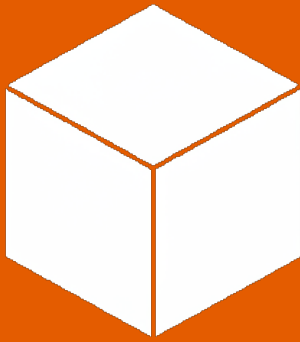




Feedback Results
Your CompanyName Here
2025

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.

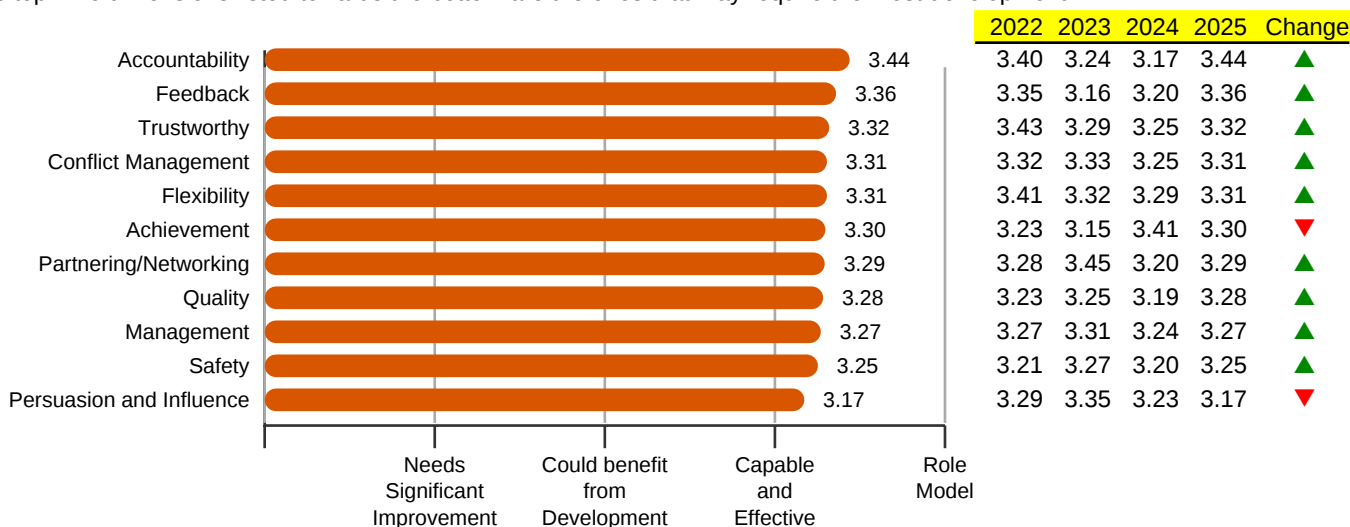
What to Do with Your Feedback

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

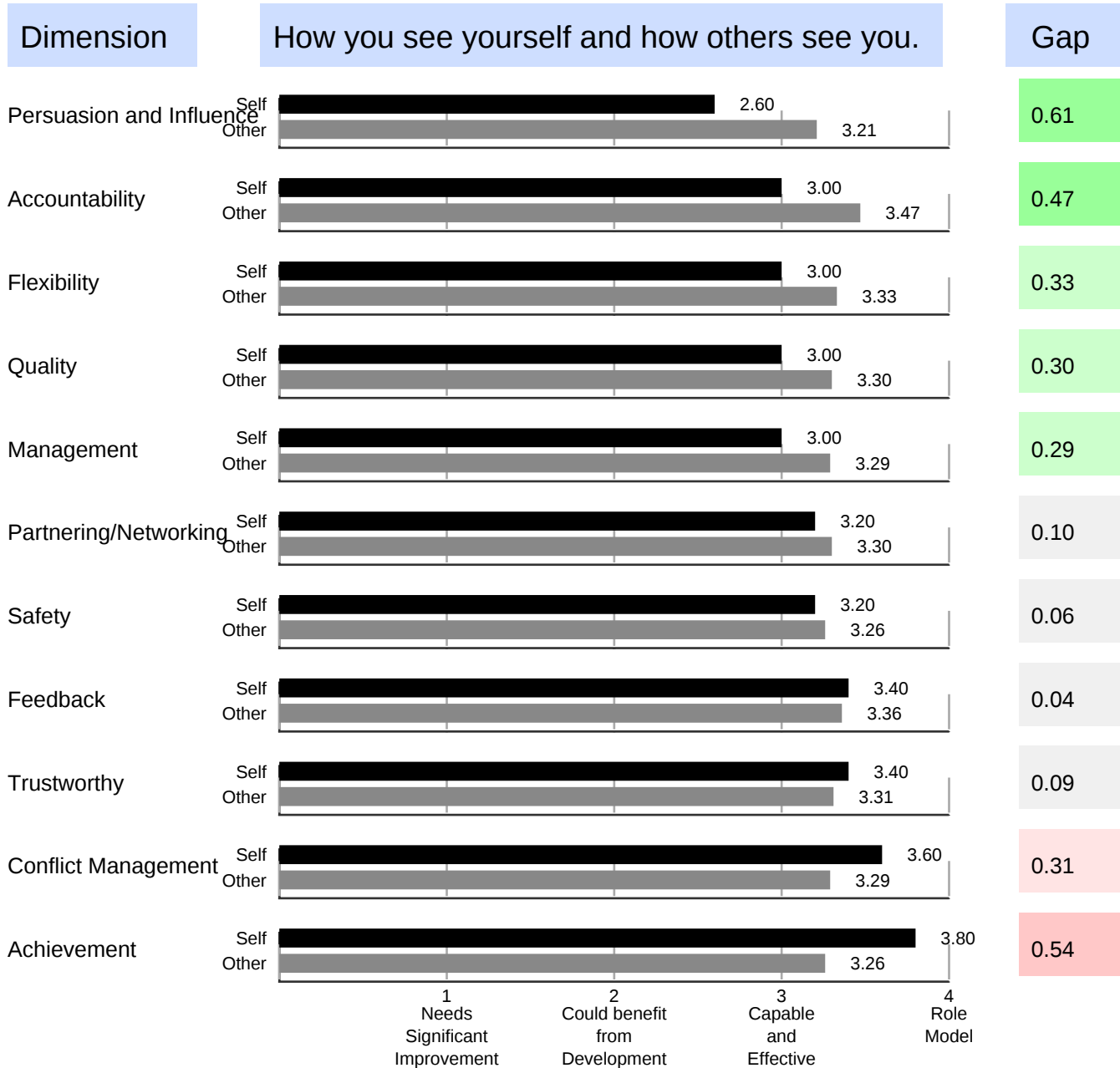
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Management

Management is the disciplined practice of aligning people, resources, and strategy to achieve organizational goals through clear communication, timely feedback, and consistent accountability. It involves leading by example, empowering others to act with confidence, and coordinating team efforts to ensure progress, development, and high performance. Effective managers establish focus and direction, inspire commitment, and recognize contributions while managing time, projects, and strategic priorities with precision. They delegate thoughtfully, supervise with integrity, resolve conflicts constructively, and allocate resources responsively to sustain momentum and drive results.

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. Creates a strategy for achieving departmental objectives.	15	3.20	86.7	13%	53%		33%
2. Determines key metrics such as customer needs, goals, organizational capacity, budget constraints, and cost estimates.	15	3.33	100.0		67%		33%
3. Empowers employees to take ownership of task execution, trusting them to choose effective approaches.	15	3.33	93.3	7%	53%		40%
4. Clarifies key deliverables and dependencies across project phases.	15	3.27	93.3	7%	60%		33%
5. Openly acknowledges errors and takes corrective action, setting a tone of responsibility and growth.	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. Creates a strategy for achieving departmental objectives.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Determines key metrics such as customer needs, goals, organizational capacity, budget constraints, and cost estimates.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Empowers employees to take ownership of task execution, trusting them to choose effective approaches.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Clarifies key deliverables and dependencies across project phases.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Openly acknowledges errors and takes corrective action, setting a tone of responsibility and growth.	3.00	3.20	3.13	3.21	+0.08 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Is flexible in processing routine requests.	15	3.47	100.0		53%		47%
7. Promotes flexibility in approaches by encouraging employees to think outside the box and experiment with new methods and ideas.	15	3.40	93.3	7%	47%		47%
8. Values and adjusts training to meet diverse learning preferences.	15	3.20	86.7	13%	53%		33%
9. Possesses a high degree of flexibility to meet the challenges posed by unforeseen circumstances.	15	3.27	86.7	13%	47%		40%
10. Embraces issues as opportunities to learn and grow.	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. Is flexible in processing routine requests.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Promotes flexibility in approaches by encouraging employees to think outside the box and experiment with new methods and ideas.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Values and adjusts training to meet diverse learning preferences.	3.40	3.40	3.20	3.20	
9. Possesses a high degree of flexibility to meet the challenges posed by unforeseen circumstances.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Embraces issues as opportunities to learn and grow.	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. Accepts responsibility to lead efforts to solving critical problems.	15	3.67	100.0	33%	67%		
12. Tackles issues head on and finds solutions.	15	3.40	93.3	7%	47%	47%	
13. Requires employees to submit action plans, timelines or other objectives.	15	3.13	86.7	13%	60%	27%	
14. Is aware of problems or issues that may affect the organization.	15	3.47	100.0	53%	47%		
15. Works hard to ensure the success of the department.	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. Accepts responsibility to lead efforts to solving critical problems.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Tackles issues head on and finds solutions.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Requires employees to submit action plans, timelines or other objectives.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Is aware of problems or issues that may affect the organization.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Works hard to ensure the success of the department.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Responds quickly to performance concerns or achievements, avoiding unnecessary delays.	15	3.47	93.3	7%	40%	53%	
17. Sees feedback as an opportunity for growth.	15	2.93	73.3	27%	53%		20%
18. Follows up with the manager to confirm progress or ask for further input.	15	3.40	93.3	7%	47%	47%	
19. Maintains the integrity and confidentiality of feedback givers.	15	3.53	100.0		47%	53%	
20. Welcomes feedback as a catalyst for self-reflection and development.	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. Responds quickly to performance concerns or achievements, avoiding unnecessary delays.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Sees feedback as an opportunity for growth.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Follows up with the manager to confirm progress or ask for further input.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Maintains the integrity and confidentiality of feedback givers.	3.13	2.87	3.53	3.53	
20. Welcomes feedback as a catalyst for self-reflection and development.	3.40	3.20	2.87	3.47	+0.60 ▲

Persuasion and Influence

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational goals.

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. Identifies key stakeholders and tailors influence strategies to each, maximizing impact and coalition-building.	15	3.00	80.0	20%	60%		20%
22. Strategically connects individual and team objectives to market trends.	15	3.53	100.0		47%	53%	
23. Gives examples of personal experiences to employees to help persuade them of the correct course of action.	15	3.13	86.7	13%	60%		27%
24. Listens attentively to others to better understand their points of view.	15	3.13	80.0	7%	13%	40%	40%
25. Builds coalitions by enrolling influential voices in shaping and communicating the vision.	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. Identifies key stakeholders and tailors influence strategies to each, maximizing impact and coalition-building.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Strategically connects individual and team objectives to market trends.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Gives examples of personal experiences to employees to help persuade them of the correct course of action.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Listens attentively to others to better understand their points of view.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Builds coalitions by enrolling influential voices in shaping and communicating the vision.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Develops processes to enhance quality standards.	15	3.20	93.3	7%	60%		33%
27. Addresses issues soon after they are detected.	15	3.40	93.3	7%	47%		47%
28. Sets expectations for achieving high quality services and products.	15	3.60	93.3	7%	27%	67%	
29. Successfully implements quality controls within the department.	15	3.20	86.7	13%	53%		33%
30. Able to anticipate quality issues and take preventative actions.	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. Develops processes to enhance quality standards.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Addresses issues soon after they are detected.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Sets expectations for achieving high quality services and products.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Successfully implements quality controls within the department.	3.21	3.20	3.20	3.20	
30. Able to anticipate quality issues and take preventative actions.	2.87	3.27	3.07	3.00	-0.07 ▼

Achievement

Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's 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
31. Leverages key performance indicators (KPIs) to track results and adjust strategies for optimal outcomes.	15	3.33	93.3	7%	53%	40%	
32. Empowers individuals through strategic planning and resource allocation to optimize outcomes.	14	3.29	100.0		71%	29%	
33. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	3.27	100.0		73%	27%	
34. Successfully completed the orientation training program.	15	3.47	93.3	7%	40%	53%	
35. Eliminates bureaucratic barriers to streamline processes.	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. Leverages key performance indicators (KPIs) to track results and adjust strategies for optimal outcomes.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Empowers individuals through strategic planning and resource allocation to optimize outcomes.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Successfully completed the orientation training program.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Eliminates bureaucratic barriers to streamline processes.	3.20	3.27	3.13	3.13	

Safety

Works in a safe manner and promotes safe working 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
36. Mitigates hazards and safety issues that arise.	15	3.20	93.3	7%	67%		27%
37. Creates accurate and effective measures of safety.	15	3.33	93.3	7%	53%		40%
38. Encourages others to work safely.	15	3.07	86.7	13%	67%		20%
39. Develops a strong safety culture.	15	3.33	100.0		67%		33%
40. Works to implement corrective safety measures.	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. Mitigates hazards and safety issues that arise.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Creates accurate and effective measures of safety.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Encourages others to work safely.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Develops a strong safety culture.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Works to implement corrective safety measures.	3.00	3.20	3.27	3.33	+0.07 ▲

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
41. Works in a way that makes others want to work with her/him.	15	3.33	93.3	7%	53%		40%
42. Is trustworthy; is someone I can trust.	15	3.40	93.3	7%	47%		47%
43. Demonstrates a sense of responsibility and commitment to public trust.	15	3.13	86.7	13%	60%		27%
44. Is a person you can trust.	15	3.27	100.0		73%		27%
45. Communicates an understanding of the other person's interests, needs and concerns.	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. Works in a way that makes others want to work with her/him.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Is trustworthy; is someone I can trust.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Demonstrates a sense of responsibility and commitment to public trust.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Is a person you can trust.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Communicates an understanding of the other person's interests, needs and concerns.	3.20	3.33	3.13	3.47	+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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Communicates with others in an open manner.	15	3.40	93.3	7%	47%	47%	
47. Forms strategic partnerships and business alliances to expand opportunities.	15	3.20	93.3	7%	67%		27%
48. Involves others in communications about any changing process.	15	3.20	93.3	7%	60%		33%
49. Encourages colleagues to participate in networking opportunities.	15	3.47	100.0		53%		47%
50. Sustains existing partnerships guided by contracts and agreements.	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. Communicates with others in an open manner.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Forms strategic partnerships and business alliances to expand opportunities.	3.33	3.40	3.20	3.20	
48. Involves others in communications about any changing process.	3.60	3.33	3.20	3.20	
49. Encourages colleagues to participate in networking opportunities.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Sustains existing partnerships guided by contracts and agreements.	3.20	3.67	3.27	3.20	-0.07 ▼

Conflict Management

Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

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. Anticipates where bottlenecks or competing priorities may cause tension and adjusts systems accordingly.	15	3.53	100.0		47%	53%	
52. Gathers patterns from conversations that inform broader organizational improvements.	15	3.27	93.3	7%	60%		33%
53. Defines escalation pathways so team members know when and how to involve higher authority.	15	3.33	100.0		67%		33%
54. Develops long-term methods for addressing conflicts.	15	3.40	93.3	7%	47%		47%
55. Creates an environment where concerns can be voiced early, making it easier to address issues before they escalate.	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. Anticipates where bottlenecks or competing priorities may cause tension and adjusts systems accordingly.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Gathers patterns from conversations that inform broader organizational improvements.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Defines escalation pathways so team members know when and how to involve higher authority.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Develops long-term methods for addressing conflicts.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Creates an environment where concerns can be voiced early, making it easier to address issues before they escalate.	3.27	3.40	3.27	3.00	-0.27 ▼