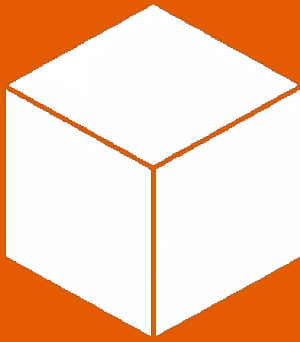




Feedback Results
Your CompanyName Here
2025

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.

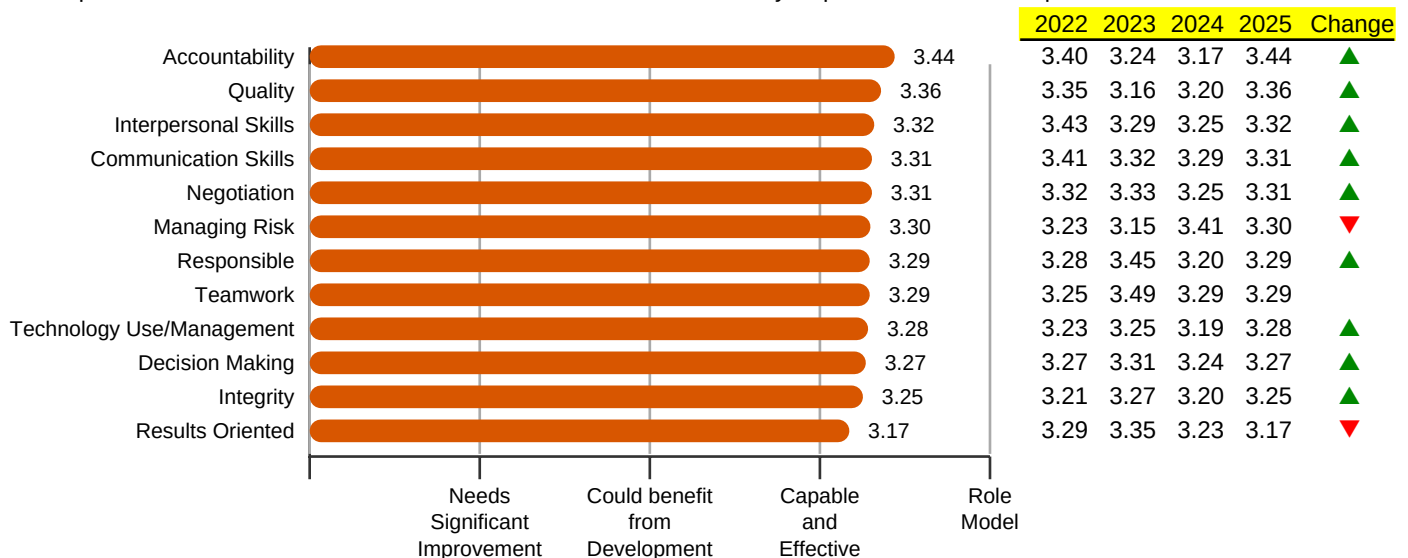
What to Do with Your Feedback

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

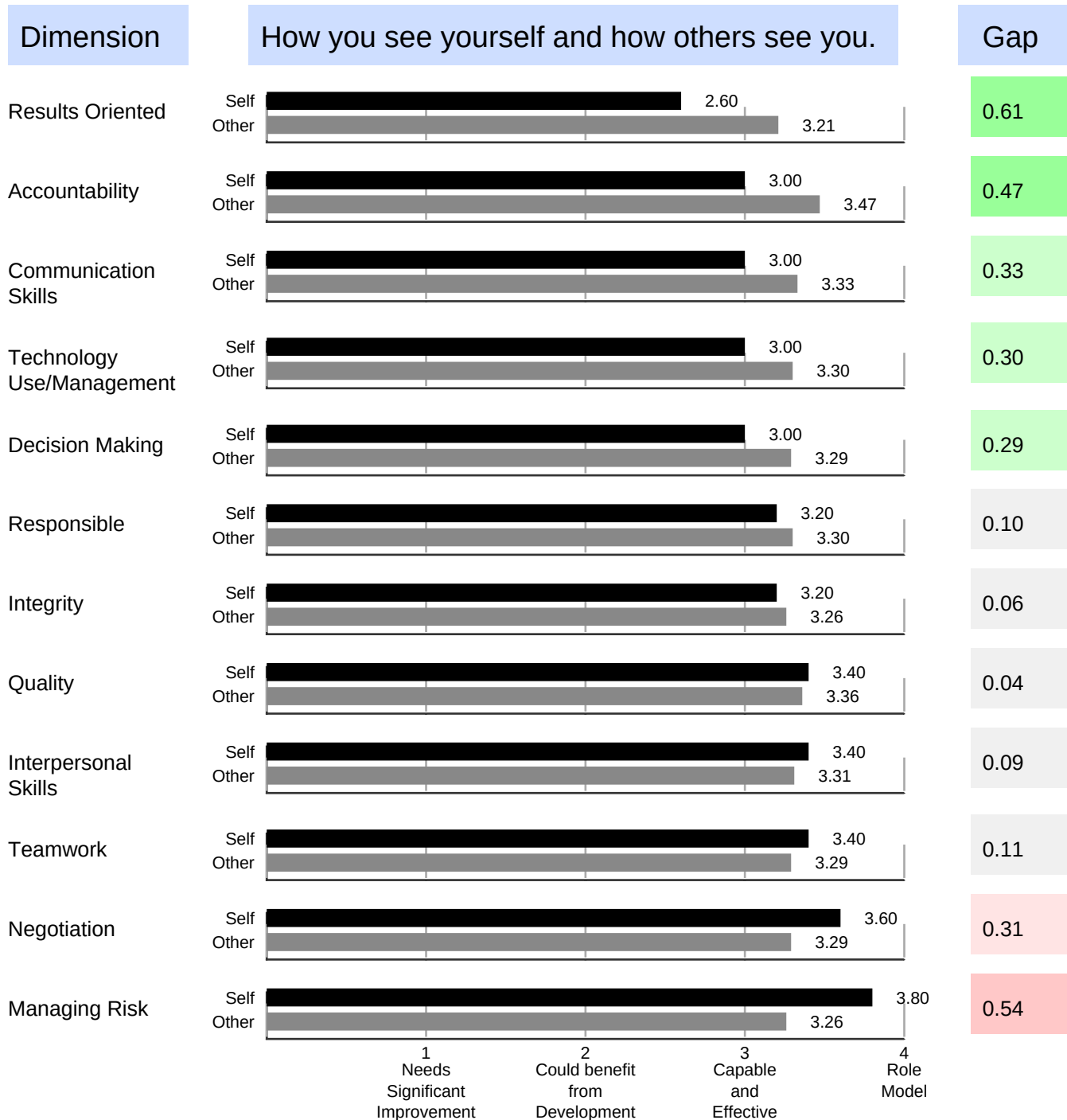
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

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.



Decision Making

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints. Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

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. Understands how their decisions will affect others.	15	3.20	86.7	13%	53%		33%
2. Is able to make decisions quickly.	15	3.33	100.0		67%		33%
3. Makes decisions based on novel interpretations of the facts.	15	3.33	93.3	7%	53%		40%
4. Evaluates both immediate outcomes and future effects to ensure sustainable choices.	15	3.27	93.3	7%	60%		33%
5. Identifies parameters impacting the decision.	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. Understands how their decisions will affect others.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is able to make decisions quickly.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Makes decisions based on novel interpretations of the facts.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Evaluates both immediate outcomes and future effects to ensure sustainable choices.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Identifies parameters impacting the decision.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Effectively engages with everyone from the CEO to external partners.	15	3.47	100.0		53%		47%
7. Conveys important reports with a sense of excitement, passion, and urgency.	15	3.40	93.3	7%	47%		47%
8. Prepares and delivers presentations.	15	3.20	86.7	13%	53%		33%
9. Transforms complicated ideas into simple ones.	15	3.27	86.7	13%	47%		40%
10. Can effectively deliver presentations.	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. Effectively engages with everyone from the CEO to external partners.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Conveys important reports with a sense of excitement, passion, and urgency.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Prepares and delivers presentations.	3.40	3.40	3.20	3.20	
9. Transforms complicated ideas into simple ones.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Can effectively deliver presentations.	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. Defines roles, rights, and responsibilities of employees.	15	3.67	100.0	33%	67%		
12. Is prepared and on time for meetings and scheduled events.	15	3.40	93.3	7%	47%	47%	
13. Takes responsibility for the team's actions and results.	15	3.13	86.7	13%	60%	27%	
14. Follows through on commitments made.	15	3.47	100.0	53%	47%		
15. Accepts personal responsibility for the timeliness of work.	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. Defines roles, rights, and responsibilities of employees.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is prepared and on time for meetings and scheduled events.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Takes responsibility for the team's actions and results.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Follows through on commitments made.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Accepts personal responsibility for the timeliness of work.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Addresses issues as soon as possible.	15	3.47	93.3	7%	40%	53%	
17. Creates a culture of excellence and high standards.	15	2.93	73.3	27%	53%		20%
18. Inspires others to achieve high quality standards.	15	3.40	93.3	7%	47%		47%
19. Always strives to produce the highest quality work products.	15	3.53	100.0		47%	53%	
20. Provides advice and guidance to team members on improving quality controls.	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. Addresses issues as soon as possible.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Creates a culture of excellence and high standards.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Inspires others to achieve high quality standards.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Always strives to produce the highest quality work products.	3.13	2.87	3.53	3.53	
20. Provides advice and guidance to team members on improving quality controls.	3.40	3.20	2.87	3.47	+0.60 ▲

Results Oriented

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes. Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

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. Sets a common goals for the team.	15	3.00	80.0	20%	60%		20%
22. Assigns responsibilities based on individual strengths and developmental goals.	15	3.53	100.0		47%	53%	
23. Sets benchmarks and milestones to measure progress toward the objectives.	15	3.13	86.7	13%	60%		27%
24. Establishes feedback loops to monitor progress and adjust plans dynamically.	15	3.13	80.0	7% 13%	40%		40%
25. clearly defines roles and expectations.	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. Sets a common goals for the team.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Assigns responsibilities based on individual strengths and developmental goals.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Sets benchmarks and milestones to measure progress toward the objectives.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Establishes feedback loops to monitor progress and adjust plans dynamically.	3.33	3.47	3.33	3.13	-0.20 ▼
25. clearly defines roles and expectations.	3.27	3.33	3.27	3.07	-0.20 ▼

Technology Use/Management

Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

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. Applies complex rules and regulations to maintain optimal system performance.	15	3.20	93.3	7%	60%		33%
27. Understands and is committed to implementing new technologies.	15	3.40	93.3	7%	47%		47%
28. Maximizes the use of new technology to deliver products and services.	15	3.60	93.3	7%	27%		67%
29. Proficient in the use of technical systems and processes.	15	3.20	86.7	13%	53%		33%
30. Supports technical training and development of employees.	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. Applies complex rules and regulations to maintain optimal system performance.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Understands and is committed to implementing new technologies.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Maximizes the use of new technology to deliver products and services.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Proficient in the use of technical systems and processes.	3.21	3.20	3.20	3.20	
30. Supports technical training and development of employees.	2.87	3.27	3.07	3.00	-0.07 ▼

Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. Effective risk management can improve responsiveness to critical events and the information gathered can help improve strategic decision making.

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. Creates a risk profile for projects and teams.	15	3.33	93.3	7%	53%		40%
32. Decides what actions will be taken.	14	3.29	100.0		71%		29%
33. Evaluates risks against acceptable risk levels.	15	3.27	100.0		73%		27%
34. Uses financial data to mitigate financial risks.	15	3.47	93.3	7%	40%		53%
35. Implement strategies to mitigate risks.	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. Creates a risk profile for projects and teams.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Decides what actions will be taken.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Evaluates risks against acceptable risk levels.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Uses financial data to mitigate financial risks.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Implement strategies to mitigate risks.	3.20	3.27	3.13	3.13	

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
36. Honors all debts and fulfills contractual obligations.	15	3.20	93.3	7%	67%		27%
37. Maintains the integrity and confidentiality of customer data/information/records.	15	3.33	93.3	7%	53%		40%
38. Maintains a consistent level of integrity in all situations to earn the trust and respect of their colleagues and subordinates.	15	3.07	86.7	13%	67%		20%
39. Admits when they are wrong without being prompted to do so.	15	3.33	100.0		67%		33%
40. Consistently upholds the highest ethical standards, regardless of the setting.	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. Honors all debts and fulfills contractual obligations.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Maintains the integrity and confidentiality of customer data/information/records.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Maintains a consistent level of integrity in all situations to earn the trust and respect of their colleagues and subordinates.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Admits when they are wrong without being prompted to do so.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Consistently upholds the highest ethical standards, regardless of the setting.	3.00	3.20	3.27	3.33	+0.07 ▲

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
41. Recognizes the contributions of others.	15	3.33	93.3	7%	53%		40%
42. Responds quickly to inquiries from potential customers.	15	3.40	93.3	7%	47%		47%
43. Works diligently to assist customers in finding the right products.	15	3.13	86.7	13%	60%		27%
44. Is transparent and honest in communications, intentions, and actions.	15	3.27	100.0		73%		27%
45. Comes across as credible, knowledgeable and sincere	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. Recognizes the contributions of others.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Responds quickly to inquiries from potential customers.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Works diligently to assist customers in finding the right products.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Is transparent and honest in communications, intentions, and actions.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Comes across as credible, knowledgeable and sincere	3.20	3.33	3.13	3.47	+0.33 ▲

Responsible

Takes responsibility for actions and sets a good example for 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Sets a good example	15	3.40	93.3	7%	47%	47%	
47. Works in a way that makes others want to work with her/him.	15	3.20	93.3	7%	67%		27%
48. Acts as a resource without removing individual responsibility.	15	3.20	93.3	7%	60%		33%
49. Completes assigned work tasks.	15	3.47	100.0		53%		47%
50. Responsible for setting the vision of the department.	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. Sets a good example	3.27	3.40	3.20	3.40	+0.20 ▲
47. Works in a way that makes others want to work with her/him.	3.33	3.40	3.20	3.20	
48. Acts as a resource without removing individual responsibility.	3.60	3.33	3.20	3.20	
49. Completes assigned work tasks.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Responsible for setting the vision of the department.	3.20	3.67	3.27	3.20	-0.07 ▼

Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

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
51. Always has a "game plan" prior to entering into negotiations.	15	3.53	100.0		47%	53%	
52. Creates a constructive atmosphere, building a positive relationship for cooperative negotiations.	15	3.27	93.3	7%	60%		33%
53. Able to clearly express thoughts and concerns.	15	3.33	100.0		67%		33%
54. Committed to working with both sides and openly sharing information.	15	3.40	93.3	7%	47%		47%
55. Is aware of what problems need to be solved.	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
51. Always has a "game plan" prior to entering into negotiations.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Creates a constructive atmosphere, building a positive relationship for cooperative negotiations.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Able to clearly express thoughts and concerns.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Committed to working with both sides and openly sharing information.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Is aware of what problems need to be solved.	3.27	3.40	3.27	3.00	-0.27 ▼

Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building.

To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members.

Some teams have a specified leader to help supervise or coach other team members.

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
56. Listens to other team members without interrupting them.	15	3.53	100.0		47%		53%
57. Works with other team members on the project.	15	2.93	86.7	13%		80%	7%
58. Expresses appreciation for the work of other team members.	15	3.53	93.3	7%	33%		60%
59. Helps the team make effective business decisions by ensuring the correctness of Company's reports/resources.	15	3.33	93.3	7%	53%		40%
60. Encourages dialog between team members.	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
56. Listens to other team members without interrupting them.	3.13	3.47	3.13	3.53	+0.40 ▲
57. Works with other team members on the project.	3.13	3.53	3.20	2.93	-0.27 ▼
58. Expresses appreciation for the work of other team members.	3.27	3.27	3.33	3.53	+0.20 ▲
59. Helps the team make effective business decisions by ensuring the correctness of Company's reports/resources.	3.33	3.53	3.33	3.33	
60. Encourages dialog between team members.	3.40	3.67	3.47	3.13	-0.33 ▼