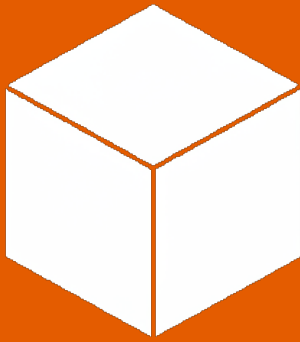




Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

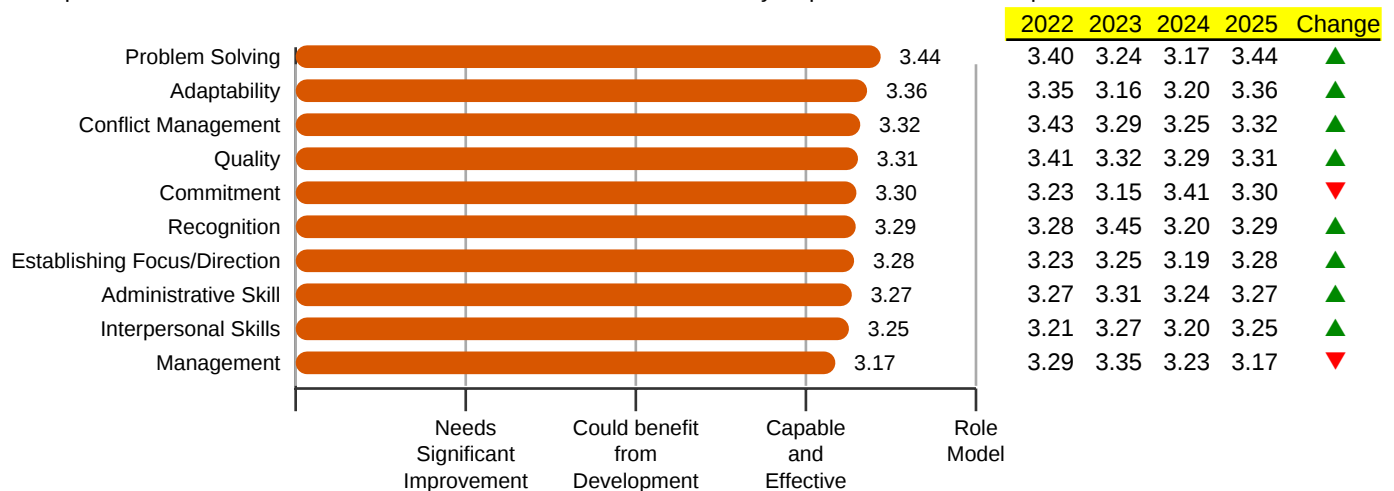
What to Do with Your Feedback

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

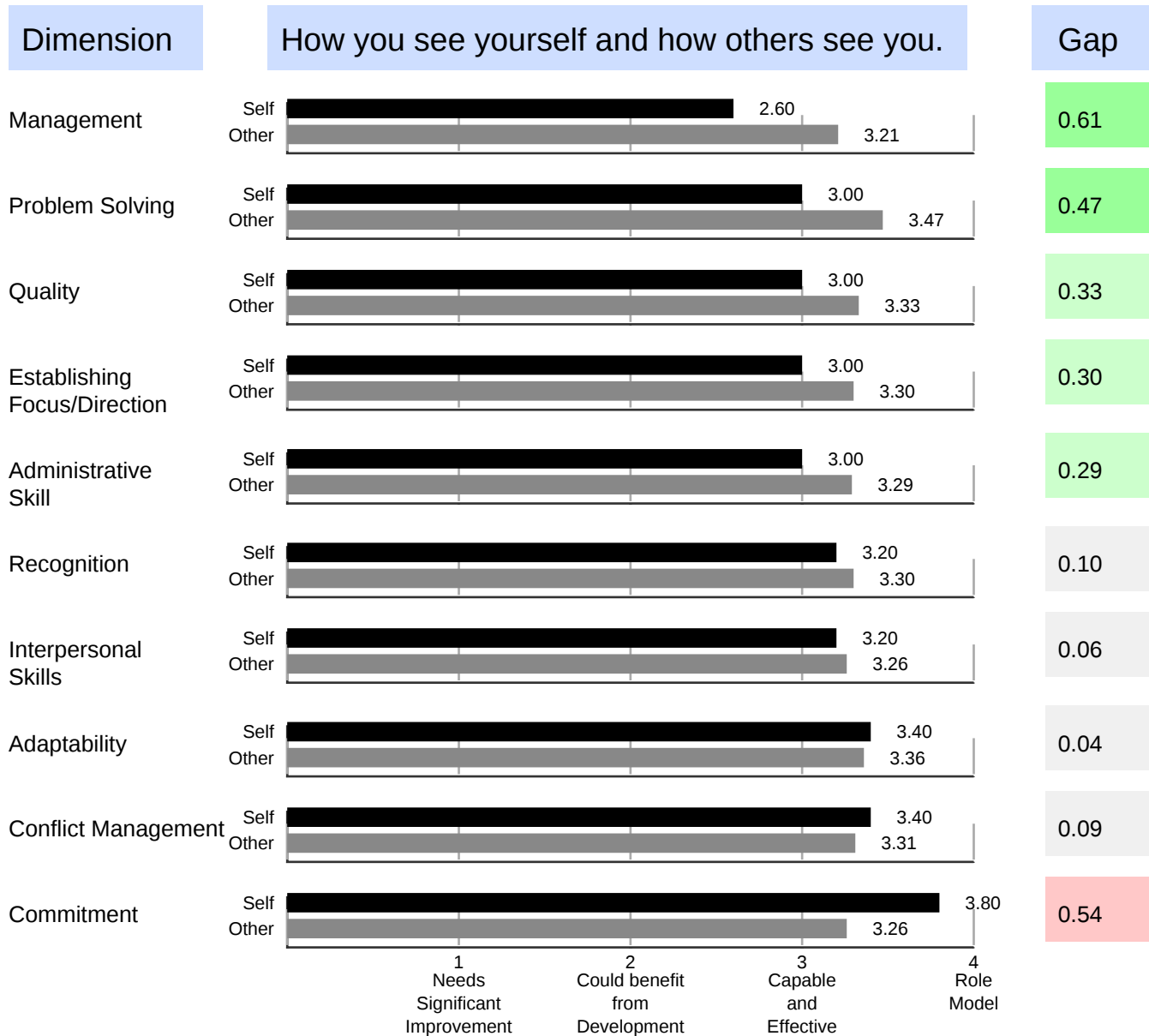
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Administrative Skill

Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

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. Ensures compliance by verifying that the response meets the requirements and adheres to any formatting or submission guidelines specified in the RFQ/RFI.	15	3.20	86.7	13%	53%		33%
2. Inventories and documents current supplies and resources.	15	3.33	100.0		67%		33%
3. Is productive in an office environment.	15	3.33	93.3	7%	53%		40%
4. Provides high-level administrative support and assistance.	15	3.27	93.3	7%	60%		33%
5. Uses best practices for handling sensitive or confidential materials.	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. Ensures compliance by verifying that the response meets the requirements and adheres to any formatting or submission guidelines specified in the RFQ/RFI.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Inventories and documents current supplies and resources.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Is productive in an office environment.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Provides high-level administrative support and assistance.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Uses best practices for handling sensitive or confidential materials.	3.00	3.20	3.13	3.21	+0.08 ▲

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Ensures high consistency across batches or production runs.	15	3.47	100.0		53%		47%
7. Verifies the operators have the necessary equipment and supplies to ensure high quality.	15	3.40	93.3	7%	47%		47%
8. Engages and leads staff in implementation of new quality procedures.	15	3.20	86.7	13%	53%		33%
9. Anticipates and mitigates quality issues before they become a major problem.	15	3.27	86.7	13%	47%		40%
10. Is preventative in dealing with quality issues.	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. Ensures high consistency across batches or production runs.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Verifies the operators have the necessary equipment and supplies to ensure high quality.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Engages and leads staff in implementation of new quality procedures.	3.40	3.40	3.20	3.20	
9. Anticipates and mitigates quality issues before they become a major problem.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Is preventative in dealing with quality issues.	3.33	3.47	3.27	3.20	-0.07 ▼

Problem Solving

Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated for practicality, efficiency, and feasibility. Additionally, the needs and constraints imposed by the organization are balanced. The information gathered is analyzed to determine the best strategy for addressing the problem, which is then effectively implemented.

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. Is comfortable with uncertainty and can work effectively even when all the information is not yet available.	15	3.67	100.0	33%	67%		
12. Invests in training and development programs to equip team members with the skills and knowledge they need to identify and solve problems effectively.	15	3.40	93.3	7%	47%	47%	
13. Evaluates alternative courses of action.	15	3.13	86.7	13%	60%	27%	
14. Able to solve problems at root cause rather than at symptom level.	15	3.47	100.0	53%	47%		
15. Utilizes a variety of approaches and tools to tackle issues in various contexts.	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. Is comfortable with uncertainty and can work effectively even when all the information is not yet available.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Invests in training and development programs to equip team members with the skills and knowledge they need to identify and solve problems effectively.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Evaluates alternative courses of action.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Able to solve problems at root cause rather than at symptom level.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Utilizes a variety of approaches and tools to tackle issues in various contexts.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Learns new skills to become competitive and contribute to the bottom line.	15	3.47	93.3	7%	40%	53%	
17. Able to adapt to changes in technology and processes.	15	2.93	73.3	27%	53%		20%
18. Adjusts communication style to meet the needs of the audience.	15	3.40	93.3	7%	47%	47%	
19. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.53	100.0		47%	53%	
20. Is aware of changes to team personnel.	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. Learns new skills to become competitive and contribute to the bottom line.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Able to adapt to changes in technology and processes.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Adjusts communication style to meet the needs of the audience.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.13	2.87	3.53	3.53	
20. Is aware of changes to team personnel.	3.40	3.20	2.87	3.47	+0.60 ▲

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Makes decisions that deliver immediate value while advancing long-term strategic goals.	15	3.00	80.0	20%	60%		20%
22. Empowers employees to structure their work schedule to maximize their productivity.	15	3.53	100.0		47%	53%	
23. Is confident in the abilities of their subordinates.	15	3.13	86.7	13%	60%		27%
24. Empowers employees to make their own decisions in the field.	15	3.13	80.0	7% 13%	40%		40%
25. Helps the team stay focused by clearly communicating shifting priorities during times of uncertainty or transition.	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. Makes decisions that deliver immediate value while advancing long-term strategic goals.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Empowers employees to structure their work schedule to maximize their productivity.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Is confident in the abilities of their subordinates.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Empowers employees to make their own decisions in the field.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Helps the team stay focused by clearly communicating shifting priorities during times of uncertainty or transition.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Is flexible and ready to adjust strategies in response to changing circumstances.	15	3.20	93.3	7%	60%		33%
27. Creates well articulated goals for the department.	15	3.40	93.3	7%	47%		47%
28. Stays focused even when under pressure and stress.	15	3.60	93.3	7%	27%	67%	
29. Delegates responsibilities to team leads or supervisors to oversee specific areas of work.	15	3.20	86.7	13%	53%		33%
30. Leads by example to guide employees in the completion of tasks.	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 flexible and ready to adjust strategies in response to changing circumstances.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Creates well articulated goals for the department.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Stays focused even when under pressure and stress.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Delegates responsibilities to team leads or supervisors to oversee specific areas of work.	3.21	3.20	3.20	3.20	
30. Leads by example to guide employees in the completion of tasks.	2.87	3.27	3.07	3.00	-0.07 ▼

Commitment

Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual objectives, ownership, and accountability contribute directly to collective success. Commitment inspires others by modeling resilience, urgency, and uncompromising integrity, while fostering a culture of engagement, shared values, and employee development that strengthens organizational capabilities. Ultimately, it operates across all levels of hierarchy, reinforcing alignment, loyalty, and inspiration that drive sustainable success and collective achievement.

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. Exhibits commitment by challenging excuses and rationalizations, keeping the focus on responsibility and results.	15	3.33	93.3	7%	53%	40%	
32. Drives momentum by setting clear deadlines, ensuring commitments are pursued with focus and timeliness.	14	3.29	100.0		71%		29%
33. Is highly committed to achieving organizational goals and objectives.	15	3.27	100.0		73%		27%
34. Maintains discipline in execution, ensuring commitment to rigor and consistency in work.	15	3.47	93.3	7%	40%	53%	
35. Dedicated to following through on established plans without losing sight of long-term objectives.	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. Exhibits commitment by challenging excuses and rationalizations, keeping the focus on responsibility and results.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Drives momentum by setting clear deadlines, ensuring commitments are pursued with focus and timeliness.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is highly committed to achieving organizational goals and objectives.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Maintains discipline in execution, ensuring commitment to rigor and consistency in work.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Dedicated to following through on established plans without losing sight of long-term objectives.	3.20	3.27	3.13	3.13	

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
36. Attends to both the content and the context of what was being said.	15	3.20	93.3	7%	67%		27%
37. Is thoughtful and honest about the feedback they give others.	15	3.33	93.3	7%	53%		40%
38. Gives credit where credit is due.	15	3.07	86.7	13%	67%		20%
39. Sees values in the diversity of individuals on the team.	15	3.33	100.0		67%		33%
40. Willing to overlook personal differences and focus on completing the task at hand.	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. Attends to both the content and the context of what was being said.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Is thoughtful and honest about the feedback they give others.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Gives credit where credit is due.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Sees values in the diversity of individuals on the team.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Willing to overlook personal differences and focus on completing the task at hand.	3.00	3.20	3.27	3.33	+0.07 ▲

Conflict Management

Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Encourages team members to express their ideas and concerns openly.	15	3.33	93.3	7%	53%		40%
42. Avoids engaging in conflicts over minor workplace matters.	15	3.40	93.3	7%	47%		47%
43. Encourages individuals to modify their underlying work behaviors that may have contributed to the conflict.	15	3.13	86.7	13%	60%		27%
44. Combines ideas and viewpoints of different team members.	15	3.27	100.0		73%		27%
45. Uses conflicts to challenge outdated norms or assumptions, prompting fresh thinking and cultural evolution.	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. Encourages team members to express their ideas and concerns openly.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Avoids engaging in conflicts over minor workplace matters.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Encourages individuals to modify their underlying work behaviors that may have contributed to the conflict.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Combines ideas and viewpoints of different team members.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Uses conflicts to challenge outdated norms or assumptions, prompting fresh thinking and cultural evolution.	3.20	3.33	3.13	3.47	+0.33 ▲

Recognition

Recognition is the intentional acknowledgment and appreciation of employees' contributions, achievements, and performance, ensuring that praise is timely, meaningful, fair, and aligned with organizational values. Effective recognition fosters a supportive and engaging workplace by integrating structured programs, spontaneous appreciation, and impactful rewards-both formal and informal-while reinforcing positive behaviors and incentivizing success. By making recognition visible, systematic, and inclusive, leaders cultivate an environment where employees feel valued, motivated, and empowered to contribute to organizational growth and excellence.

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. Uses recognition and rewards to reinforce desired behaviors.	15	3.40	93.3	7%	47%	47%	
47. Acknowledges and appreciates the worth of employees.	15	3.20	93.3	7%	67%		27%
48. Uses recognition to guide employees to better work standards.	15	3.20	93.3	7%	60%		33%
49. Offers recognition that is thoughtful and individualized, ensuring that the method and reward suit the person being acknowledged.	15	3.47	100.0		53%		47%
50. Offers recognition on "spur-of-the-moment".	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. Uses recognition and rewards to reinforce desired behaviors.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Acknowledges and appreciates the worth of employees.	3.33	3.40	3.20	3.20	
48. Uses recognition to guide employees to better work standards.	3.60	3.33	3.20	3.20	
49. Offers recognition that is thoughtful and individualized, ensuring that the method and reward suit the person being acknowledged.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Offers recognition on "spur-of-the-moment".	3.20	3.67	3.27	3.20	-0.07 ▼