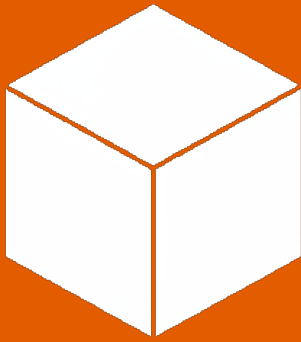




Feedback Results
Your CompanyName Here
2025

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.

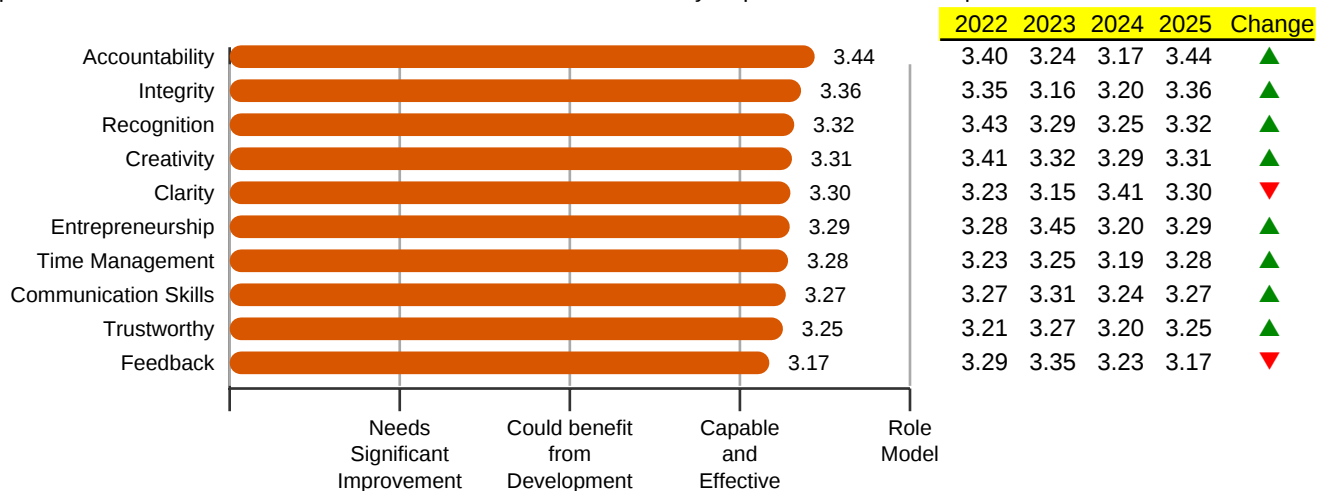
What to Do with Your Feedback

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

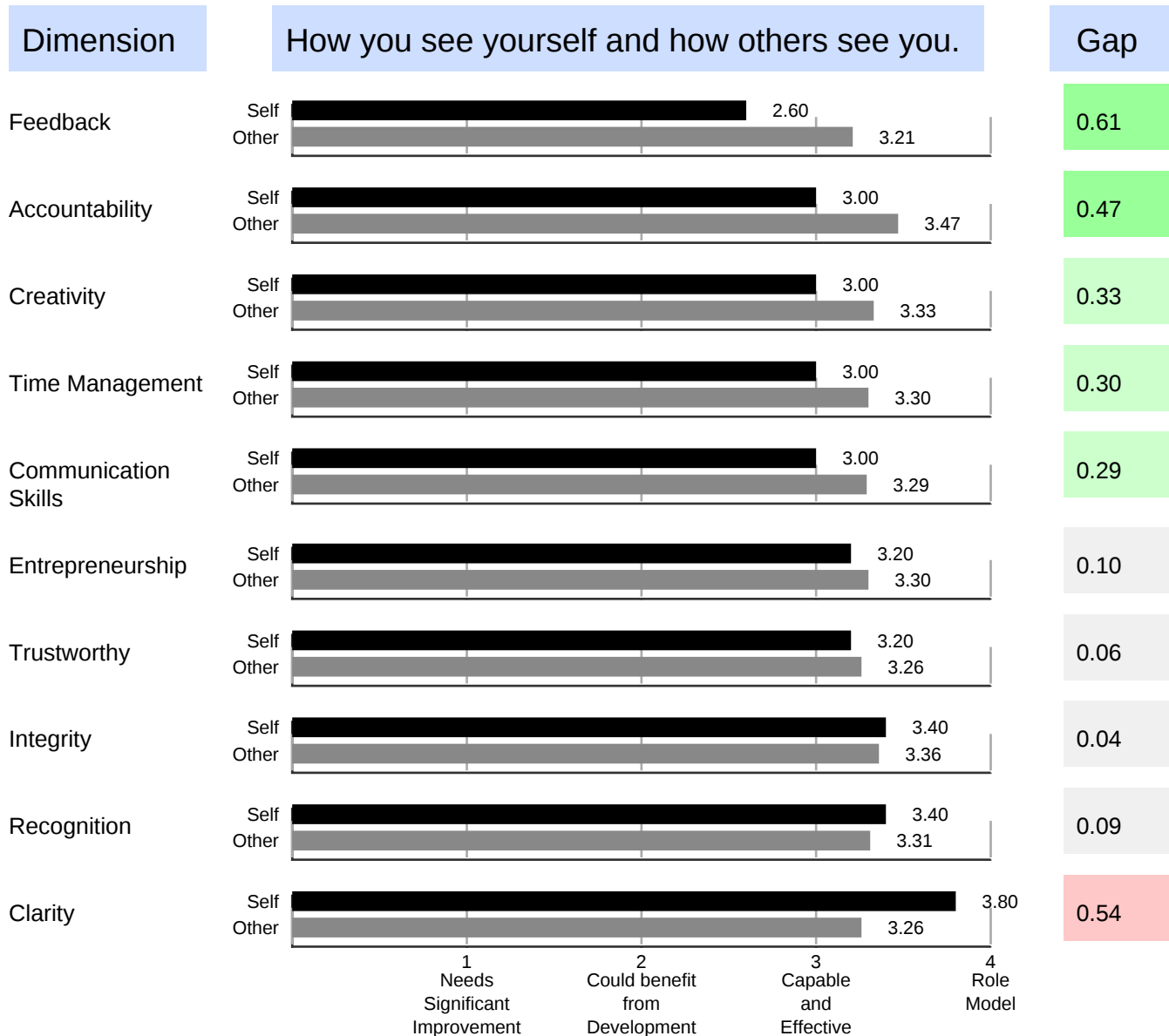
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Communication Skills

Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational 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
1. Frequently communicates with the team.	15	3.20	86.7	13%	53%		33%
2. Able to deliver presentations.	15	3.33	100.0		67%		33%
3. Provides follow-up information and seeks to avoid misunderstandings.	15	3.33	93.3	7%	53%		40%
4. Ready to offer feedback, even if it involves tough critiques.	15	3.27	93.3	7%	60%		33%
5. Conducts regular performance feedback discussions with individuals and teams	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. Frequently communicates with the team.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Able to deliver presentations.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Provides follow-up information and seeks to avoid misunderstandings.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Ready to offer feedback, even if it involves tough critiques.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Conducts regular performance feedback discussions with individuals and teams	3.00	3.20	3.13	3.21	+0.08 ▲

Creativity

Creativity is the ability to generate original, valuable ideas by drawing on reflection, imagination, and continuous learning. It thrives in environments that are supportive, open to diverse perspectives, and structured to stimulate exploration, risk-taking, and thoughtful contemplation. Creative leaders not only develop their own ideas but also cultivate the creative potential of others through collaboration, inspiration, and cross-functional networking. True creativity adds value by producing innovative, unique solutions that are implemented, evaluated, and refined to solve real problems and drive meaningful impact.

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. Able to innovate valuable ideas to solve problems.	15	3.47	100.0		53%		47%
7. Allows employees to experiment with procedures/equipment to find creative solutions.	15	3.40	93.3	7%	47%		47%
8. Creates space for developing ideas and refining them through iteration.	15	3.20	86.7	13%	53%		33%
9. Allocates resources to support the implementation of new solutions.	15	3.27	86.7	13%	47%		40%
10. Invites diverse viewpoints to challenge conventional thinking.	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. Able to innovate valuable ideas to solve problems.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Allows employees to experiment with procedures/equipment to find creative solutions.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Creates space for developing ideas and refining them through iteration.	3.40	3.40	3.20	3.20	
9. Allocates resources to support the implementation of new solutions.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Invites diverse viewpoints to challenge conventional thinking.	3.33	3.47	3.27	3.20	-0.07 ▼

Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Encourages employees to take on greater responsibilities.	15	3.67	100.0	33%	67%		
12. Regularly completes tasks on time.	15	3.40	93.3	7%	47%	47%	
13. Takes full responsibility for results.	15	3.13	86.7	13%	60%	27%	
14. Willing to answer for their own actions and performance.	15	3.47	100.0	53%	47%		
15. Takes ownership of problems to find the best solutions.	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. Encourages employees to take on greater responsibilities.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Regularly completes tasks on time.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Takes full responsibility for results.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Willing to answer for their own actions and performance.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Takes ownership of problems to find the best solutions.	3.67	3.27	3.20	3.53	+0.33 ▲

Integrity

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. Fosters trust within the company and with external partners by owning up to mistakes.	15	3.47	93.3	7%	40%	53%	
17. Does the right thing even when negative consequence may result.	15	2.93	73.3	27%	53%		20%
18. Leads by example and inspires others to uphold high ethical standards in business.	15	3.40	93.3	7%	47%		47%
19. Shows a profound commitment to personal integrity and performance.	15	3.53	100.0		47%	53%	
20. Makes decisions that are based on core principles and not on individual circumstances.	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. Fosters trust within the company and with external partners by owning up to mistakes.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Does the right thing even when negative consequence may result.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Leads by example and inspires others to uphold high ethical standards in business.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Shows a profound commitment to personal integrity and performance.	3.13	2.87	3.53	3.53	
20. Makes decisions that are based on core principles and not on individual circumstances.	3.40	3.20	2.87	3.47	+0.60 ▲

Feedback

Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful 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. Avoids becoming defensive or taking feedback personally, understanding that the purpose of feedback is to improve performance or behavior.	15	3.00	80.0	20%	60%		20%
22. Considers feedback as a positive and enriching process.	15	3.53	100.0		47%	53%	
23. Regularly solicits feedback from others.	15	3.13	86.7	13%	60%		27%
24. Nurtures an environment that supports lifelong learning and progress.	15	3.13	80.0	7%	13%	40%	40%
25. Cultivates a setting that promotes open dialogue, mutual regard, and ongoing development to ensure effective feedback between managers and their employees.	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. Avoids becoming defensive or taking feedback personally, understanding that the purpose of feedback is to improve performance or behavior.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Considers feedback as a positive and enriching process.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Regularly solicits feedback from others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Nurtures an environment that supports lifelong learning and progress.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Cultivates a setting that promotes open dialogue, mutual regard, and ongoing development to ensure effective feedback between managers and their employees.	3.27	3.33	3.27	3.07	-0.20 ▼

Time Management

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

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. Assigns tasks based on individual strengths and availability to maximize efficiency and engagement	15	3.20	93.3	7%	60%		33%
27. Avoids delays by working quickly.	15	3.40	93.3	7%	47%		47%
28. Rarely misses deadlines; often producing results before expected.	15	3.60	93.3	7%	27%	67%	
29. Stays undistracted by slower coworkers.	15	3.20	86.7	13%	53%		33%
30. Tackles the biggest problems at the start of the day.	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. Assigns tasks based on individual strengths and availability to maximize efficiency and engagement	3.53	3.33	3.33	3.20	-0.13 ▼
27. Avoids delays by working quickly.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Rarely misses deadlines; often producing results before expected.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Stays undistracted by slower coworkers.	3.21	3.20	3.20	3.20	
30. Tackles the biggest problems at the start of the day.	2.87	3.27	3.07	3.00	-0.07 ▼

Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.
Able to express ideas effectively.

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. Provides a clear vision for the future.	15	3.33	93.3	7%	53%	40%	
32. Clarifies problems and their causes to help employees correct them.	14	3.29	100.0		71%		29%
33. Seeks to reduce ambiguity in messaging and documents.	15	3.27	100.0		73%		27%
34. Avoids creating ambiguity or mixed messages.	15	3.47	93.3	7%	40%	53%	
35. Communicates ideas and facts clearly and effectively in writing.	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. Provides a clear vision for the future.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Clarifies problems and their causes to help employees correct them.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Seeks to reduce ambiguity in messaging and documents.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Avoids creating ambiguity or mixed messages.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Communicates ideas and facts clearly and effectively in writing.	3.20	3.27	3.13	3.13	

Trustworthy

Is trusted by others. Builds and maintains trust with others. Is open and honest.

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. Takes care to maintain confidential information.	15	3.20	93.3	7%	67%		27%
37. Is a person you can trust.	15	3.33	93.3	7%	53%		40%
38. Consistently keeps commitments.	15	3.07	86.7	13%	67%		20%
39. Takes ownership, delivers on commitments	15	3.33	100.0		67%		33%
40. Demonstrates congruence between statements and actions.	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. Takes care to maintain confidential information.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Is a person you can trust.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Consistently keeps commitments.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Takes ownership, delivers on commitments	3.20	3.27	3.00	3.33	+0.33 ▲
40. Demonstrates congruence between statements and actions.	3.00	3.20	3.27	3.33	+0.07 ▲

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
41. Uses a formal rewards and recognition structure to provide fairness and a standardized process.	15	3.33	93.3	7%	53%	40%	
42. Gives genuine and sincere recognition.	15	3.40	93.3	7%	47%	47%	
43. Offers sincere praise for the efforts of the team.	15	3.13	86.7	13%	60%	27%	
44. Views recognition of employees as an important part of being a manager.	15	3.27	100.0		73%	27%	
45. Recognizes employees immediately when they go above and beyond the expected level of performance.	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. Uses a formal rewards and recognition structure to provide fairness and a standardized process.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Gives genuine and sincere recognition.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Offers sincere praise for the efforts of the team.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Views recognition of employees as an important part of being a manager.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Recognizes employees immediately when they go above and beyond the expected level of performance.	3.20	3.33	3.13	3.47	+0.33 ▲

Entrepreneurship

Ability to develop, manage, and expand business opportunities.

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. Able to adapt the department to changing business demands and climate.	15	3.40	93.3	7%	47%	47%	
47. Balances risks and rewards when making decisions.	15	3.20	93.3	7%	67%		27%
48. Is comfortable operating in an environment of uncertainty.	15	3.20	93.3	7%	60%		33%
49. Finds unique ways to go around barriers to success.	15	3.47	100.0		53%		47%
50. Understands the processes and various stages of business development.	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. Able to adapt the department to changing business demands and climate.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Balances risks and rewards when making decisions.	3.33	3.40	3.20	3.20	
48. Is comfortable operating in an environment of uncertainty.	3.60	3.33	3.20	3.20	
49. Finds unique ways to go around barriers to success.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Understands the processes and various stages of business development.	3.20	3.67	3.27	3.20	-0.07 ▼