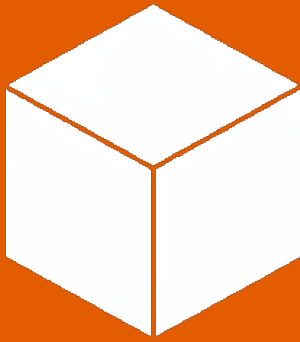




Feedback Results
Your CompanyName Here
2025

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.

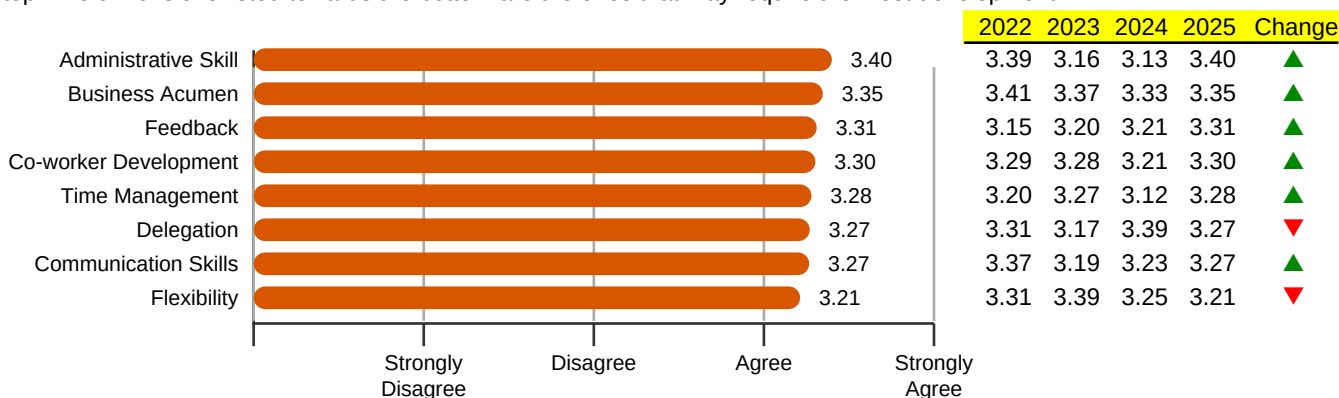
What to Do with Your Feedback

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

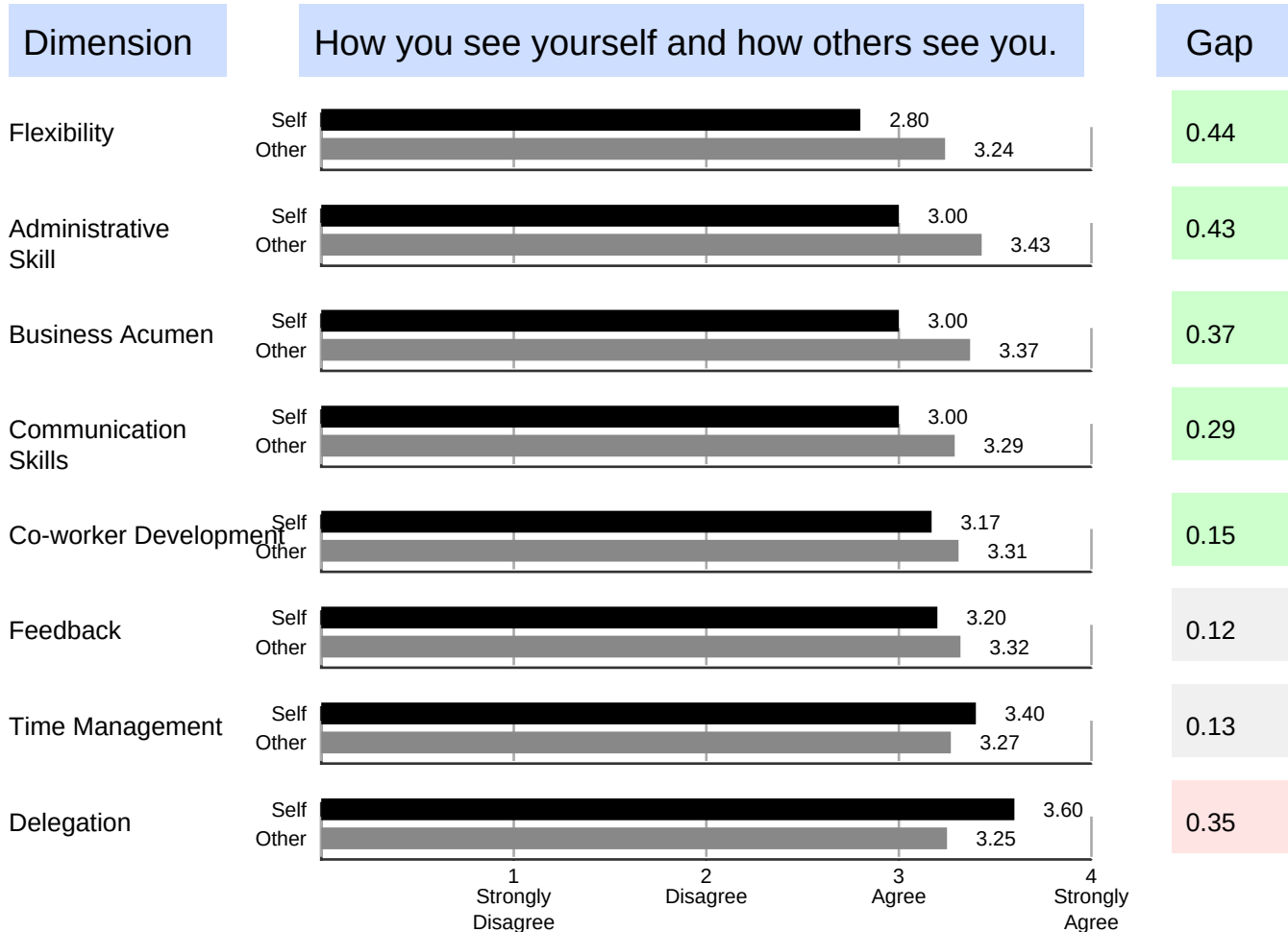
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Co-worker Development

Invests in the professional development 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
1. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.20	86.7	13%	53%	33%	
2. Gives others development opportunities through project assignments and increased job responsibilities	15	3.33	100.0		67%		33%
3. Provides ongoing feedback to co-workers on their development progress	15	3.33	93.3	7%	53%		40%
4. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.27	93.3	7%	60%		33%
5. Takes immediate action on poor performance	14	3.21	85.7	14%	50%		36%
6. Works to identify root causes of performance problems	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
1. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.20	3.20	3.00	3.20	+0.20 ▲
2. Gives others development opportunities through project assignments and increased job responsibilities	3.27	3.40	3.40	3.33	-0.07 ▼
3. Provides ongoing feedback to co-workers on their development progress	3.40	3.40	3.27	3.33	+0.07 ▲
4. Sets and clearly communicates expectations, performance goals, and measurements to others	3.47	3.33	3.40	3.27	-0.13 ▼
5. Takes immediate action on poor performance	3.00	3.20	3.13	3.21	+0.08 ▲
6. Works to identify root causes of performance problems	3.40	3.13	3.07	3.47	+0.40 ▲

Business Acumen

Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

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
7. Recognizes the individual needs of customers.	15	3.40	93.3	7%	47%	47%	
8. Works cooperatively with others to implement business changes.	15	3.20	86.7	13%	53%	33%	
9. Knows how to use financial information to make an impact on the organization.	15	3.27	86.7	13%	47%	40%	
10. Understands our competitors and their strengths and weaknesses.	15	3.20	93.3	7%	67%	27%	
11. Considers impact of actions on other areas of the organization.	15	3.67	100.0		33%	67%	

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
7. Recognizes the individual needs of customers.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Works cooperatively with others to implement business changes.	3.40	3.40	3.20	3.20	
9. Knows how to use financial information to make an impact on the organization.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Understands our competitors and their strengths and weaknesses.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Considers impact of actions on other areas of the organization.	3.40	3.40	3.27	3.67	+0.40 ▲

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
12. Uses proper spelling, capitalization, punctuation, and grammar in written documents.	15	3.40	93.3	7%	47%	47%	
13. Plans and prioritizes facets/aspects of project workloads to keep on schedule.	15	3.13	86.7	13%	60%		27%
14. Plans travel arrangements.	15	3.47	100.0		53%	47%	
15. Completes reports on-time.	15	3.53	100.0		47%	53%	
16. Researches travel options finding the most cost-effective or time-efficient transportation methods, such as flights, trains, or car rentals.	15	3.47	93.3	7%	40%	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
12. Uses proper spelling, capitalization, punctuation, and grammar in written documents.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Plans and prioritizes facets/aspects of project workloads to keep on schedule.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Plans travel arrangements.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Completes reports on-time.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Researches travel options finding the most cost-effective or time-efficient transportation methods, such as flights, trains, or car rentals.	3.33	3.00	3.07	3.47	+0.40 ▲

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
17. Uses polite language and shows respect for others' opinions and time.	15	2.93	73.3	27%	53%	20%	
18. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	15	3.40	93.3	7%	47%	47%	
19. Communicates clearly and get to the point without unnecessary details.	15	3.53	100.0		47%	53%	
20. Responds to critical concerns of stakeholders.	15	3.47	100.0		53%	47%	
21. Willing to communicate issues and concerns to colleagues.	15	3.00	80.0	20%	60%	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
17. Uses polite language and shows respect for others' opinions and time.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Communicates clearly and get to the point without unnecessary details.	3.13	2.87	3.53	3.53	
20. Responds to critical concerns of stakeholders.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Willing to communicate issues and concerns to colleagues.	3.47	3.13	3.20	3.00	-0.20 ▼

Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

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
22. Experiments with new ideas to create innovative solutions to issues.	15	3.53	100.0		47%	53%	
23. Able to deal with uncertain and unpredictable events.	15	3.13	86.7	13%	60%		27%
24. Supports a flexible culture that values continuous improvement and innovation.	15	3.13	80.0	7%	13%	40%	40%
25. Considers alternative approaches to overcome obstacles.	15	3.07	86.7	13%	67%		20%
26. Able to produce goods and services across a wide spectrum of business needs.	15	3.20	93.3	7%	60%		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
22. Experiments with new ideas to create innovative solutions to issues.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Able to deal with uncertain and unpredictable events.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Supports a flexible culture that values continuous improvement and innovation.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Considers alternative approaches to overcome obstacles.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Able to produce goods and services across a wide spectrum of business needs.	3.53	3.33	3.33	3.20	-0.13 ▼

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
27. Seeks feedback from team members, senior leaders, and external stakeholders.	15	3.40	93.3	7%	47%	47%	
28. Regularly assesses job performance against set objectives and benchmarks, pinpointing opportunities for enhancement.	15	3.60	93.3	7%	27%	67%	
29. Offers the necessary resources, education, and assistance to ensure feedback is effective, prompt, and practical.	15	3.20	86.7	13%	53%	33%	
30. Works with others to ensure a smooth feedback process.	14	3.00	92.9	7%	79%		14%
31. Assists employees in using their feedback to create clear and manageable goals that align with their professional development plans.	15	3.33	93.3	7%	53%	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
27. Seeks feedback from team members, senior leaders, and external stakeholders.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Regularly assesses job performance against set objectives and benchmarks, pinpointing opportunities for enhancement.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Offers the necessary resources, education, and assistance to ensure feedback is effective, prompt, and practical.	3.21	3.20	3.20	3.20	
30. Works with others to ensure a smooth feedback process.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Assists employees in using their feedback to create clear and manageable goals that align with their professional development plans.	3.13	3.07	3.47	3.33	-0.13 ▼

Delegation

Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

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
32. Considers growth opportunities and possibilities for the employees.	14	3.29	100.0		71%		29%
33. Sets expectations for communication and progress updates while respecting employees' working styles.	15	3.27	100.0		73%		27%
34. Assigns tasks based on strengths and aspirations.	15	3.47	93.3	7%	40%		53%
35. Establishes milestone reviews to assess progress and recalibrate expectations if needed.	15	3.13	86.7	13%	60%		27%
36. Assigns projects that expose employees to cross-functional collaboration or unfamiliar domains.	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
32. Considers growth opportunities and possibilities for the employees.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Sets expectations for communication and progress updates while respecting employees' working styles.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Assigns tasks based on strengths and aspirations.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Establishes milestone reviews to assess progress and recalibrate expectations if needed.	3.20	3.27	3.13	3.13	
36. Assigns projects that expose employees to cross-functional collaboration or unfamiliar domains.	3.53	3.20	3.33	3.20	-0.13 ▼

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
37. Identifies tasks that can be reassigned to others to prioritize high-impact leadership responsibilities.	15	3.33	93.3	7%	53%	40%	
38. Completes tasks ahead of schedule.	15	3.07	86.7	13%	67%	20%	
39. Is prompt and diligent in their work.	15	3.33	100.0		67%	33%	
40. Organizes work responsibilities for maximum efficiency.	15	3.33	100.0		67%	33%	
41. Uses agendas when chairing or facilitating meetings.	15	3.33	93.3	7%	53%	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
37. Identifies tasks that can be reassigned to others to prioritize high-impact leadership responsibilities.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Completes tasks ahead of schedule.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Is prompt and diligent in their work.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Organizes work responsibilities for maximum efficiency.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Uses agendas when chairing or facilitating meetings.	3.47	3.20	2.93	3.33	+0.40 ▲