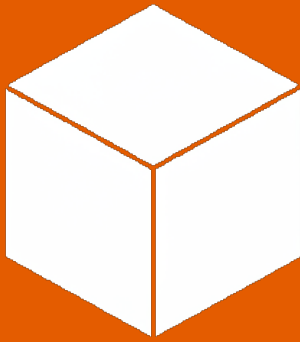




Feedback Results
Your CompanyName Here
2025

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.

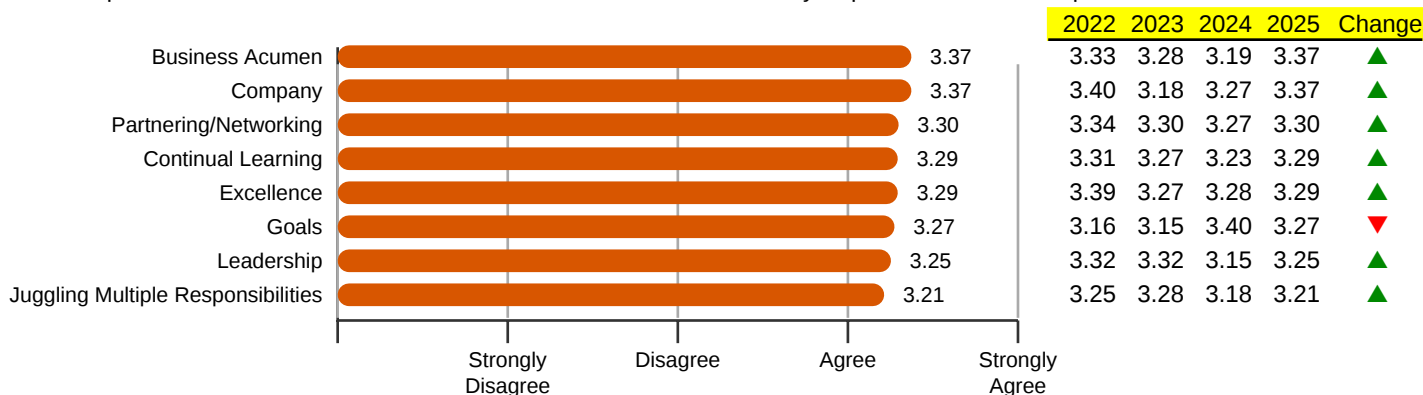
What to Do with Your Feedback

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

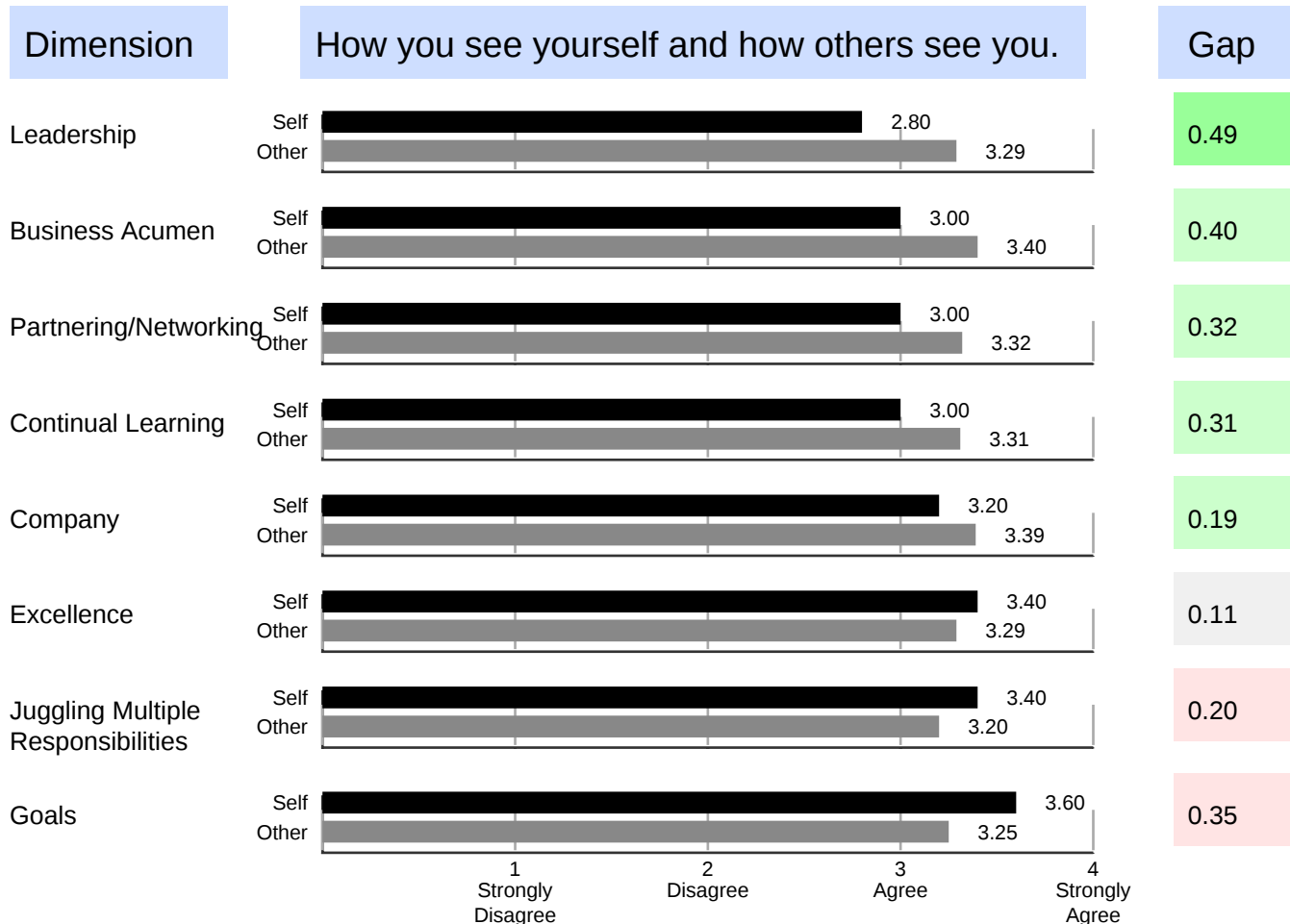
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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
1. Expands network of colleagues to include others who may contribute to the department's success.	15	3.20	86.7	13%	53%	33%	
2. Willingly participates on committees and project teams.	15	3.33	100.0		67%		33%
3. Forms collaborative relationships with others.	15	3.33	93.3	7%	53%		40%
4. Networks with clients to determine improvements in operations.	15	3.27	93.3	7%	60%		33%
5. Sustains existing partnerships guided by contracts and agreements.	14	3.21	85.7	14%	50%		36%
6. Enters into licensing agreements to share intellectual property.	15	3.47	100.0		53%		47%
7. Seeks opportunities to meet with others.	15	3.40	93.3	7%	47%		47%
8. Collaborates effectively with team members to achieve shared objectives and meet collective needs.	15	3.20	86.7	13%	53%		33%
9. Inspires employees to seek out new collaboration opportunities to broaden market reach.	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. Expands network of colleagues to include others who may contribute to the department's success.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Willingly participates on committees and project teams.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Forms collaborative relationships with others.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Networks with clients to determine improvements in operations.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Sustains existing partnerships guided by contracts and agreements.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Enters into licensing agreements to share intellectual property.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Seeks opportunities to meet with others.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Collaborates effectively with team members to achieve shared objectives and meet collective needs.	3.40	3.40	3.20	3.20	
9. Inspires employees to seek out new collaboration opportunities to broaden market reach.	3.53	3.40	3.60	3.27	-0.33 ▼

Business Acumen

Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

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. Keeps informed of current income and expenses.	15	3.20	93.3	7%	67%	27%	
11. Accurately perceives potential risks to the business.	15	3.67	100.0		33%	67%	
12. Understands the dynamics of our industry.	15	3.40	93.3	7%	47%	47%	
13. Anticipates marketplace opportunities and supports speed to market.	15	3.13	86.7	13%	60%	27%	
14. Able to get department employees to accept new business workflows.	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. Keeps informed of current income and expenses.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Accurately perceives potential risks to the business.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Understands the dynamics of our industry.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Anticipates marketplace opportunities and supports speed to market.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Able to get department employees to accept new business workflows.	3.20	3.13	3.00	3.47	+0.47 ▲

Company

A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving initiatives and objectives, while maintaining competitiveness through innovation, adaptability, and well-crafted policies. Through its image, impact, and teamwork, a Company becomes a place where employees feel empowered to contribute meaningfully and clients are consistently served with distinction.

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. Adjusts team focus when needed to support emerging company initiatives.	15	3.53	100.0			47%	53%
16. Fosters an environment where team members feel committed to helping the company reach its goals.	15	3.47	93.3	7%	40%		53%
17. Defines clear roles and responsibilities to reduce friction and enhance coordination	15	2.93	73.3	27%		53%	20%
18. Provides corporate trainers that are experts in their respective fields.	15	3.40	93.3	7%	47%		47%
19. Creates a strong sense of camaraderie among colleagues.	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. Adjusts team focus when needed to support emerging company initiatives.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Fosters an environment where team members feel committed to helping the company reach its goals.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Defines clear roles and responsibilities to reduce friction and enhance coordination	3.40	3.20	3.33	2.93	-0.40 ▼
18. Provides corporate trainers that are experts in their respective fields.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Creates a strong sense of camaraderie among colleagues.	3.13	2.87	3.53	3.53	

Leadership

Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

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. Uses knowledge of individual strengths, weaknesses, and styles to facilitate effective learning	15	3.47	100.0		53%		47%
21. Focuses team efforts on meeting the needs of the customers.	15	3.00	80.0	20%		60%	20%
22. Actively listens for feedback from subordinates.	15	3.53	100.0		47%		53%
23. Sets a positive example for others to follow.	15	3.13	86.7	13%		60%	27%
24. Is more likely to recognize employees for good performance rather than to criticize them for a performance problem	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. Uses knowledge of individual strengths, weaknesses, and styles to facilitate effective learning	3.40	3.20	2.87	3.47	+0.60 ▲
21. Focuses team efforts on meeting the needs of the customers.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Actively listens for feedback from subordinates.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Sets a positive example for others to follow.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Is more likely to recognize employees for good performance rather than to criticize them for a performance problem	3.33	3.47	3.33	3.13	-0.20 ▼

Continual Learning

Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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. Builds on their strengths while addressing their weaknesses.	15	3.07	86.7	13%	67%	20%	
26. Shares best practices with others and learns from others.	15	3.20	93.3	7%	60%	33%	
27. Grasps new ideas, concepts, technical, or business knowledge.	15	3.40	93.3	7%	47%	47%	
28. Participates in regular training offered.	15	3.60	93.3	7%	27%	67%	
29. Sets relevant learning objectives and goals.	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. Builds on their strengths while addressing their weaknesses.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Shares best practices with others and learns from others.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Grasps new ideas, concepts, technical, or business knowledge.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Participates in regular training offered.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Sets relevant learning objectives and goals.	3.21	3.20	3.20	3.20	

Goals

Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

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. Defines goals that are directly relevant to the specific scenario so that individuals and teams can focus their efforts more effectively and efficiently.	14	3.00	92.9	7%	79%		14%
31. Prioritizes tasks and delegates when necessary to efficiently allocate time, resources and efforts to the completion of goals.	15	3.33	93.3	7%	53%		40%
32. Aids and facilitates attainment of departmental goals.	14	3.29	100.0		71%		29%
33. Actively participates in the establishment of SMART goals.	15	3.27	100.0		73%		27%
34. Shares valuable information and insights to support coworkers in attaining their goals.	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. Defines goals that are directly relevant to the specific scenario so that individuals and teams can focus their efforts more effectively and efficiently.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Prioritizes tasks and delegates when necessary to efficiently allocate time, resources and efforts to the completion of goals.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Aids and facilitates attainment of departmental goals.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Actively participates in the establishment of SMART goals.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Shares valuable information and insights to support coworkers in attaining their goals.	3.33	3.00	3.53	3.47	-0.07 ▼

Juggling Multiple Responsibilities

Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

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. Uses a scheduler/planner to keep tasks organized and on time.	15	3.13	86.7	13%	60%		27%
36. Coordinates the work of a team by assigning tasks to other team members.	15	3.20	93.3	7%	67%		27%
37. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.33	93.3	7%	53%		40%
38. Ranks the importance of tasks to make sure critical tasks are completed first.	15	3.07	86.7	13%	67%		20%
39. Can multitask while performing all of their other responsibilities and activities.	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. Uses a scheduler/planner to keep tasks organized and on time.	3.20	3.27	3.13	3.13	
36. Coordinates the work of a team by assigning tasks to other team members.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Ranks the importance of tasks to make sure critical tasks are completed first.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Can multitask while performing all of their other responsibilities and activities.	3.20	3.27	3.00	3.33	+0.33 ▲

Excellence

Is excellent in performing their job duties and 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
40. Can be counted on to add value wherever they are involved.	15	3.33	100.0		67%		33%
41. Keeps themselves and others focused on constant improvement.	15	3.33	93.3	7%	53%		40%
42. Takes a lot of pride in their work.	15	3.40	93.3	7%	47%		47%
43. Demonstrates the analytical skills to do their job.	15	3.13	86.7	13%	60%		27%
44. Produces high quality work.	15	3.27	100.0		73%		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
40. Can be counted on to add value wherever they are involved.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Keeps themselves and others focused on constant improvement.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Takes a lot of pride in their work.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Demonstrates the analytical skills to do their job.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Produces high quality work.	3.33	3.27	3.87	3.27	-0.60 ▼