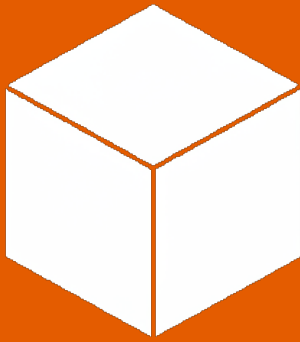




Feedback Results
Your CompanyName Here
2025

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.

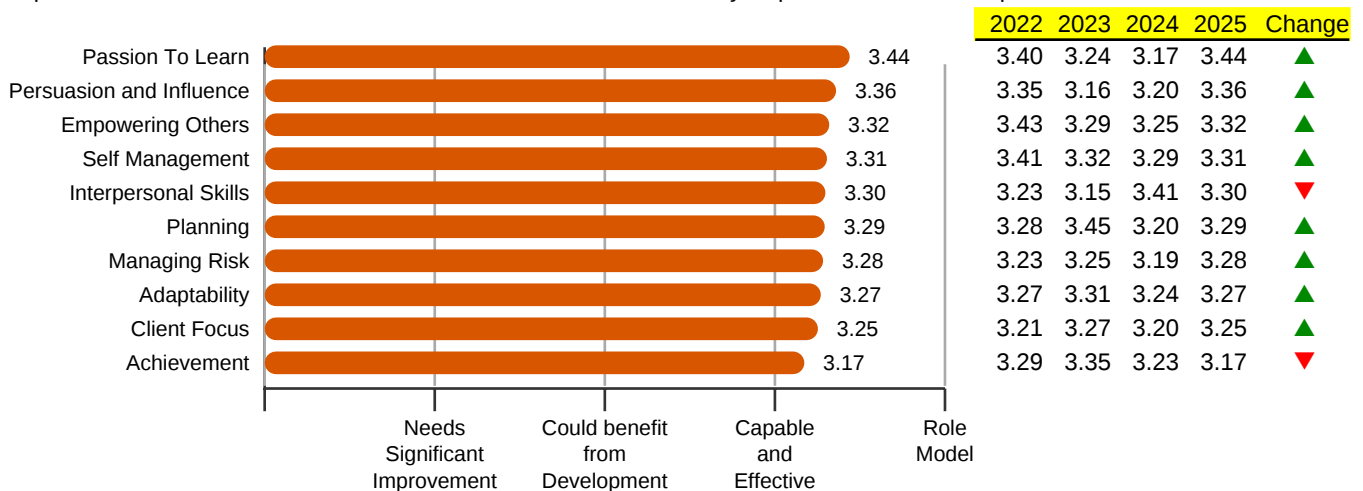
What to Do with Your Feedback

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

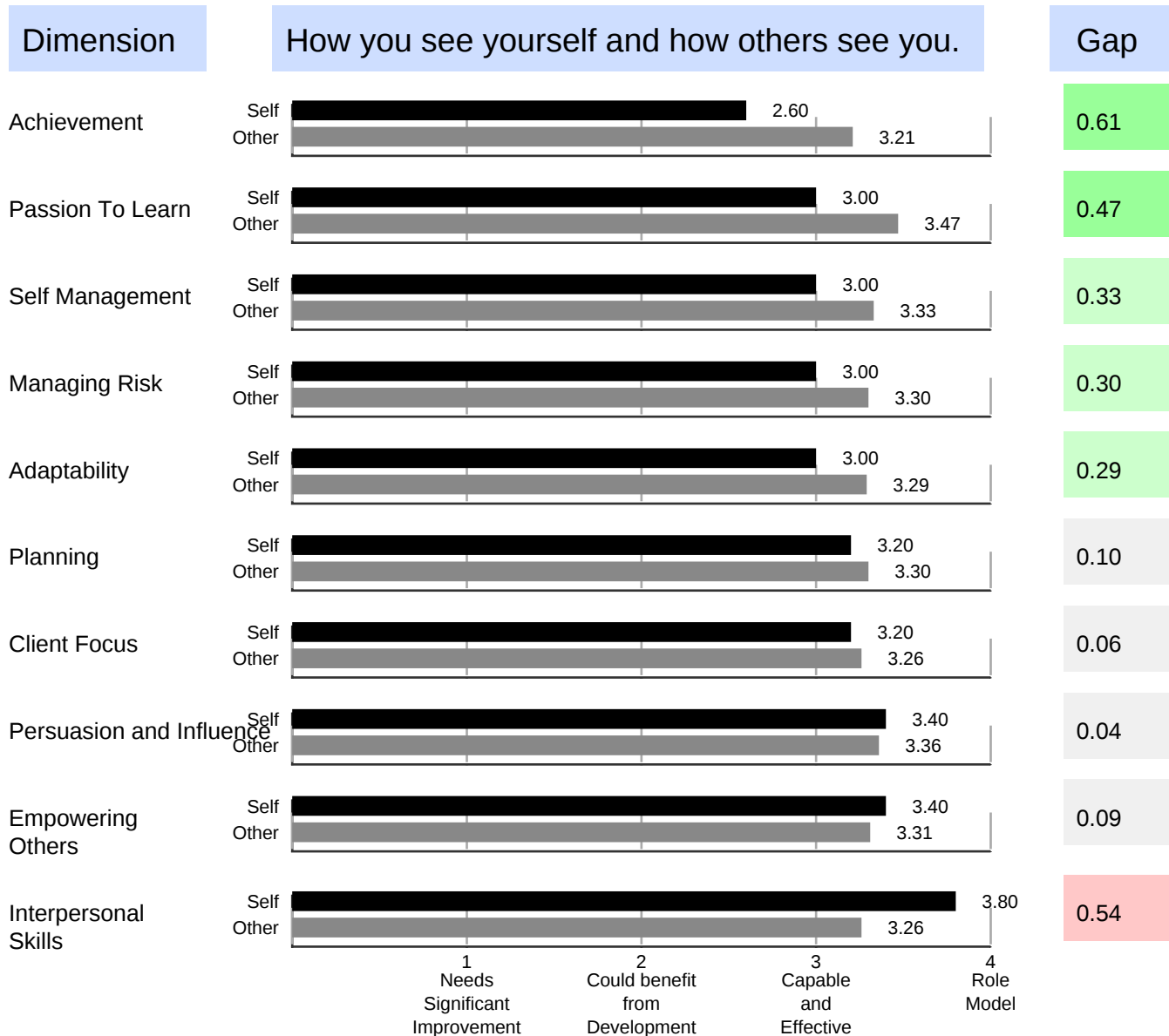
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Adaptability

Adaptability is the ability to adjust to new responsibilities, changing circumstances, and uncertain environments while maintaining efficiency and effectiveness. It involves embracing shifts in organizational structure, technology, and processes, as well as modifying strategies, perspectives, and priorities to align with evolving business needs. By continuously developing skills, assisting others through transitions, and refining workflows, adaptability fosters resilience, innovation, and long-term success in dynamic environments.

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. Adapts procedures to meet production goals.	15	3.20	86.7	13%	53%		33%
2. Able to adapt to changes in technology and processes.	15	3.33	100.0		67%		33%
3. Adjusts plans to meet the needs of new constraints.	15	3.33	93.3	7%	53%		40%
4. Analyzes situations quickly to determine most pressing needs and possible solutions.	15	3.27	93.3	7%	60%		33%
5. Demonstrates willingness to change to meet the needs of the current circumstances.	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. Adapts procedures to meet production goals.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Able to adapt to changes in technology and processes.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Adjusts plans to meet the needs of new constraints.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Analyzes situations quickly to determine most pressing needs and possible solutions.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Demonstrates willingness to change to meet the needs of the current circumstances.	3.00	3.20	3.13	3.21	+0.08 ▲

Self Management

Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own performance.

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. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.47	100.0		53%		47%
7. Steps away from a situation to process appropriate response.	15	3.40	93.3	7%	47%		47%
8. Analyzes interpersonal problems instead of reacting to them.	15	3.20	86.7	13%	53%		33%
9. Uses patience and self-control in working with customers and associates.	15	3.27	86.7	13%	47%		40%
10. Consciously controls own negative emotions in order to keep team morale up.	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. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Steps away from a situation to process appropriate response.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Analyzes interpersonal problems instead of reacting to them.	3.40	3.40	3.20	3.20	
9. Uses patience and self-control in working with customers and associates.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Consciously controls own negative emotions in order to keep team morale up.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Holds self and associates accountable for goal achievement.	15	3.67	100.0	33%	67%		
12. Demonstrates a willingness to participate in continuing education courses.	15	3.40	93.3	7%	47%	47%	
13. Creates an environment that supports personal development and exploration.	15	3.13	86.7	13%	60%	27%	
14. Takes advantage of training opportunities when they arise.	15	3.47	100.0	53%	47%		
15. Will participate in training classes even if offered outside of normal working hours.	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. Holds self and associates accountable for goal achievement.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Demonstrates a willingness to participate in continuing education courses.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Creates an environment that supports personal development and exploration.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Takes advantage of training opportunities when they arise.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Will participate in training classes even if offered outside of normal working hours.	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. Negotiates with others to obtain consensus.	15	3.47	93.3	7%	40%	53%	
17. Translates complex technical or strategic issues into accessible language that motivates action.	15	2.93	73.3	27%	53%		20%
18. Is able to change other people's thoughts, beliefs, and actions.	15	3.40	93.3	7%	47%		47%
19. Successfully wields influence over others.	15	3.53	100.0		47%	53%	
20. Describes the issue in terms of the customer's experience to help create a mental image for employees to connect emotionally to issues facing customers.	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. Negotiates with others to obtain consensus.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Translates complex technical or strategic issues into accessible language that motivates action.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Is able to change other people's thoughts, beliefs, and actions.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Successfully wields influence over others.	3.13	2.87	3.53	3.53	
20. Describes the issue in terms of the customer's experience to help create a mental image for employees to connect emotionally to issues facing customers.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Increased customer satisfaction scores for the quarter.	15	3.00	80.0	20%	60%		20%
22. Takes decisive action on lagging projects to restore momentum and ensure completion.	15	3.53	100.0		47%	53%	
23. Cuts through red tape to enhance efficiency and remove unnecessary hurdles.	15	3.13	86.7	13%	60%		27%
24. Prioritizes time management and coordination, ensuring high-value tasks are addressed efficiently.	15	3.13	80.0	7% 13%	40%		40%
25. Maintains a disciplined and strategic approach to goal achievement, ensuring efficiency and effectiveness.	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. Increased customer satisfaction scores for the quarter.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Takes decisive action on lagging projects to restore momentum and ensure completion.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Cuts through red tape to enhance efficiency and remove unnecessary hurdles.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Prioritizes time management and coordination, ensuring high-value tasks are addressed efficiently.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Maintains a disciplined and strategic approach to goal achievement, ensuring efficiency and effectiveness.	3.27	3.33	3.27	3.07	-0.20 ▼

Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. Effective risk management can improve responsiveness to critical events and the information gathered can help improve strategic decision making.

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. Understands how to meet regulatory compliance.	15	3.20	93.3	7%	60%		33%
27. Presents regular/monthly reports to the audit committee.	15	3.40	93.3	7%	47%		47%
28. Recognizes the potential impact of systemic risks.	15	3.60	93.3	7%	27%		67%
29. Is knowledgeable of standard risk management principles.	15	3.20	86.7	13%	53%		33%
30. Responds appropriately to unexplained or unanticipated events.	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. Understands how to meet regulatory compliance.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Presents regular/monthly reports to the audit committee.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Recognizes the potential impact of systemic risks.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Is knowledgeable of standard risk management principles.	3.21	3.20	3.20	3.20	
30. Responds appropriately to unexplained or unanticipated events.	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. Keeps commitments made with coworkers.	15	3.33	93.3	7%	53%	40%	
32. Offers constructive criticism to have a positive impact on performance.	14	3.29	100.0		71%		29%
33. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	3.27	100.0		73%		27%
34. Is willing to lend a hand to those in the department who need help.	15	3.47	93.3	7%	40%	53%	
35. Is honest about making mistakes and willing to fix them.	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. Keeps commitments made with coworkers.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Offers constructive criticism to have a positive impact on performance.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Uses knowledge and charisma rather than position, power, or coercion to influence others	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is willing to lend a hand to those in the department who need help.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Is honest about making mistakes and willing to fix them.	3.20	3.27	3.13	3.13	

Client Focus

Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving services to enhance the client experience. A client-focused approach builds trust, ensures positive interactions, and demonstrates long-term commitment by consistently adapting to evolving expectations and providing high-quality service.

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. Actively listens to concerns from clients.	15	3.20	93.3	7%	67%		27%
37. Promptly responds to clients.	15	3.33	93.3	7%	53%		40%
38. Is committed to the client's success.	15	3.07	86.7	13%	67%		20%
39. Looks for opportunities that have a positive impact on Clients.	15	3.33	100.0		67%		33%
40. Creates new and innovative products for clients.	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. Actively listens to concerns from clients.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Promptly responds to clients.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Is committed to the client's success.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Looks for opportunities that have a positive impact on Clients.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Creates new and innovative products for clients.	3.00	3.20	3.27	3.33	+0.07 ▲

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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. Creates a culture where employees are given the opportunity to take the initiative and make impactful decisions.	15	3.33	93.3	7%	53%		40%
42. Assigns tasks that allow employees to use their critical thinking skills.	15	3.40	93.3	7%	47%		47%
43. Willing to share in the decision making process.	15	3.13	86.7	13%	60%		27%
44. Assigns tasks that are within the skill levels of employees.	15	3.27	100.0		73%		27%
45. Values the opinions of others.	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. Creates a culture where employees are given the opportunity to take the initiative and make impactful decisions.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Assigns tasks that allow employees to use their critical thinking skills.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Willing to share in the decision making process.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Assigns tasks that are within the skill levels of employees.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Values the opinions of others.	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. Ensures staff are held accountable for following the department plan.	15	3.40	93.3	7%	47%	47%	
47. Regularly makes plans for contingencies.	15	3.20	93.3	7%	67%		27%
48. Always has a "Plan-B" ready if needed.	15	3.20	93.3	7%	60%		33%
49. Assesses the potential impact of changes to the strategic plan.	15	3.47	100.0		53%		47%
50. Understands the process for developing strategic plans for the organization.	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. Ensures staff are held accountable for following the department plan.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Regularly makes plans for contingencies.	3.33	3.40	3.20	3.20	
48. Always has a "Plan-B" ready if needed.	3.60	3.33	3.20	3.20	
49. Assesses the potential impact of changes to the strategic plan.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Understands the process for developing strategic plans for the organization.	3.20	3.67	3.27	3.20	-0.07 ▼