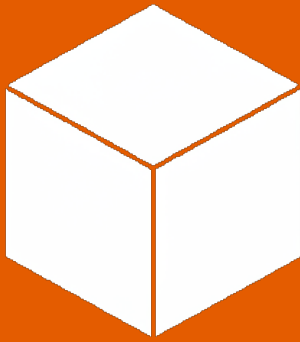




Feedback Results
Your CompanyName Here
2025

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.

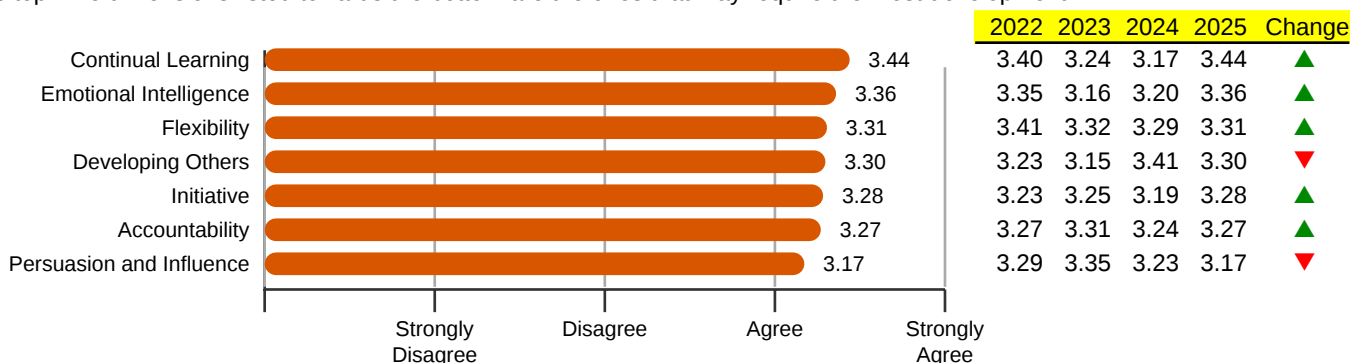
What to Do with Your Feedback

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 7 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 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Accepts accountability for their actions and results.	15	3.20	86.7	13%	53%	33%	
2. Takes full responsibility for lack of results achieved.	15	3.33	100.0		67%	33%	
3. Welcomes the responsibility for meeting the broad range of needs of stakeholders and clients.	15	3.33	93.3	7%	53%	40%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
4. Holds self and others accountable for meeting the deadline.	15	3.27	93.3	7%	60%		33%
5. Tackles issues head on and finds solutions.	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. Accepts accountability for their actions and results.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Takes full responsibility for lack of results achieved.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Welcomes the responsibility for meeting the broad range of needs of stakeholders and clients.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Holds self and others accountable for meeting the deadline.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Tackles issues head on and finds solutions.	3.00	3.20	3.13	3.21	+0.08 ▲

Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
6. Regularly assesses current methods, welcomes feedback, and is willing to implement changes to improve efficiency and effectiveness.	15	3.47	100.0		53%		47%
7. Allows workflows to evolve with the employees' creativity.	15	3.40	93.3	7%	47%		47%
8. Able to integrate the latest tools and methods without causing disruption.	15	3.20	86.7	13%	53%		33%
9. Shows a readiness to adapt and optimize.	15	3.27	86.7	13%	47%		40%
10. Adapts easily to incorporate various perspectives.	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. Regularly assesses current methods, welcomes feedback, and is willing to implement changes to improve efficiency and effectiveness.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Allows workflows to evolve with the employees' creativity.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Able to integrate the latest tools and methods without causing disruption.	3.40	3.40	3.20	3.20	
9. Shows a readiness to adapt and optimize.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Adapts easily to incorporate various perspectives.	3.33	3.47	3.27	3.20	-0.07 ▼

Continual Learning

Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
11. Improves on their skill sets.	15	3.67	100.0	33%		67%	
12. Takes the initiative to learn new skills.	15	3.40	93.3	7%	47%		47%
13. Pursues professional development opportunities when they arise.	15	3.13	86.7	13%	60%		27%
14. Grasps new ideas, concepts, technical, or business knowledge.	15	3.47	100.0		53%		47%
15. Is open to new ideas and concepts.	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. Improves on their skill sets.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Takes the initiative to learn new skills.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Pursues professional development opportunities when they arise.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Grasps new ideas, concepts, technical, or business knowledge.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Is open to new ideas and concepts.	3.67	3.27	3.20	3.53	+0.33 ▲

Emotional Intelligence

Ability to perceive, interpret, and understand the emotions 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
16. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.47	93.3	7%	40%	53%	
17. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.93	73.3	27%	53%		20%
18. Able to understand others' points of view.	15	3.40	93.3	7%	47%	47%	
19. Is able to manage their own emotions.	15	3.53	100.0		47%	53%	
20. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	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. Is attentive to emotional cues and interprets others' feelings correctly.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Able to understand others' points of view.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Is able to manage their own emotions.	3.13	2.87	3.53	3.53	
20. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.40	3.20	2.87	3.47	+0.60 ▲

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
21. Prepares visual aids, storytelling elements, or analogies in advance to reinforce complex points.	15	3.00	80.0	20%	60%	20%	
22. Able to express own goals and needs.	15	3.53	100.0		47%	53%	
23. Forges a consensus among individuals who have a diversity of opinions and interests.	15	3.13	86.7	13%	60%	27%	
24. Frames difficult feedback or challenges in terms of observed behaviors and verifiable impact.	15	3.13	80.0	7%	13%	40%	40%
25. Coordinates with allies in advance to ensure messaging is reinforced by trusted voices.	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. Prepares visual aids, storytelling elements, or analogies in advance to reinforce complex points.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Able to express own goals and needs.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Forges a consensus among individuals who have a diversity of opinions and interests.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Frames difficult feedback or challenges in terms of observed behaviors and verifiable impact.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Coordinates with allies in advance to ensure messaging is reinforced by trusted voices.	3.27	3.33	3.27	3.07	-0.20 ▼

Initiative

Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
26. Addresses small problems before they become big ones.	15	3.20	93.3	7%	60%		33%
27. Begins a task and follows through until completion.	15	3.40	93.3	7%	47%		47%
28. Takes advantage of opportunities when they become available.	15	3.60	93.3	7%	27%	67%	
29. Cleans the workspace without being told.	15	3.20	86.7	13%	53%		33%
30. Transforms opportunity into actions.	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. Addresses small problems before they become big ones.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Begins a task and follows through until completion.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Takes advantage of opportunities when they become available.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Cleans the workspace without being told.	3.21	3.20	3.20	3.20	
30. Transforms opportunity into actions.	2.87	3.27	3.07	3.00	-0.07 ▼

Developing Others

Training and developing members of the team/department.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
31. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.33	93.3	7%	53%	40%	
32. Sets performance objectives for subordinates that encourages development opportunities.	14	3.29	100.0		71%	29%	
33. Recognizes and celebrates accomplishments of others.	15	3.27	100.0		73%	27%	
34. Assigns tasks and responsibilities to develop skills of others.	15	3.47	93.3	7%	40%	53%	
35. Tries to ensure employees are ready to move to the next level.	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. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Sets performance objectives for subordinates that encourages development opportunities.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Recognizes and celebrates accomplishments of others.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Assigns tasks and responsibilities to develop skills of others.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Tries to ensure employees are ready to move to the next level.	3.20	3.27	3.13	3.13	