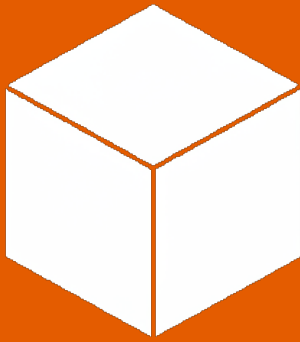




Feedback Results
Your CompanyName Here
2025

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.

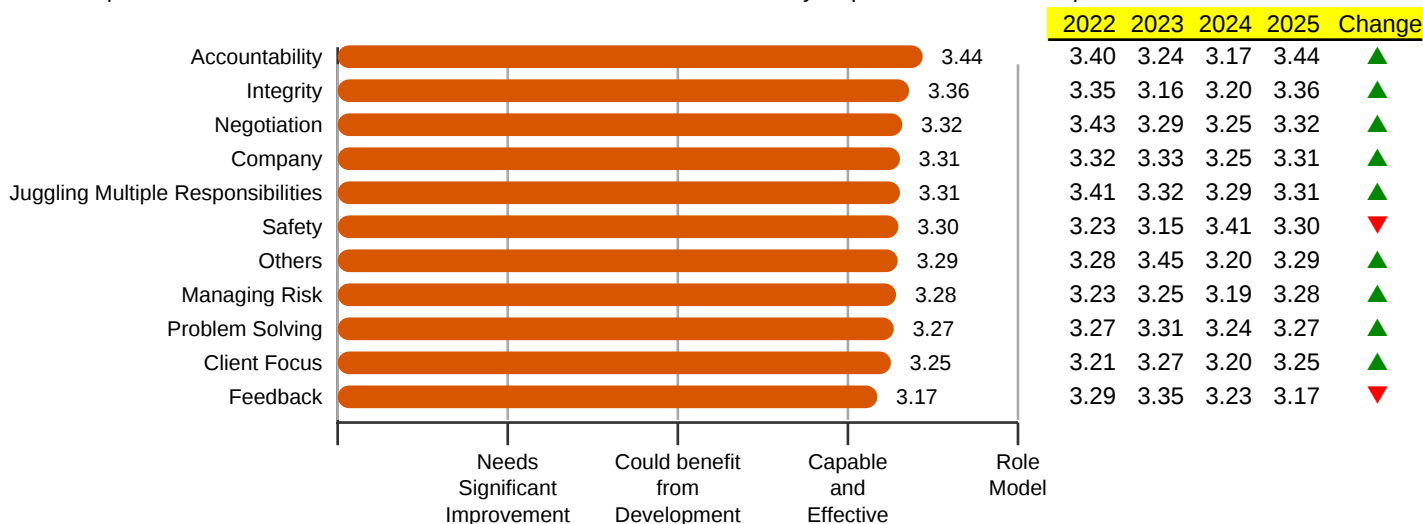
What to Do with Your Feedback

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

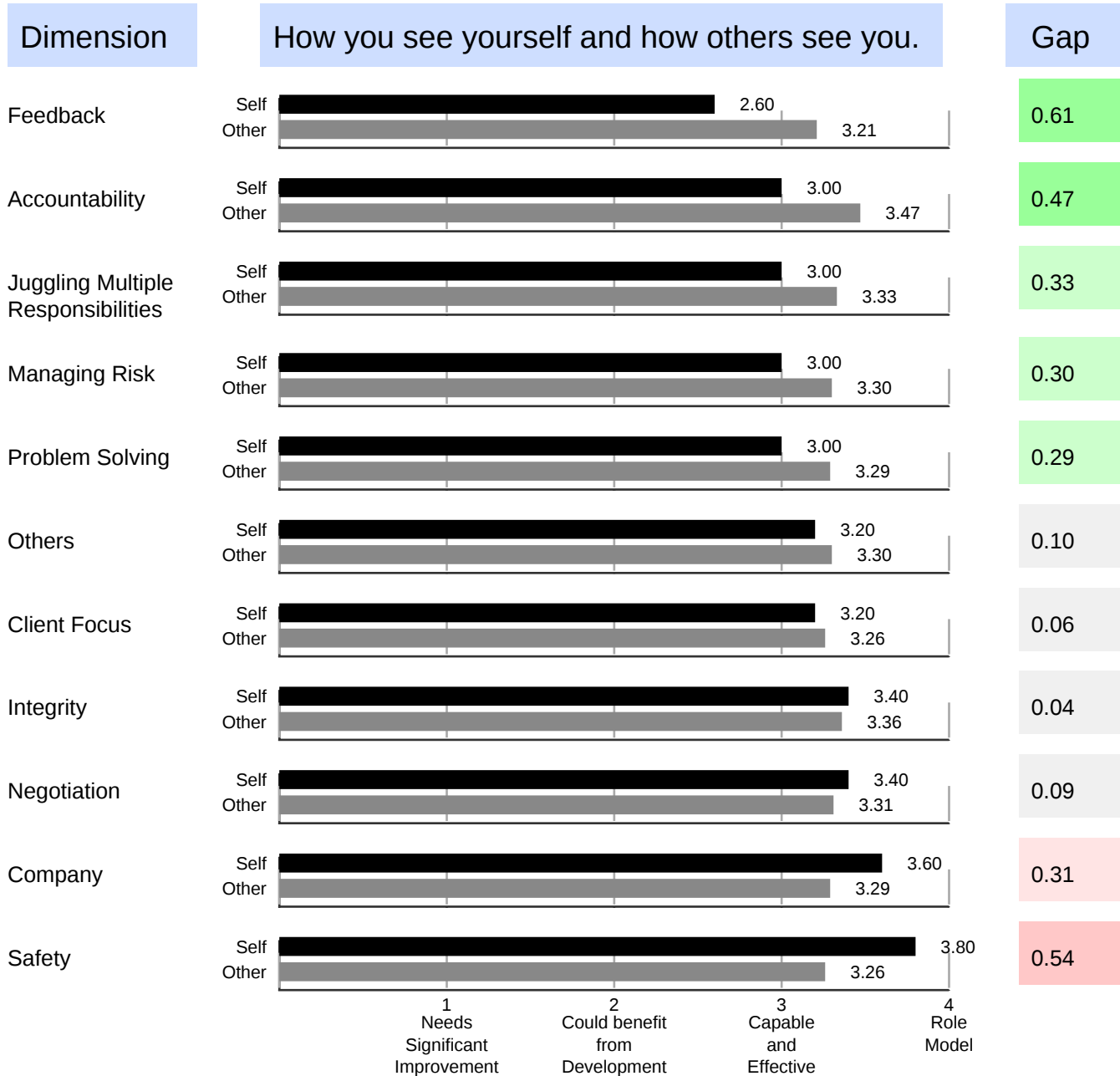
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Problem Solving

Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated for practicality, efficiency, and feasibility. Additionally, the needs and constraints imposed by the organization are balanced. The information gathered is analyzed to determine the best strategy for addressing the problem, which is then effectively implemented.

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. Sets realistic deadlines for each action step and for the overall completion of the solution.	15	3.20	86.7	13%	53%		33%
2. Gathers input from various team members helps to ensure that the problem is fully understood from all angles, reducing the risk of oversight.	15	3.33	100.0		67%		33%
3. Solicits information about the problem from team members.	15	3.33	93.3	7%	53%		40%
4. Ensures that critical aspects of the solution to the problem are well-supported and less likely to encounter issues.	15	3.27	93.3	7%	60%		33%
5. Develops and implements clear guidelines and protocols for handling tasks.	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. Sets realistic deadlines for each action step and for the overall completion of the solution.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Gathers input from various team members helps to ensure that the problem is fully understood from all angles, reducing the risk of oversight.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Solicits information about the problem from team members.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Ensures that critical aspects of the solution to the problem are well-supported and less likely to encounter issues.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Develops and implements clear guidelines and protocols for handling tasks.	3.00	3.20	3.13	3.21	+0.08 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Can multitask while performing all of their other responsibilities and activities.	15	3.47	100.0		53%		47%
7. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.40	93.3	7%	47%		47%
8. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.20	86.7	13%	53%		33%
9. Organizes tasks for the most efficient order of completion.	15	3.27	86.7	13%	47%		40%
10. Coordinates the work of a team by assigning tasks to other team members.	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. Can multitask while performing all of their other responsibilities and activities.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	3.40	3.40	3.20	3.20	
9. Organizes tasks for the most efficient order of completion.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Coordinates the work of a team by assigning tasks to other team members.	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. Understands the importance of holding employees accountable for their work.	15	3.67	100.0	33%	67%		
12. Regularly completes tasks on time.	15	3.40	93.3	7%	47%	47%	
13. Requires employees to submit monthly reports of the work they performed.	15	3.13	86.7	13%	60%	27%	
14. Takes responsibility for their actions and admits mistakes openly.	15	3.47	100.0	53%	47%		
15. Consistently follows through on commitments and promises.	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. Understands the importance of holding employees accountable for their work.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Regularly completes tasks on time.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Requires employees to submit monthly reports of the work they performed.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Takes responsibility for their actions and admits mistakes openly.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Consistently follows through on commitments and promises.	3.67	3.27	3.20	3.53	+0.33 ▲

Integrity

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. Is deeply committed to making decisions that benefit the department and organization overall.	15	3.47	93.3	7%	40%	53%	
17. Consistently demonstrates a high degree of integrity, whether in public or in private.	15	2.93	73.3	27%	53%		20%
18. Takes responsibilities seriously and is dedicated to maintaining a high reputation and also the reputation of the department and organization.	15	3.40	93.3	7%	47%	47%	
19. Fosters a culture of professionalism and mutual respect.	15	3.53	100.0		47%	53%	
20. Fosters an environment built upon trust.	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. Is deeply committed to making decisions that benefit the department and organization overall.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Consistently demonstrates a high degree of integrity, whether in public or in private.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Takes responsibilities seriously and is dedicated to maintaining a high reputation and also the reputation of the department and organization.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Fosters a culture of professionalism and mutual respect.	3.13	2.87	3.53	3.53	
20. Fosters an environment built upon trust.	3.40	3.20	2.87	3.47	+0.60 ▲

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
21. Engages with team members to allow for a better understanding of on-the-ground realities and operational issues.	15	3.00	80.0	20%	60%		20%
22. Provides feedback to others that includes both their strengths and weaknesses.	15	3.53	100.0		47%	53%	
23. Assists employees in using their feedback to create clear and manageable goals that align with their professional development plans.	15	3.13	86.7	13%	60%		27%
24. Schedules regular check-ins to ensure feedback is ongoing, even between formal reviews.	15	3.13	80.0	7% 13%	40%		40%
25. Ensures that the feedback is related to the recipient's role and responsibilities.	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. Engages with team members to allow for a better understanding of on-the-ground realities and operational issues.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Provides feedback to others that includes both their strengths and weaknesses.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Assists employees in using their feedback to create clear and manageable goals that align with their professional development plans.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Schedules regular check-ins to ensure feedback is ongoing, even between formal reviews.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Ensures that the feedback is related to the recipient's role and responsibilities.	3.27	3.33	3.27	3.07	-0.20 ▼

Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. Effective risk management can improve responsiveness to critical events and the information gathered can help improve strategic decision making.

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. Performs regular risk analyses to minimize adverse outcomes.	15	3.20	93.3	7%	60%		33%
27. Identifies opportunities that may be created by taking specific risks.	15	3.40	93.3	7%	47%		47%
28. Understands the possible financial risks of different events.	15	3.60	93.3	7%	27%	67%	
29. Communicates the protocols.	15	3.20	86.7	13%	53%		33%
30. Is responsible for regulatory, strategic, operational and project risk management.	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. Performs regular risk analyses to minimize adverse outcomes.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Identifies opportunities that may be created by taking specific risks.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Understands the possible financial risks of different events.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Communicates the protocols.	3.21	3.20	3.20	3.20	
30. Is responsible for regulatory, strategic, operational and project risk management.	2.87	3.27	3.07	3.00	-0.07 ▼

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
31. Committed to safety in the workplace.	15	3.33	93.3	7%	53%	40%	
32. Develops a strong safety culture.	14	3.29	100.0		71%		29%
33. Encourages others to work safely.	15	3.27	100.0		73%		27%
34. Participates in safety training when available.	15	3.47	93.3	7%	40%	53%	
35. Commits adequate resources toward safety measures.	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. Committed to safety in the workplace.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Develops a strong safety culture.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Encourages others to work safely.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Participates in safety training when available.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Commits adequate resources toward safety measures.	3.20	3.27	3.13	3.13	

Client Focus

Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving services to enhance the client experience. A client-focused approach builds trust, ensures positive interactions, and demonstrates long-term commitment by consistently adapting to evolving expectations and providing high-quality service.

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. Anticipates resources needed to meet the client needs.	15	3.20	93.3	7%	67%		27%
37. Gets feedback from the client on a weekly basis.	15	3.33	93.3	7%	53%		40%
38. Focuses on providing excellent client service.	15	3.07	86.7	13%	67%		20%
39. Exhibits a positive attitude even when dealing with difficult clients.	15	3.33	100.0		67%		33%
40. Competent in managing client projects.	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. Anticipates resources needed to meet the client needs.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Gets feedback from the client on a weekly basis.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Focuses on providing excellent client service.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Exhibits a positive attitude even when dealing with difficult clients.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Competent in managing client projects.	3.00	3.20	3.27	3.33	+0.07 ▲

Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

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. Sets and maintains firm negotiating limits and boundaries.	15	3.33	93.3	7%	53%		40%
42. Able to adapt to changing situations.	15	3.40	93.3	7%	47%		47%
43. Alters plans to respond to immediate challenges.	15	3.13	86.7	13%	60%		27%
44. Demonstrates confidence in own position and can influence the other party's perception of proposals being offered.	15	3.27	100.0		73%		27%
45. Understands the current situation of both parties.	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. Sets and maintains firm negotiating limits and boundaries.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Able to adapt to changing situations.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Alters plans to respond to immediate challenges.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Demonstrates confidence in own position and can influence the other party's perception of proposals being offered.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Understands the current situation of both parties.	3.20	3.33	3.13	3.47	+0.33 ▲

Others

Works well with other employees.

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. Treats others with respect and dignity.	15	3.40	93.3	7%	47%	47%	
47. ...treats others with respect and dignity.	15	3.20	93.3	7%	67%		27%
48. Respects the opinions of other employees.	15	3.20	93.3	7%	60%		33%
49. Includes others in the decision making processes.	15	3.47	100.0		53%	47%	
50. Able to see issues from others' perspectives.	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. Treats others with respect and dignity.	3.27	3.40	3.20	3.40	+0.20 ▲
47. ...treats others with respect and dignity.	3.33	3.40	3.20	3.20	
48. Respects the opinions of other employees.	3.60	3.33	3.20	3.20	
49. Includes others in the decision making processes.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Able to see issues from others' perspectives.	3.20	3.67	3.27	3.20	-0.07 ▼

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. Monitors resource utilization to ensure cost-effectiveness without compromising quality.	15	3.53	100.0		47%		53%
52. Supports [Company]'s marketing efforts.	15	3.27	93.3	7%	60%		33%
53. Ensures safety and security on the various campuses.	15	3.33	100.0		67%		33%
54. Empowers employees to participate in volunteer efforts and community service programs.	15	3.40	93.3	7%	47%		47%
55. Connects individual roles to the broader mission of the organization, reinforcing a sense of impact.	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. Monitors resource utilization to ensure cost-effectiveness without compromising quality.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Supports [Company]'s marketing efforts.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Ensures safety and security on the various campuses.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Empowers employees to participate in volunteer efforts and community service programs.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Connects individual roles to the broader mission of the organization, reinforcing a sense of impact.	3.27	3.40	3.27	3.00	-0.27 ▼