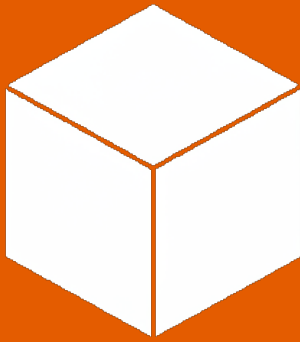




Feedback Results
Your CompanyName Here
2025

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.

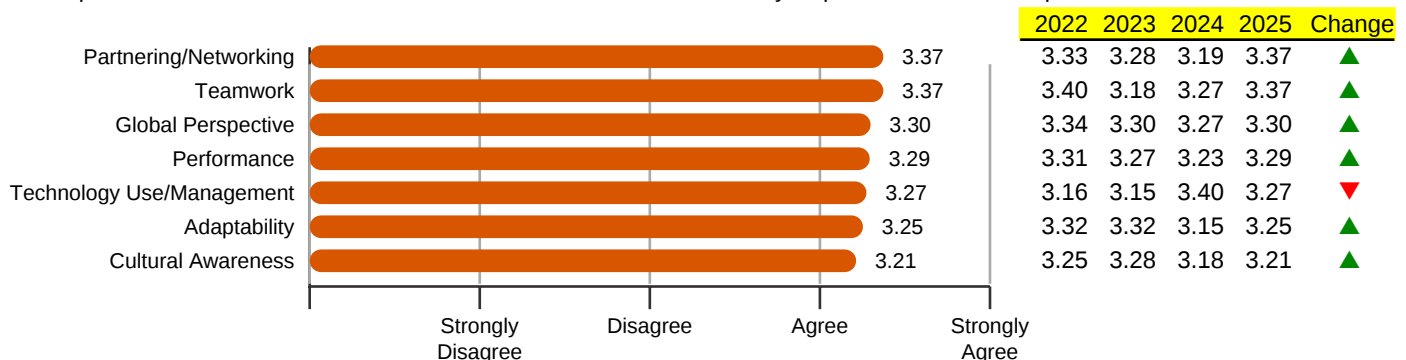
What to Do with Your Feedback

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 7 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.



Maintains a global perspective on business functions and strategies.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.20	86.7	13%	53%	33%	
2. Facilitates open communication with individuals from other countries.	15	3.33	100.0		67%	33%	
3. Considers customers point of view when making decisions.	15	3.33	93.3	7%	53%	40%	
4. Applies knowledge of overseas markets.	15	3.27	93.3	7%	60%	33%	
5. Is aware of the culture, behaviors, identities and beliefs of others.	14	3.21	85.7	14%	50%	36%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
6. Able to work with others from different cultures and countries.	15	3.47	100.0		53%	47%	
7. Cooperates with others on a global scale.	15	3.40	93.3	7%	47%	47%	
8. Communicates effectively on a multi-lingual basis.	15	3.20	86.7	13%	53%	33%	
9. Engages in problem solving with individuals outside of the country.	15	3.27	86.7	13%	47%	40%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
1. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Facilitates open communication with individuals from other countries.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Considers customers point of view when making decisions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Applies knowledge of overseas markets.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Is aware of the culture, behaviors, identities and beliefs of others.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Able to work with others from different cultures and countries.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Cooperates with others on a global scale.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Communicates effectively on a multi-lingual basis.	3.40	3.40	3.20	3.20	
9. Engages in problem solving with individuals outside of the country.	3.53	3.40	3.60	3.27	-0.33 ▼

Partnering/Networking

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication. Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Promotes the understanding of how the department affects the organization overall.	15	3.20	93.3	7%	67%		27%
11. Can easily explain the foundations (justification) for the partnership.	15	3.67	100.0		33%	67%	
12. Enters into licensing agreements to share intellectual property.	15	3.40	93.3	7%	47%		47%
13. Creates joint ventures with others to create new entities to pursue a common goal.	15	3.13	86.7	13%	60%		27%
14. Able to highlight both the strategic benefits and potential pitfalls in collaboration.	15	3.47	100.0		53%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
10. Promotes the understanding of how the department affects the organization overall.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Can easily explain the foundations (justification) for the partnership.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Enters into licensing agreements to share intellectual property.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Creates joint ventures with others to create new entities to pursue a common goal.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Able to highlight both the strategic benefits and potential pitfalls in collaboration.	3.20	3.13	3.00	3.47	+0.47 ▲

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Coaches team members	15	3.53	100.0			47%	53%
16. Helps the team to bounce back from obstacles.	15	3.47	93.3	7%	40%		53%
17. Listens to other team members without interrupting them.	15	2.93	73.3	27%		53%	20%
18. Works well with other team members.	15	3.40	93.3	7%	47%		47%
19. Fosters respect and understanding among team members	15	3.53	100.0			47%	53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
15. Coaches team members	3.67	3.27	3.20	3.53	+0.33 ▲
16. Helps the team to bounce back from obstacles.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Listens to other team members without interrupting them.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Works well with other team members.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Fosters respect and understanding among team members	3.13	2.87	3.53	3.53	

Adaptability

Adaptability is the ability to adjust to new responsibilities, changing circumstances, and uncertain environments while maintaining efficiency and effectiveness. It involves embracing shifts in organizational structure, technology, and processes, as well as modifying strategies, perspectives, and priorities to align with evolving business needs. By continuously developing skills, assisting others through transitions, and refining workflows, adaptability fosters resilience, innovation, and long-term success in dynamic environments.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
20. Learns from personal experiences and/or mistakes.	15	3.47	100.0		53%		47%
21. Reorganizes the department to better meet the needs of the company.	15	3.00	80.0	20%		60%	20%
22. Adapts policies to better meet the needs of employees.	15	3.53	100.0		47%		53%
23. Flexible and adaptable when confronted with unexpected changes.	15	3.13	86.7	13%		60%	27%
24. Continually trying to improve skills to remain current.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
20. Learns from personal experiences and/or mistakes.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Reorganizes the department to better meet the needs of the company.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Adapts policies to better meet the needs of employees.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Flexible and adaptable when confronted with unexpected changes.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Continually trying to improve skills to remain current.	3.33	3.47	3.33	3.13	-0.20 ▼

Performance

Maintains high level of performance.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Sets a high standard for job performance.	15	3.07	86.7	13%	67%		20%
26. ...Produce Quality	15	3.20	93.3	7%	60%		33%
27. Works well in this position.	15	3.40	93.3	7%	47%		47%
28. Listens and responds to issues and problems	15	3.60	93.3	7%	27%	67%	
29. Effectively organizes resources and plans	15	3.20	86.7	13%	53%		33%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
25. Sets a high standard for job performance.	3.27	3.33	3.27	3.07	-0.20 ▼
26. ...Produce Quality	3.53	3.33	3.33	3.20	-0.13 ▼
27. Works well in this position.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Listens and responds to issues and problems	3.33	3.13	3.40	3.60	+0.20 ▲
29. Effectively organizes resources and plans	3.21	3.20	3.20	3.20	

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Understands and is committed to implementing new technologies.	14	3.00	92.9	7%	79%		14%
31. Applies complex rules and regulations to maintain optimal system performance.	15	3.33	93.3	7%	53%		40%
32. Adopts the implementation of new technology into the workplace.	14	3.29	100.0		71%		29%
33. Supports technical training and development of employees.	15	3.27	100.0		73%		27%
34. Proficient in the use of technical systems and processes.	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
30. Understands and is committed to implementing new technologies.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Applies complex rules and regulations to maintain optimal system performance.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Adopts the implementation of new technology into the workplace.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Supports technical training and development of employees.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Proficient in the use of technical systems and processes.	3.33	3.00	3.53	3.47	-0.07 ▼

Cultural Awareness

Cultural Awareness is the ability to recognize and reflect on one's own cultural perspectives and biases while remaining open to the unique views and traditions of others. It involves showing sensitivity by honoring cultural milestones, adapting communication respectfully, and addressing individual needs with care and empathy. Culturally aware individuals foster inclusion by listening without judgment, promoting mutual respect, and encouraging recognition of diverse voices across teams. They continuously learn, advocate for equity, and model humility and integrity; helping build safe, collaborative environments where cultural differences are valued as strengths.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Hires individuals with different cultural backgrounds for the department.	15	3.13	86.7	13%	60%		27%
36. Fosters a diverse workforce free from discrimination and harassment.	15	3.20	93.3	7%	67%		27%
37. Interacts effectively with people from different cultural backgrounds.	15	3.33	93.3	7%	53%		40%
38. Publicly acknowledges cultural contributions and achievements in team settings.	15	3.07	86.7	13%	67%		20%
39. Is open and honest in communications with individuals from other cultures.	15	3.33	100.0		67%		33%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
35. Hires individuals with different cultural backgrounds for the department.	3.20	3.27	3.13	3.13	
36. Fosters a diverse workforce free from discrimination and harassment.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Interacts effectively with people from different cultural backgrounds.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Publicly acknowledges cultural contributions and achievements in team settings.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Is open and honest in communications with individuals from other cultures.	3.20	3.27	3.00	3.33	+0.33 ▲