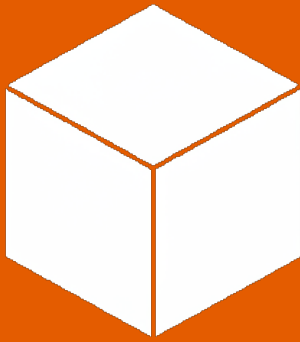




Feedback Results
Your CompanyName Here
2025

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.

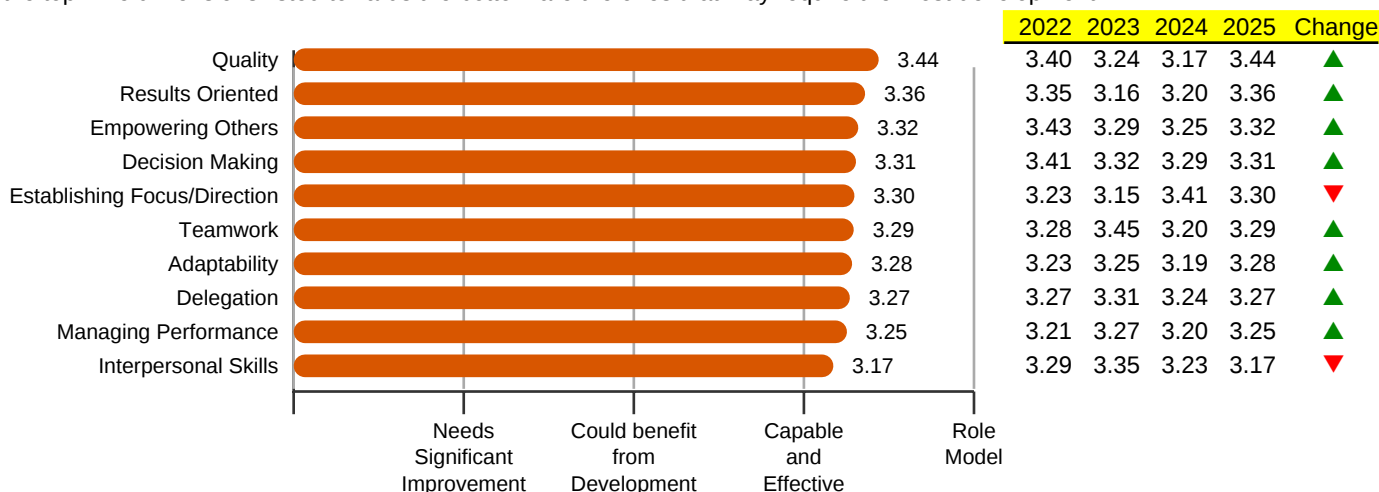
What to Do with Your Feedback

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

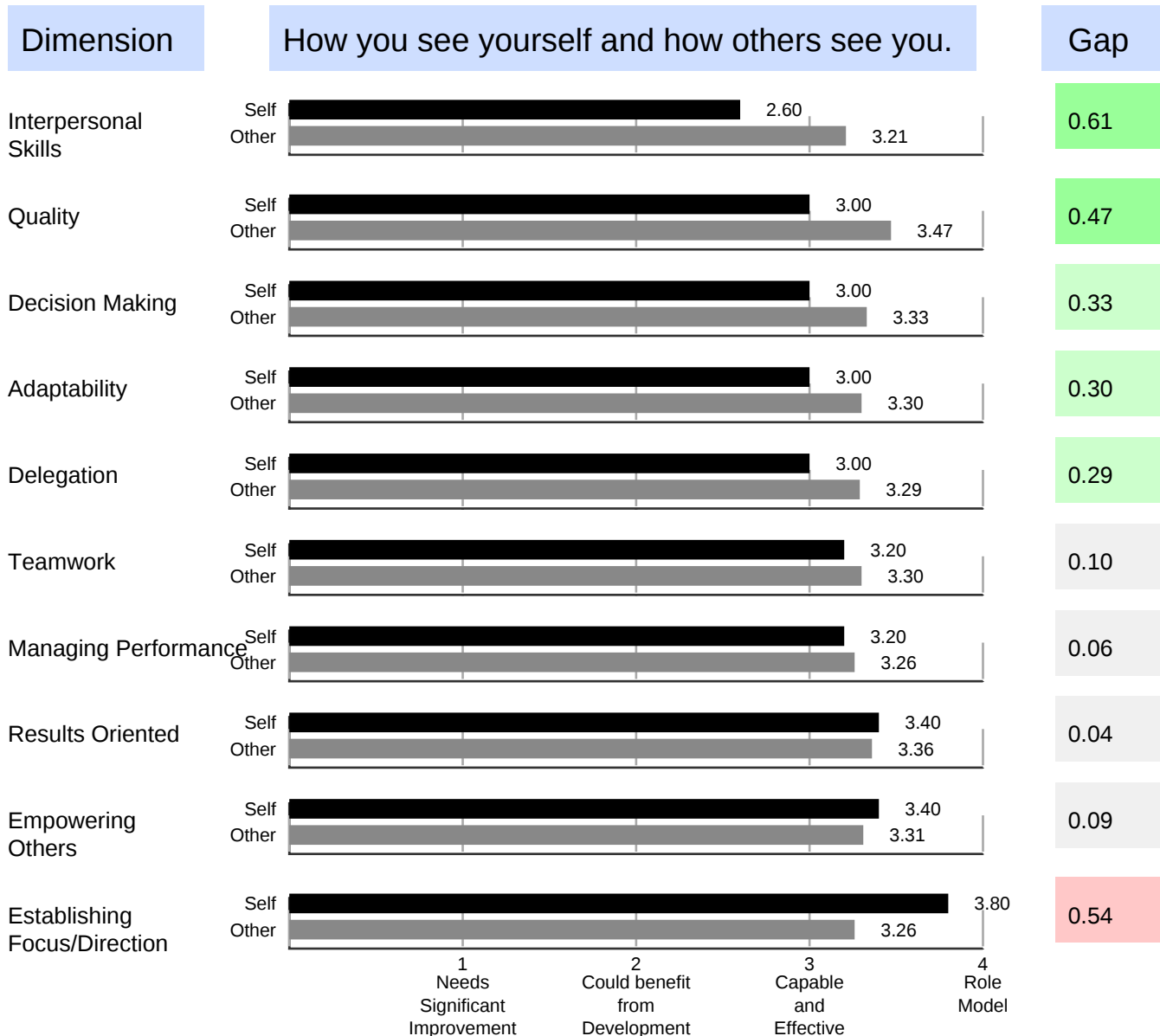
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Prioritizes tasks based on urgency, impact, and alignment with organizational goals.	15	3.20	86.7	13%	53%		33%
2. Offers tools, training, and any additional guidance as needed.	15	3.33	100.0		67%		33%
3. Communicates the purpose and context of delegated tasks to ensure shared understanding.	15	3.33	93.3	7%	53%		40%
4. Lets employees know the importance of the tasks being delegated to them.	15	3.27	93.3	7%	60%		33%
5. Determines each employee's readiness for new challenges based on past performance.	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. Prioritizes tasks based on urgency, impact, and alignment with organizational goals.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Offers tools, training, and any additional guidance as needed.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Communicates the purpose and context of delegated tasks to ensure shared understanding.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Lets employees know the importance of the tasks being delegated to them.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Determines each employee's readiness for new challenges based on past performance.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.47	100.0		53%		47%
7. Regularly evaluates information before making important decisions.	15	3.40	93.3	7%	47%		47%
8. Views the long and short-term impact of decisions.	15	3.20	86.7	13%	53%		33%
9. Open to the suggestions from subordinates.	15	3.27	86.7	13%	47%		40%
10. Invites input from peers or stakeholders to understand the impact and improve decision-making processes.	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. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.40	3.13	3.07	3.47	+0.40 ▲
7. Regularly evaluates information before making important decisions.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Views the long and short-term impact of decisions.	3.40	3.40	3.20	3.20	
9. Open to the suggestions from subordinates.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Invites input from peers or stakeholders to understand the impact and improve decision-making processes.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Develops specific quality standards/goals to be met within a specified timeframe.	15	3.67	100.0	33%	67%		
12. Committed to the improvement of the quality of services and products.	15	3.40	93.3	7%	47%	47%	
13. Adopts and implements best practices when it comes to quality procedures.	15	3.13	86.7	13%	60%	27%	
14. Recognizes their role in promoting quality and safety in the workplace.	15	3.47	100.0	53%	47%		
15. Consistently provides timely, accurate, and reliable information on quality measures.	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. Develops specific quality standards/goals to be met within a specified timeframe.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Committed to the improvement of the quality of services and products.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Adopts and implements best practices when it comes to quality procedures.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Recognizes their role in promoting quality and safety in the workplace.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Consistently provides timely, accurate, and reliable information on quality measures.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Persists in seeking objectives despite obstacles or setbacks.	15	3.47	93.3	7%	40%	53%	
17. Completes all required coursework.	15	2.93	73.3	27%	53%		20%
18. Takes responsibility for outcomes rather than deflecting blame when challenges arise.	15	3.40	93.3	7%	47%	47%	
19. Completes urgent tasks first.	15	3.53	100.0		47%	53%	
20. Has a work ethic with a strong desire to obtain results.	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. Persists in seeking objectives despite obstacles or setbacks.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Completes all required coursework.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Takes responsibility for outcomes rather than deflecting blame when challenges arise.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Completes urgent tasks first.	3.13	2.87	3.53	3.53	
20. Has a work ethic with a strong desire to obtain results.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Respects other members of the team/department.	15	3.00	80.0	20%	60%		20%
22. Able to work with individuals at all levels of the Company.	15	3.53	100.0		47%	53%	
23. Offers constructive criticism to have a positive impact on performance.	15	3.13	86.7	13%	60%		27%
24. Provides constructive feedback in a way that fosters acceptance and development.	15	3.13	80.0	7% 13%	40%		40%
25. Strives for win/win solutions	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. Respects other members of the team/department.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Able to work with individuals at all levels of the Company.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Offers constructive criticism to have a positive impact on performance.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Provides constructive feedback in a way that fosters acceptance and development.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Strives for win/win solutions	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Adapts to new work processes and procedures.	15	3.20	93.3	7%	60%		33%
27. Accommodates changes as needed.	15	3.40	93.3	7%	47%		47%
28. Integrates information from a variety of sources to develop new and creative solutions.	15	3.60	93.3	7%	27%	67%	
29. Adjusts strategy when new information is presented.	15	3.20	86.7	13%	53%		33%
30. Embraces change and fosters an open-minded environment.	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. Adapts to new work processes and procedures.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Accommodates changes as needed.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Integrates information from a variety of sources to develop new and creative solutions.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Adjusts strategy when new information is presented.	3.21	3.20	3.20	3.20	
30. Embraces change and fosters an open-minded environment.	2.87	3.27	3.07	3.00	-0.07 ▼

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
31. Ensures that each team member is assigned some part of the project.	15	3.33	93.3	7%	53%		40%
32. Sets the focus on improving the organization's products and services.	14	3.29	100.0		71%		29%
33. Maintains self-control when personally criticized.	15	3.27	100.0		73%		27%
34. Identifies the tasks or goals that have the biggest impact.	15	3.47	93.3	7%	40%		53%
35. Shifts priorities or resources to address unexpected changes to the situation while keeping the team informed and motivated.	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. Ensures that each team member is assigned some part of the project.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Sets the focus on improving the organization's products and services.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Maintains self-control when personally criticized.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Identifies the tasks or goals that have the biggest impact.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Shifts priorities or resources to address unexpected changes to the situation while keeping the team informed and motivated.	3.20	3.27	3.13	3.13	

Managing Performance

Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

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. Assesses employee performance against defined standards.	15	3.20	93.3	7%	67%		27%
37. Ensures employees understand performance standards/requirements.	15	3.33	93.3	7%	53%		40%
38. Rewards individuals who show imagination in developing creative solutions to problems.	15	3.07	86.7	13%	67%		20%
39. Establishes measures of performance.	15	3.33	100.0		67%		33%
40. Establishes standards for expected performance.	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. Assesses employee performance against defined standards.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Ensures employees understand performance standards/requirements.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Rewards individuals who show imagination in developing creative solutions to problems.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Establishes measures of performance.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Establishes standards for expected performance.	3.00	3.20	3.27	3.33	+0.07 ▲

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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. Allows employees to make their own decisions.	15	3.33	93.3	7%	53%		40%
42. Creates a culture where employees are recognized and rewarded for taking the initiative and making impactful choices.	15	3.40	93.3	7%	47%		47%
43. Provides support and resources needed to accomplish goals.	15	3.13	86.7	13%	60%		27%
44. Allows employees to participate in the workload of the department.	15	3.27	100.0		73%		27%
45. Creates a culture where employees are given the opportunity to take the initiative and make impactful decisions.	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. Allows employees to make their own decisions.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Creates a culture where employees are recognized and rewarded for taking the initiative and making impactful choices.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Provides support and resources needed to accomplish goals.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Allows employees to participate in the workload of the department.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Creates a culture where employees are given the opportunity to take the initiative and make impactful decisions.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. Helps the team exercise good judgment by making sound and informed decisions.	15	3.40	93.3	7%	47%	47%	
47. Gives constructive advice to other team members.	15	3.20	93.3	7%	67%		27%
48. Makes decisions that support the team's goals and objectives.	15	3.20	93.3	7%	60%		33%
49. Is able to accurately paraphrase and summarize what other team members have said.	15	3.47	100.0		53%		47%
50. Creates a climate that encourages team participation.	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. Helps the team exercise good judgment by making sound and informed decisions.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Gives constructive advice to other team members.	3.33	3.40	3.20	3.20	
48. Makes decisions that support the team's goals and objectives.	3.60	3.33	3.20	3.20	
49. Is able to accurately paraphrase and summarize what other team members have said.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Creates a climate that encourages team participation.	3.20	3.67	3.27	3.20	-0.07 ▼