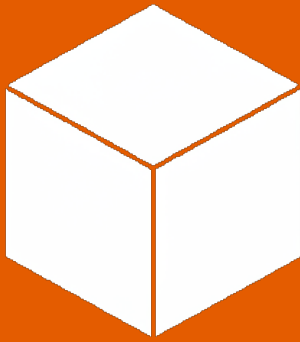




Feedback Results
Your CompanyName Here
2025

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.

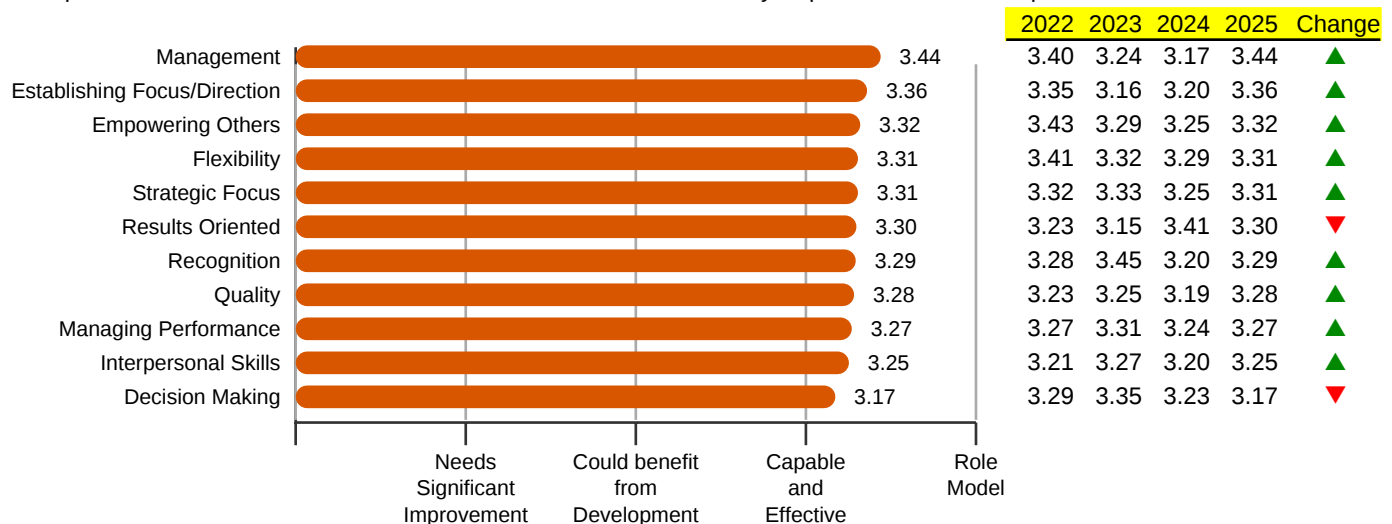
What to Do with Your Feedback

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.



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
1. Ensures Job Descriptions are up to date and accurate.	15	3.20	86.7	13%	53%		33%
2. Measures performance using standard production quotas.	15	3.33	100.0		67%		33%
3. Presents performance feedback in a clear and concise manner to address performance issues.	15	3.33	93.3	7%	53%		40%
4. Rewards individuals who show imagination in developing creative solutions to problems.	15	3.27	93.3	7%	60%		33%
5. Administers the performance rewards program in a fair and equitable manner.	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. Ensures Job Descriptions are up to date and accurate.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Measures performance using standard production quotas.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Presents performance feedback in a clear and concise manner to address performance issues.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Rewards individuals who show imagination in developing creative solutions to problems.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Administers the performance rewards program in a fair and equitable manner.	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. Open to the perspectives/viewpoints of others.	15	3.47	100.0		53%		47%
7. Experiments with new ideas to create innovative solutions to issues.	15	3.40	93.3	7%	47%		47%
8. Is able to bounce back from obstacles.	15	3.20	86.7	13%	53%		33%
9. Is able to change their approach to solving a problem based on new information.	15	3.27	86.7	13%	47%		40%
10. Able to produce a wide range of products/services to meet demands.	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. Open to the perspectives/viewpoints of others.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Experiments with new ideas to create innovative solutions to issues.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Is able to bounce back from obstacles.	3.40	3.40	3.20	3.20	
9. Is able to change their approach to solving a problem based on new information.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Able to produce a wide range of products/services to meet demands.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Finds opportunities to recognize the accomplishments of high performers.	15	3.67	100.0	33%	67%		
12. Strategically optimizes resources to improve efficiency.	15	3.40	93.3	7%	47%	47%	
13. Assesses the staffing needs of the department and hires people accordingly.	15	3.13	86.7	13%	60%	27%	
14. Modifies project plans and priorities when faced with unexpected challenges or shifting requirements.	15	3.47	100.0	53%	47%		
15. Guides conflicting parties toward shared solutions that balance organizational goals with individual needs.	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. Finds opportunities to recognize the accomplishments of high performers.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Strategically optimizes resources to improve efficiency.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Assesses the staffing needs of the department and hires people accordingly.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Modifies project plans and priorities when faced with unexpected challenges or shifting requirements.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Guides conflicting parties toward shared solutions that balance organizational goals with individual needs.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Allocates time, personnel, and tools based on task complexity and team capacity.	15	3.47	93.3	7%	40%	53%	
17. Regularly checks in to ensure the team is on track.	15	2.93	73.3	27%	53%		20%
18. Mentors and helps team members stay on track through guidance and collaboration.	15	3.40	93.3	7%	47%	47%	
19. Allocates time for important goals.	15	3.53	100.0		47%	53%	
20. Uses real-time feedback to recalibrate performance expectations when needed.	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. Allocates time, personnel, and tools based on task complexity and team capacity.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Regularly checks in to ensure the team is on track.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Mentors and helps team members stay on track through guidance and collaboration.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Allocates time for important goals.	3.13	2.87	3.53	3.53	
20. Uses real-time feedback to recalibrate performance expectations when needed.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Decides which short- and long-term goals should be created.	15	3.00	80.0	20%	60%		20%
22. Examines for patterns in data to help predict future possibilities.	15	3.53	100.0	47%	53%		
23. Understands how different perspectives can help make better informed decisions.	15	3.13	86.7	13%	60%		27%
24. Tests proposed solutions to confirm they meet essential parameters before implementation.	15	3.13	80.0	7% 13%	40%		40%
25. Weighs the pros and cons of decisions.	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. Decides which short- and long-term goals should be created.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Examines for patterns in data to help predict future possibilities.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Understands how different perspectives can help make better informed decisions.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Tests proposed solutions to confirm they meet essential parameters before implementation.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Weighs the pros and cons of decisions.	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. Consistently provides timely, accurate, and reliable information on quality measures.	15	3.20	93.3	7%	60%		33%
27. Adopts, integrates, and disseminates quality guidelines and standards.	15	3.40	93.3	7%	47%		47%
28. Ensures high consistency across batches or production runs.	15	3.60	93.3	7%	27%	67%	
29. Quickly addresses changes in quality of the products.	15	3.20	86.7	13%	53%		33%
30. Is a role model for quality practices and standards.	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. Consistently provides timely, accurate, and reliable information on quality measures.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Adopts, integrates, and disseminates quality guidelines and standards.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Ensures high consistency across batches or production runs.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Quickly addresses changes in quality of the products.	3.21	3.20	3.20	3.20	
30. Is a role model for quality practices and standards.	2.87	3.27	3.07	3.00	-0.07 ▼

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
31. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	3.33	93.3	7%	53%		40%
32. Completes urgent tasks first.	14	3.29	100.0		71%		29%
33. Strives to achieve high volume of output.	15	3.27	100.0		73%		27%
34. Reviews historical performance data to inform future planning decisions.	15	3.47	93.3	7%	40%		53%
35. Removes 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. Encourages a high-energy, fun work environment and coaches others on how to do the same	3.13	3.07	3.47	3.33	-0.13 ▼
32. Completes urgent tasks first.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Strives to achieve high volume of output.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Reviews historical performance data to inform future planning decisions.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Removes bureaucratic barriers to streamline processes.	3.20	3.27	3.13	3.13	

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
36. Gives good advice and suggestions to coworkers.	15	3.20	93.3	7%	67%		27%
37. Demonstrates positive behaviors for others to follow.	15	3.33	93.3	7%	53%		40%
38. Positively impacts his/her team's morale, sense of belonging, and participation	15	3.07	86.7	13%	67%		20%
39. Willing to overlook personal differences and focus on completing the task at hand.	15	3.33	100.0		67%		33%
40. Demonstrates an understanding of other points of view.	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. Gives good advice and suggestions to coworkers.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Demonstrates positive behaviors for others to follow.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Positively impacts his/her team's morale, sense of belonging, and participation	3.13	3.40	3.33	3.07	-0.27 ▼
39. Willing to overlook personal differences and focus on completing the task at hand.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Demonstrates an understanding of other points of view.	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. Coordinates the knowledge, skills and resources of others to accomplish more in the department.	15	3.33	93.3	7%	53%		40%
42. Assigns tasks that allow employees to use their critical thinking skills.	15	3.40	93.3	7%	47%		47%
43. Avoids micromanaging their employees.	15	3.13	86.7	13%	60%		27%
44. Gives employees opportunities to demonstrate their skills.	15	3.27	100.0		73%		27%
45. Creates a culture where employees are recognized and rewarded for taking the initiative and making impactful choices.	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. Coordinates the knowledge, skills and resources of others to accomplish more in the department.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Assigns tasks that allow employees to use their critical thinking skills.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Avoids micromanaging their employees.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Gives employees opportunities to demonstrate their skills.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Creates a culture where employees are recognized and rewarded for taking the initiative and making impactful choices.	3.20	3.33	3.13	3.47	+0.33 ▲

Recognition

Recognition is the intentional acknowledgment and appreciation of employees' contributions, achievements, and performance, ensuring that praise is timely, meaningful, fair, and aligned with organizational values. Effective recognition fosters a supportive and engaging workplace by integrating structured programs, spontaneous appreciation, and impactful rewards-both formal and informal-while reinforcing positive behaviors and incentivizing success. By making recognition visible, systematic, and inclusive, leaders cultivate an environment where employees feel valued, motivated, and empowered to contribute to organizational growth and excellence.

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. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.	15	3.40	93.3	7%	47%	47%	
47. Successfully implements the employee recognition program.	15	3.20	93.3	7%	67%		27%
48. Implements formal and informal recognition practices within the department.	15	3.20	93.3	7%	60%		33%
49. Implements a peer recognition program.	15	3.47	100.0		53%		47%
50. Offers recognition that is contingent upon specific levels of achievement.	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. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Successfully implements the employee recognition program.	3.33	3.40	3.20	3.20	
48. Implements formal and informal recognition practices within the department.	3.60	3.33	3.20	3.20	
49. Implements a peer recognition program.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Offers recognition that is contingent upon specific levels of achievement.	3.20	3.67	3.27	3.20	-0.07 ▼

Strategic Focus

Strategic focus is the ability to analyze complex challenges, determine the best approach to achieving organizational goals, and proactively address risks that impact operations. It involves scanning internal and external environments, formulating corporate-level strategies, and aligning projects with the company's vision, mission, and values to ensure long-term success. Effective strategic focus mobilizes leadership to implement change, coordinate cross-functional teams, and leverage SWOT analysis to refine decision-making and drive sustainable growth.

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. Communicates goals and objectives to employees.	15	3.53	100.0		47%	53%	
52. Determines the best approach to achieving desired goals.	15	3.27	93.3	7%	60%		33%
53. Aligns cross-functional teams to the strategic plan.	15	3.33	100.0		67%		33%
54. Ensures adherence to the strategy to sustain achievement of targeted levels of organizational performance.	15	3.40	93.3	7%	47%		47%
55. Identifies ways in which the company is better able to meet the customers' needs than rivals.	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. Communicates goals and objectives to employees.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Determines the best approach to achieving desired goals.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Aligns cross-functional teams to the strategic plan.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Ensures adherence to the strategy to sustain achievement of targeted levels of organizational performance.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Identifies ways in which the company is better able to meet the customers' needs than rivals.	3.27	3.40	3.27	3.00	-0.27 ▼