develop plans to help manage expectations and project demands.	15	3.20	93.3	7%	60%		33%
49. I identify resource requirements that may impact the development of the 5-year plan.	15	3.47	100.0		53%		47%
50. I can effectively use logistics planning to reduce supply delays.	15	3.20	86.7	13%	53%		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	2022	2023	2024	2025	Change
46. You allow input from others for the 5-year plan.	3.27	3.40	3.20	3.40	+0.20 ▲
47. I have plans to handle unexpected events.	3.33	3.40	3.20	3.20	
48. I develop plans to help manage expectations and project demands.	3.60	3.33	3.20	3.20	
49. I identify resource requirements that may impact the development of the 5-year plan.	3.00	3.47	3.13	3.47	+0.33 ▲
50. I can effectively use logistics planning to reduce supply delays.	3.20	3.67	3.27	3.20	-0.07 ▼