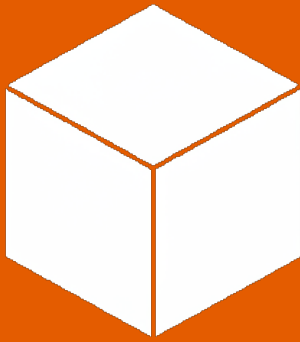




Feedback Results
Your CompanyName Here
2025

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.

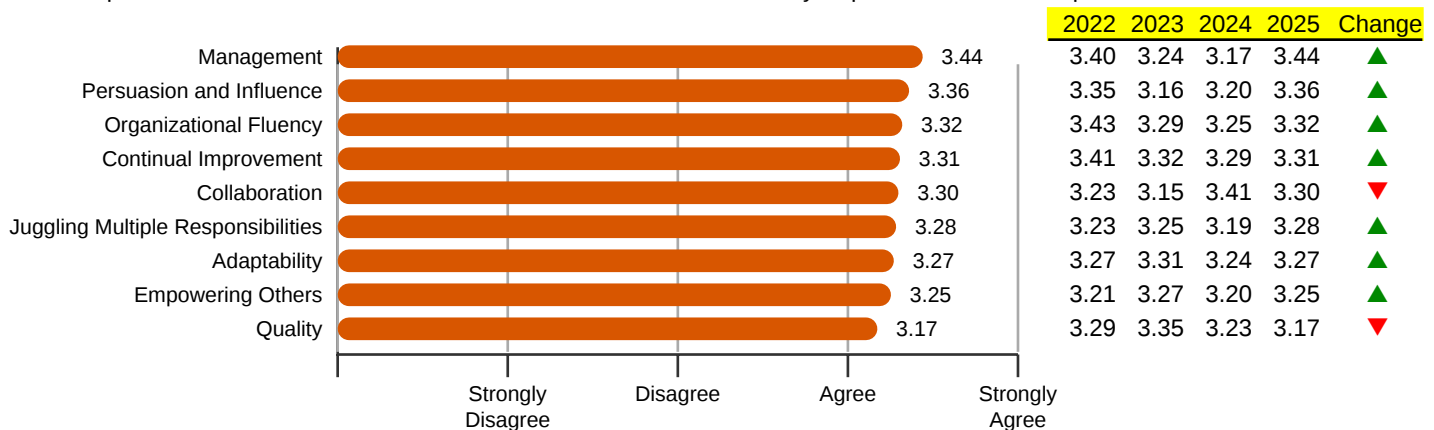
What to Do with Your Feedback

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

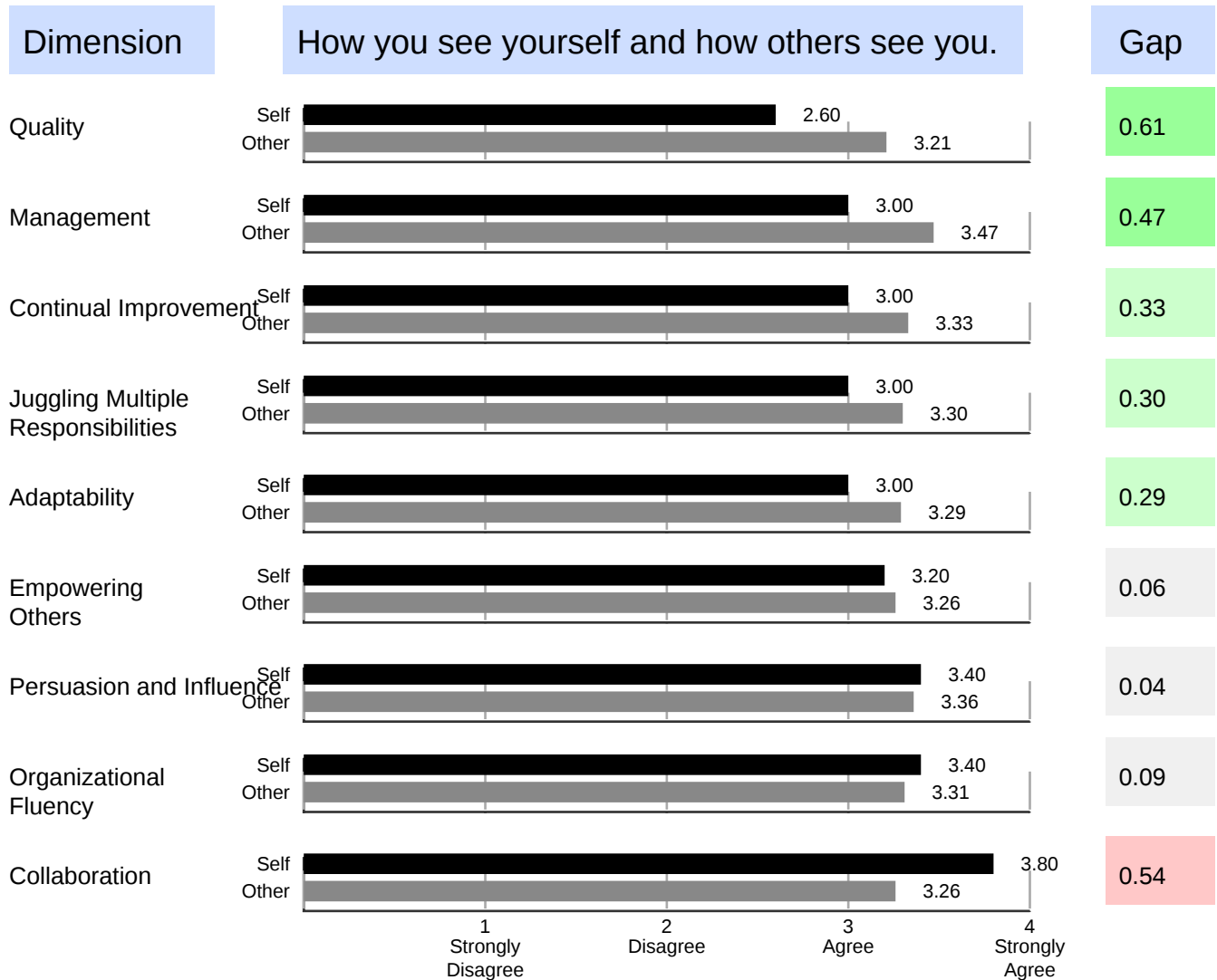
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Develops insights and applies innovative solutions to projects and problems.	15	3.20	86.7	13%	53%	33%	
2. Adjusts plans or schedules to deal with changing situations.	15	3.33	100.0		67%	33%	
3. Successfully handles the implementation of the reorganization.	15	3.33	93.3	7%	53%	40%	
4. Adapts to new work processes and procedures.	15	3.27	93.3	7%	60%	33%	
5. Helps employees overcome resistance to change so that they can adapt more readily to changing 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. Develops insights and applies innovative solutions to projects and problems.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Adjusts plans or schedules to deal with changing situations.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Successfully handles the implementation of the reorganization.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Adapts to new work processes and procedures.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Helps employees overcome resistance to change so that they can adapt more readily to changing circumstances.	3.00	3.20	3.13	3.21	+0.08 ▲

Continual Improvement

Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

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. Promotes training and development opportunities to enhance job performance.	15	3.47	100.0		53%		47%
7. Analyzes processes to determine areas for improvement.	15	3.40	93.3	7%	47%		47%
8. Looks for ways to expand current job responsibilities.	15	3.20	86.7	13%	53%		33%
9. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.27	86.7	13%	47%		40%
10. Looks for ways to improve work processes and procedures.	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. Promotes training and development opportunities to enhance job performance.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Analyzes processes to determine areas for improvement.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Looks for ways to expand current job responsibilities.	3.40	3.40	3.20	3.20	
9. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Looks for ways to improve work processes and procedures.	3.33	3.47	3.27	3.20	-0.07 ▼

Management

Management is the disciplined practice of aligning people, resources, and strategy to achieve organizational goals through clear communication, timely feedback, and consistent accountability. It involves leading by example, empowering others to act with confidence, and coordinating team efforts to ensure progress, development, and high performance. Effective managers establish focus and direction, inspire commitment, and recognize contributions while managing time, projects, and strategic priorities with precision. They delegate thoughtfully, supervise with integrity, resolve conflicts constructively, and allocate resources responsively to sustain momentum and drive results.

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. Fosters a sense of purpose by connecting each person's work to the team's shared direction.	15	3.67	100.0	33%	67%		
12. Maintains an open-door policy to be available to answer questions and provide guidance to employees.	15	3.40	93.3	7%	47%	47%	
13. Creates clarity around roles, responsibilities, and success metrics.	15	3.13	86.7	13%	60%	27%	
14. Keeps the team grounded and purpose-driven during high-stress or fast-paced situations.	15	3.47	100.0	53%	47%		
15. Instills a sense of purpose by showing how each role supports the organization's goals.	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. Fosters a sense of purpose by connecting each person's work to the team's shared direction.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Maintains an open-door policy to be available to answer questions and provide guidance to employees.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Creates clarity around roles, responsibilities, and success metrics.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Keeps the team grounded and purpose-driven during high-stress or fast-paced situations.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Instills a sense of purpose by showing how each role supports the organization's goals.	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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
16. Leverages industry insights and benchmarks to support persuasive arguments and strategic recommendations.	15	3.47	93.3	7%	40%	53%	
17. Creates an environment where employees can explore new ideas and evolve their approach to problem-solving.	15	2.93	73.3	27%	53%		20%
18. Maintains a high reputation within the department/organization.	15	3.40	93.3	7%	47%		47%
19. Is able to change other people's thoughts, beliefs, and actions.	15	3.53	100.0		47%	53%	
20. Assesses power dynamics and informal influencers to determine the most effective pathways to obtain buy-in.	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. Leverages industry insights and benchmarks to support persuasive arguments and strategic recommendations.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Creates an environment where employees can explore new ideas and evolve their approach to problem-solving.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Maintains a high reputation within the department/organization.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Is able to change other people's thoughts, beliefs, and actions.	3.13	2.87	3.53	3.53	
20. Assesses power dynamics and informal influencers to determine the most effective pathways to obtain buy-in.	3.40	3.20	2.87	3.47	+0.60 ▲

Quality

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

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. Communicates with team members regarding best quality practices.	15	3.00	80.0	20%	60%		20%
22. Creates quality improvement programs and processes.	15	3.53	100.0		47%	53%	
23. Works with precision and attention to detail.	15	3.13	86.7	13%	60%		27%
24. Develops measures of the success of quality initiatives.	15	3.13	80.0	7%	13%	40%	40%
25. Creates a culture of excellence and high standards.	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. Communicates with team members regarding best quality practices.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Creates quality improvement programs and processes.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Works with precision and attention to detail.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Develops measures of the success of quality initiatives.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Creates a culture of excellence and high standards.	3.27	3.33	3.27	3.07	-0.20 ▼

Juggling Multiple Responsibilities

Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

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. Is aware of the deadlines for specific tasks/assignments.	15	3.20	93.3	7%	60%		33%
27. Assigns tasks based on skills of team members.	15	3.40	93.3	7%	47%		47%
28. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.60	93.3	7%	27%	67%	
29. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.20	86.7	13%	53%		33%
30. Assesses current capabilities before committing to new requests from customers.	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. Is aware of the deadlines for specific tasks/assignments.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Assigns tasks based on skills of team members.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Ensures that assignments are prioritized according to the needs of the department/company.	3.21	3.20	3.20	3.20	
30. Assesses current capabilities before committing to new requests from customers.	2.87	3.27	3.07	3.00	-0.07 ▼

Collaboration

Collaboration is the process of fostering open communication, building trust-based relationships, and promoting a cooperative environment where information is shared freely and all team members contribute to shared goals. It involves active participation, consensus-building, and shared decision-making, ensuring diverse perspectives are valued while addressing challenges through teamwork and problem-solving. Strong collaboration is rooted in mutual respect, commitment, and the effective use of digital tools to enhance efficiency, minimize misunderstandings, and create a culture of transparency and innovation.

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. Understands that collaboration often leads to more innovative and effective solutions.	15	3.33	93.3	7%	53%	40%	
32. Builds strong interpersonal relationships for more effective collaboration.	14	3.29	100.0		71%		29%
33. Ensures that all members are aligned and motivated, contributing to a cohesive and productive team dynamic.	15	3.27	100.0		73%		27%
34. Gives consideration to the innovative ideas presented by others.	15	3.47	93.3	7%	40%	53%	
35. Guides team members to reconcile their differences and collaborate effectively.	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. Understands that collaboration often leads to more innovative and effective solutions.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Builds strong interpersonal relationships for more effective collaboration.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Ensures that all members are aligned and motivated, contributing to a cohesive and productive team dynamic.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Gives consideration to the innovative ideas presented by others.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Guides team members to reconcile their differences and collaborate effectively.	3.20	3.27	3.13	3.13	

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
36. Motivates and encourages employees to be successful in their jobs.	15	3.20	93.3	7%	67%		27%
37. Gives employees important tasks to expand their career options.	15	3.33	93.3	7%	53%		40%
38. Encourages employees to think outside the box.	15	3.07	86.7	13%	67%		20%
39. Allows subordinates to perform mission critical tasks.	15	3.33	100.0		67%		33%
40. Gives employees the freedom to set their own schedule.	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. Motivates and encourages employees to be successful in their jobs.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Gives employees important tasks to expand their career options.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Encourages employees to think outside the box.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Allows subordinates to perform mission critical tasks.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Gives employees the freedom to set their own schedule.	3.00	3.20	3.27	3.33	+0.07 ▲

Organizational Fluency

Able to work within the department/division/organization. Understand how different parts of the business interact.

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
41. Able to use corporate politics to advance department objectives.	15	3.33	93.3	7%	53%	40%	
42. Effective in communicating with others within the organization.	15	3.40	93.3	7%	47%	47%	
43. Understands the current organizational culture.	15	3.13	86.7	13%	60%	27%	
44. Gets things done through the department.	15	3.27	100.0		73%	27%	
45. Able to explain departmental policies and procedures to 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. Able to use corporate politics to advance department objectives.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Effective in communicating with others within the organization.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Understands the current organizational culture.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Gets things done through the department.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Able to explain departmental policies and procedures to others.	3.20	3.33	3.13	3.47	+0.33 ▲