



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.

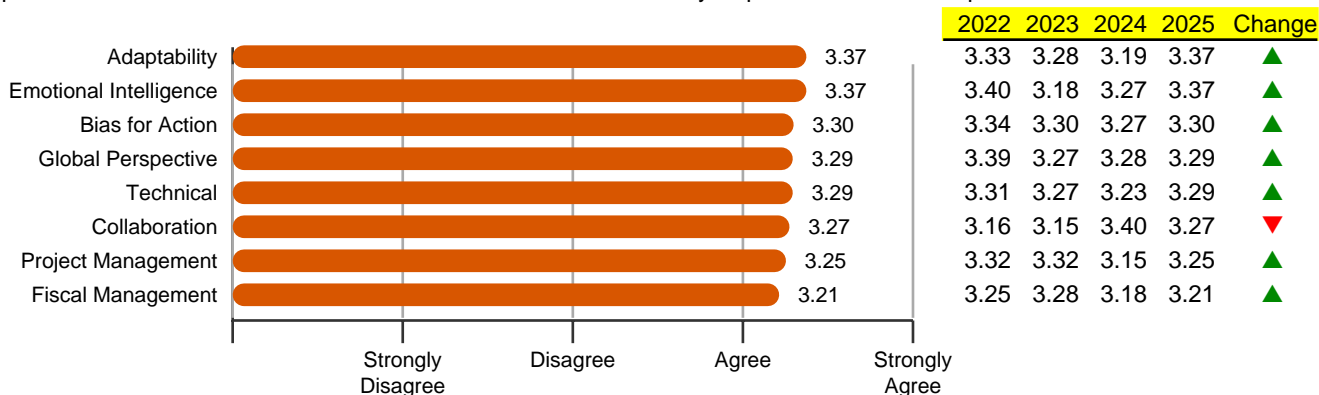
What to Do with Your Feedback

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

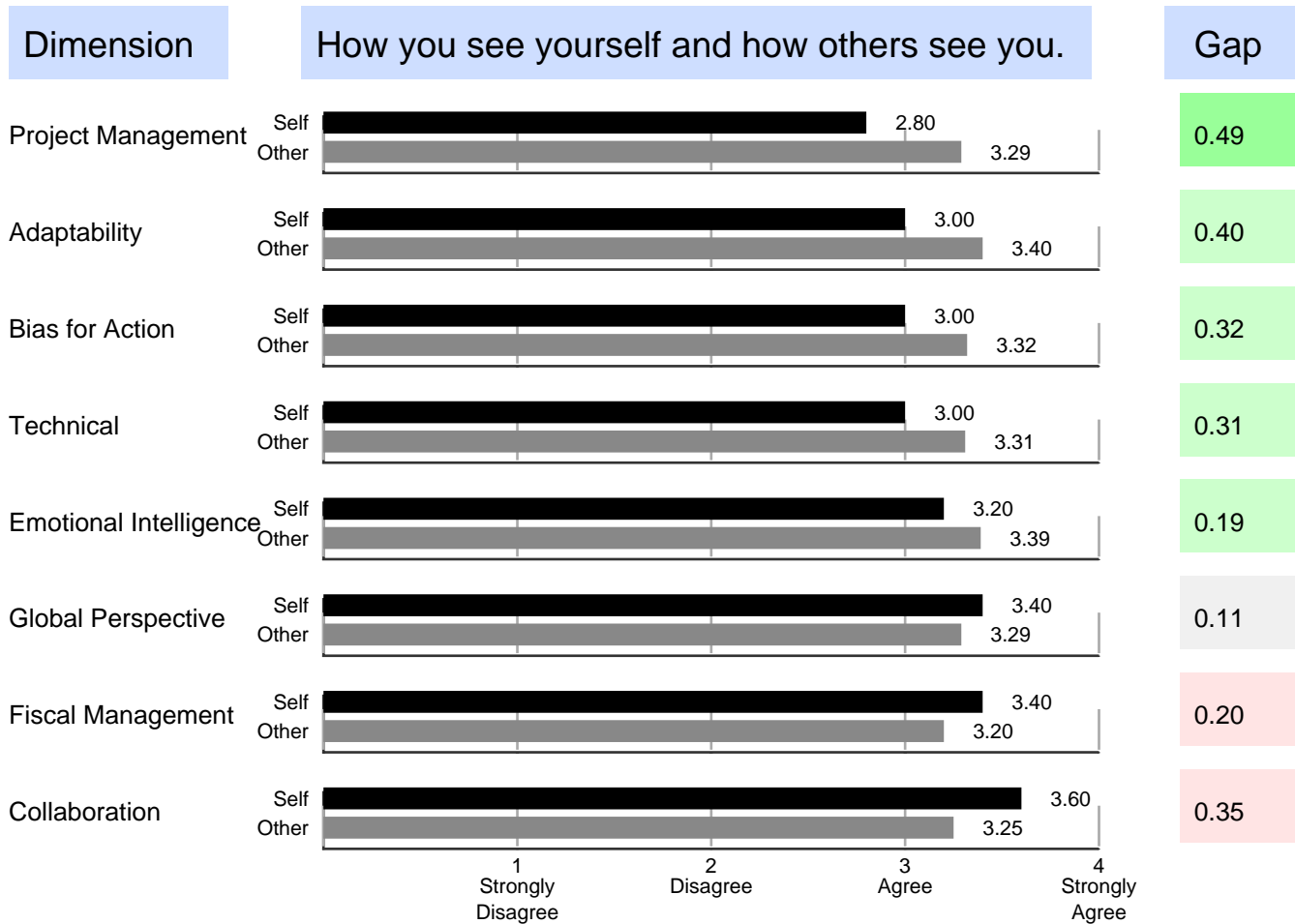
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Bias for Action

Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

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. Assists others to ensure that everyone is on track to help the team reach its goals faster.	15	3.20	86.7	13%	53%	33%	
2. Takes the lead on new initiatives or projects, setting the direction and pace.	15	3.33	100.0		67%	33%	
3. Gets the team to initially complete small tasks to boost their confidence and motivation to take on bigger challenges.	15	3.33	93.3	7%	53%	40%	
4. Uses creativity to solve problems, tackle obstacles and make progress.	15	3.27	93.3	7%	60%	33%	
5. Helps the team to stay focused on what tasks need to be completed.	14	3.21	85.7	14%	50%	36%	
6. Fosters a culture of action orientation.	15	3.47	100.0		53%	47%	
7. Encourages and supports team members to take initiative and overcome challenges.	15	3.40	93.3	7%	47%	47%	
8. Proactively addresses potential problems.	15	3.20	86.7	13%	53%	33%	
9. Always delivers on promises.	15	3.27	86.7	13%	47%	40%	

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. Assists others to ensure that everyone is on track to help the team reach its goals faster.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Takes the lead on new initiatives or projects, setting the direction and pace.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Gets the team to initially complete small tasks to boost their confidence and motivation to take on bigger challenges.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Uses creativity to solve problems, tackle obstacles and make progress.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Helps the team to stay focused on what tasks need to be completed.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Fosters a culture of action orientation.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Encourages and supports team members to take initiative and overcome challenges.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Proactively addresses potential problems.	3.40	3.40	3.20	3.20	
9. Always delivers on promises.	3.53	3.40	3.60	3.27	-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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Alters strategic plans based on new information.	15	3.20	93.3	7%	67%	27%	
11. Able to adjust to changes as needed.	15	3.67	100.0		33%	67%	
12. Adjusts strategy when new information is presented.	15	3.40	93.3	7%	47%	47%	
13. Pivots quickly in response to shifting project needs.	15	3.13	86.7	13%	60%	27%	
14. Adjusts plans to meet the needs of new constraints.	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
10. Alters strategic plans based on new information.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Able to adjust to changes as needed.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Adjusts strategy when new information is presented.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Pivots quickly in response to shifting project needs.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Adjusts plans to meet the needs of new constraints.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.53	100.0		47%	53%	
16. Is able to control their own emotions.	15	3.47	93.3	7%	40%	53%	
17. Able to understand others' points of view.	15	2.93	73.3	27%	53%	20%	
18. Accurately perceives the emotional reactions of others.	15	3.40	93.3	7%	47%	47%	
19. Is attentive to emotional cues and interprets others' feelings correctly.	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
15. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Is able to control their own emotions.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Able to understand others' points of view.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Accurately perceives the emotional reactions of others.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Is attentive to emotional cues and interprets others' feelings correctly.	3.13	2.87	3.53	3.53	

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

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
20. Estimates the staffing requirements for the project.	15	3.47	100.0			53%	47%
21. Outlines the key objectives for the project.	15	3.00	80.0	20%		60%	20%
22. Researches potential solutions to meet the constraints of the project.	15	3.53	100.0			47%	53%
23. Identifies the source materials that will be needed.	15	3.13	86.7	13%		60%	27%
24. Schedules project phases and tasks to facilitate successful completion of the project.	15	3.13	80.0	7%	13%	40%	40%

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
20. Estimates the staffing requirements for the project.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Outlines the key objectives for the project.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Researches potential solutions to meet the constraints of the project.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Identifies the source materials that will be needed.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Schedules project phases and tasks to facilitate successful completion of the project.	3.33	3.47	3.33	3.13	-0.20 ▼

Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

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
25. Demonstrates mastery of the technical competencies required in his/her work.	15	3.07	86.7	13%	67%	20%	
26. Seeks information from others as needed.	15	3.20	93.3	7%	60%	33%	
27. Knows how to produce high quality products/work.	15	3.40	93.3	7%	47%	47%	
28. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.60	93.3	7%	27%	67%	
29. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	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
25. Demonstrates mastery of the technical competencies required in his/her work.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Seeks information from others as needed.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Knows how to produce high quality products/work.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.21	3.20	3.20	3.20	

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
30. Ensures all team members understand the goals.	14	3.00	92.9	7%	79%		14%
31. Create an environment where collaboration and teamwork is encouraged.	15	3.33	93.3	7%	53%		40%
32. Clearly articulates the importance of collaboration in the department's values and vision.	14	3.29	100.0		71%		29%
33. Is open to unique and creative ideas from others.	15	3.27	100.0		73%		27%
34. Willing to work with others to solve problems.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
30. Ensures all team members understand the goals.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Create an environment where collaboration and teamwork is encouraged.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Clearly articulates the importance of collaboration in the department's values and vision.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is open to unique and creative ideas from others.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Willing to work with others to solve problems.	3.33	3.00	3.53	3.47	-0.07 ▼

Fiscal Management

Maintains appropriate financial controls and budgets.

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
35. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.13	86.7	13%	60%	27%	
36. Monitors spending.	15	3.20	93.3	7%	67%	27%	
37. Monitors expenses and verifies the need for items purchased.	15	3.33	93.3	7%	53%	40%	
38. Provides budgeting and accounting support to the Company.	15	3.07	86.7	13%	67%	20%	
39. Keeps excellent records for financial transparency.	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
35. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.20	3.27	3.13	3.13	
36. Monitors spending.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Monitors expenses and verifies the need for items purchased.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Provides budgeting and accounting support to the Company.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Keeps excellent records for financial transparency.	3.20	3.27	3.00	3.33	+0.33 ▲

Global Perspective

Maintains a global perspective on business functions and strategies.

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
40. Facilitates open communication with individuals from other countries.	15	3.33	100.0		67%		33%
41. Analyzes global issues/problems that are having a large impact on the Company.	15	3.33	93.3	7%	53%		40%
42. Demonstrates working knowledge of global transactions.	15	3.40	93.3	7%	47%		47%
43. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	3.13	86.7	13%	60%		27%
44. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	15	3.27	100.0		73%		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
40. Facilitates open communication with individuals from other countries.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Analyzes global issues/problems that are having a large impact on the Company.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Demonstrates working knowledge of global transactions.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	3.33	3.27	3.87	3.27	-0.60 ▼