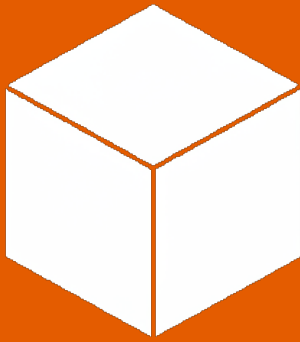




Feedback Results
Your CompanyName Here
2025

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.

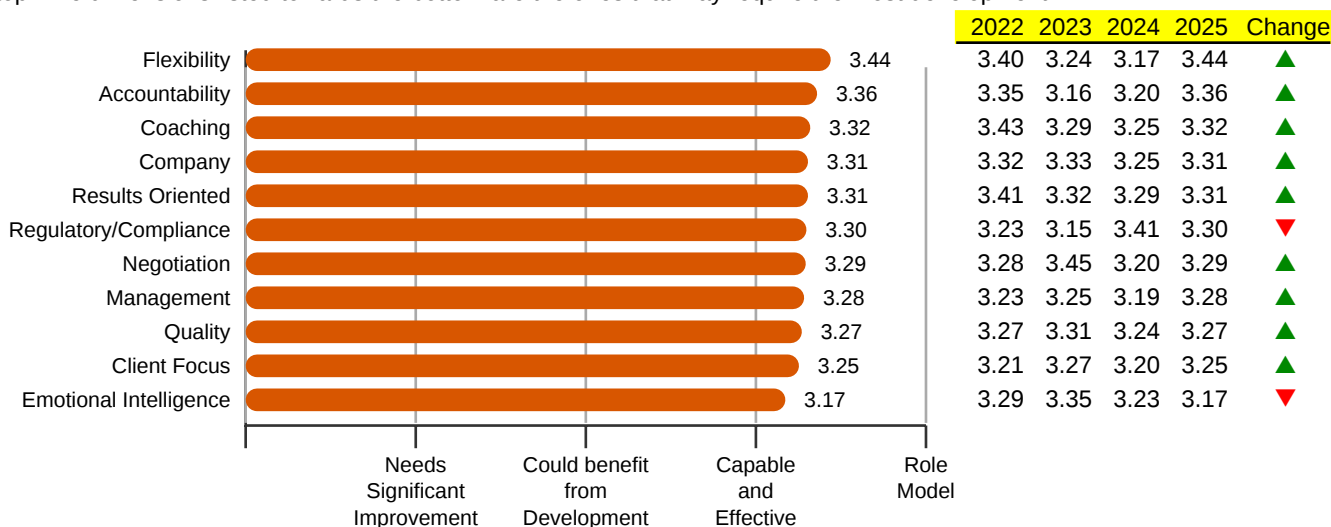
What to Do with Your Feedback

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

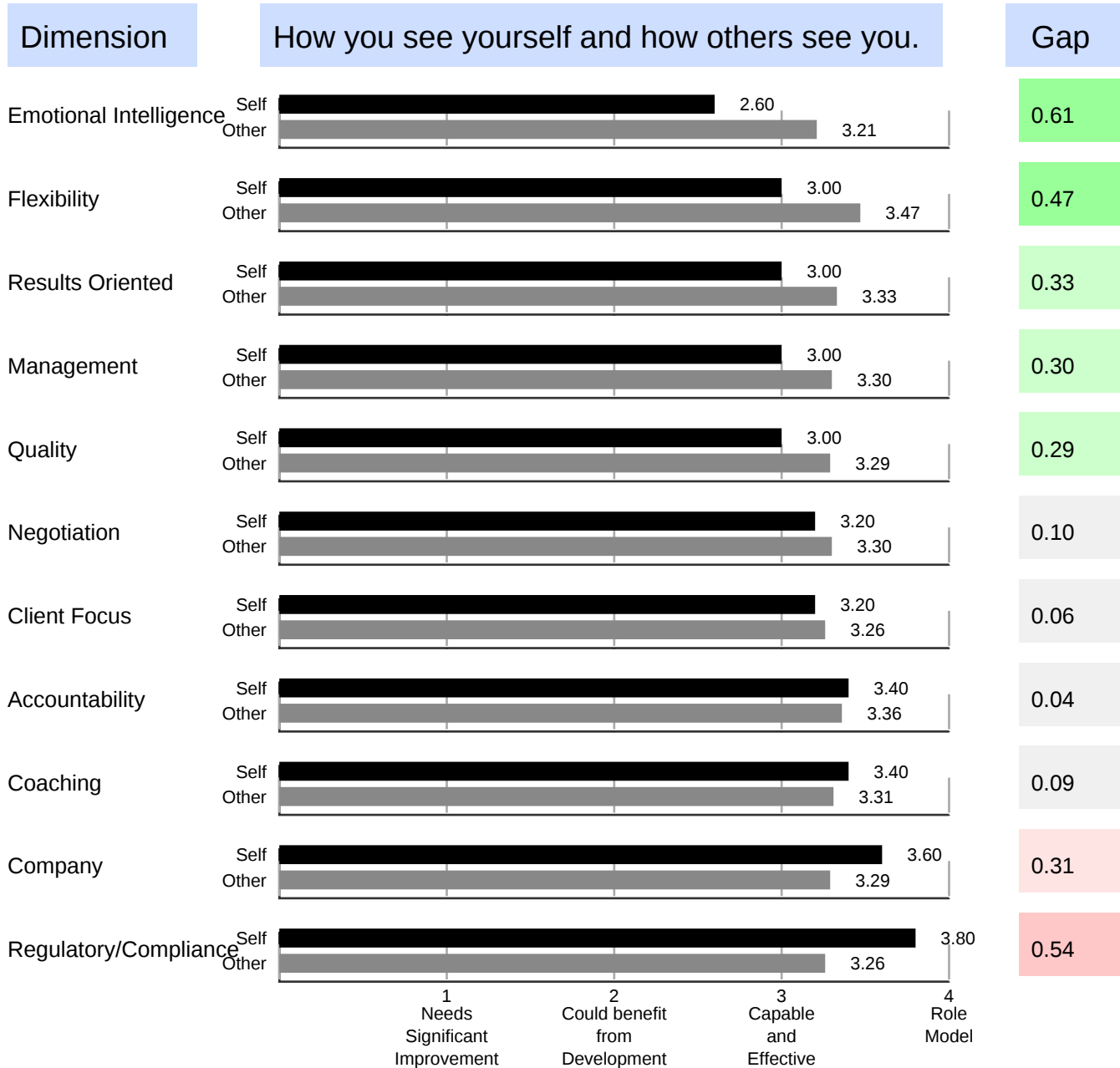
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



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
1. Ensures high consistency across batches or production runs.	15	3.20	86.7	13%	53%		33%
2. Holds employees accountable for their quality of work.	15	3.33	100.0		67%		33%
3. Views quality issues as a system failure rather than an individual failure.	15	3.33	93.3	7%	53%		40%
4. Promotes quality improvement practices in the department.	15	3.27	93.3	7%	60%		33%
5. Solves quality control issues.	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 high consistency across batches or production runs.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Holds employees accountable for their quality of work.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Views quality issues as a system failure rather than an individual failure.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Promotes quality improvement practices in the department.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Solves quality control issues.	3.00	3.20	3.13	3.21	+0.08 ▲

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
6. Achieves performance benchmarks.	15	3.47	100.0		53%		47%
7. Establishes clear performance standards and reinforces them through regular feedback.	15	3.40	93.3	7%	47%		47%
8. Sets benchmarks and milestones to measure progress toward the objectives.	15	3.20	86.7	13%	53%		33%
9. Reframes challenges as opportunities to innovate and improve performance.	15	3.27	86.7	13%	47%		40%
10. Channels personal energy into motivating others toward shared goals.	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. Achieves performance benchmarks.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Establishes clear performance standards and reinforces them through regular feedback.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Sets benchmarks and milestones to measure progress toward the objectives.	3.40	3.40	3.20	3.20	
9. Reframes challenges as opportunities to innovate and improve performance.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Channels personal energy into motivating others toward shared goals.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Expands productive capacity as demand for services increases.	15	3.67	100.0	33%	67%		
12. Agile and versatile when responding to critical issues.	15	3.40	93.3	7%	47%	47%	
13. Willing to deviate from rigid plans and consider a variety of methods, ensuring the most effective solution is applied.	15	3.13	86.7	13%	60%	27%	
14. Is open to alternative ways to accomplish goals	15	3.47	100.0	53%	47%		
15. Embraces change and is willing to pivot strategies based on new information.	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. Expands productive capacity as demand for services increases.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Agile and versatile when responding to critical issues.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Willing to deviate from rigid plans and consider a variety of methods, ensuring the most effective solution is applied.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Is open to alternative ways to accomplish goals	3.20	3.13	3.00	3.47	+0.47 ▲
15. Embraces change and is willing to pivot strategies based on new information.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Accepts personal responsibility for their actions.	15	3.47	93.3	7%	40%	53%	
17. Honors the commitments and promises made to customers/clients.	15	2.93	73.3	27%	53%		20%
18. Tackles issues head on and finds solutions.	15	3.40	93.3	7%	47%		47%
19. Handles sensitive information with discretion and confidentiality.	15	3.53	100.0		47%	53%	
20. Welcomes the responsibility for meeting the broad range of needs of stakeholders and clients.	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. Accepts personal responsibility for their actions.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Honors the commitments and promises made to customers/clients.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Tackles issues head on and finds solutions.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Handles sensitive information with discretion and confidentiality.	3.13	2.87	3.53	3.53	
20. Welcomes the responsibility for meeting the broad range of needs of stakeholders and clients.	3.40	3.20	2.87	3.47	+0.60 ▲

Emotional Intelligence

Ability to perceive, interpret, and understand the emotions of others.

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. Accurately perceives the emotional reactions of others.	15	3.00	80.0	20%	60%	20%	
22. Able to understand others' points of view.	15	3.53	100.0	47%	53%		
23. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.13	86.7	13%	60%	27%	
24. Is able to manage their own emotions.	15	3.13	80.0	7% 13%	40%	40%	
25. Is attentive to emotional cues and interprets others' feelings correctly.	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. Accurately perceives the emotional reactions of others.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Able to understand others' points of view.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Is able to manage their own emotions.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Is attentive to emotional cues and interprets others' feelings correctly.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Ensures the department consistently achieves production targets on time.	15	3.20	93.3	7%	60%		33%
27. Gives new assignments to employees to help them gain responsibilities.	15	3.40	93.3	7%	47%		47%
28. Adjusts strategic plans based on shifts in market conditions, stakeholder needs, or internal capabilities.	15	3.60	93.3	7%	27%	67%	
29. Connects individual responsibilities to broader organizational objectives.	15	3.20	86.7	13%	53%		33%
30. Helps the team stay focused by clearly communicating shifting priorities during times of uncertainty or transition.	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. Ensures the department consistently achieves production targets on time.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Gives new assignments to employees to help them gain responsibilities.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Adjusts strategic plans based on shifts in market conditions, stakeholder needs, or internal capabilities.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Connects individual responsibilities to broader organizational objectives.	3.21	3.20	3.20	3.20	
30. Helps the team stay focused by clearly communicating shifting priorities during times of uncertainty or transition.	2.87	3.27	3.07	3.00	-0.07 ▼

Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for 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
31. Reviews anti-retaliation policies to ensure compliance with government standards.	15	3.33	93.3	7%	53%	40%	
32. Reviews transactions for potential misconduct.	14	3.29	100.0		71%		29%
33. Maintains historical records and documents as needed/required.	15	3.27	100.0		73%		27%
34. Is professional and courteous in interactions with auditors and regulators.	15	3.47	93.3	7%	40%	53%	
35. Documents the performance of compliance audits.	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. Reviews anti-retaliation policies to ensure compliance with government standards.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Reviews transactions for potential misconduct.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Maintains historical records and documents as needed/required.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is professional and courteous in interactions with auditors and regulators.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Documents the performance of compliance audits.	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. Manages client accounts with high degree of competence.	15	3.20	93.3	7%	67%		27%
37. Adapts to changes proposed by the client.	15	3.33	93.3	7%	53%		40%
38. Ensures client commitments and requirements are met or exceeded	15	3.07	86.7	13%	67%		20%
39. Is consistent in services provided to clients.	15	3.33	100.0		67%		33%
40. Sets an example for excellent client relations.	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. Manages client accounts with high degree of competence.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Adapts to changes proposed by the client.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Ensures client commitments and requirements are met or exceeded	3.13	3.40	3.33	3.07	-0.27 ▼
39. Is consistent in services provided to clients.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Sets an example for excellent client relations.	3.00	3.20	3.27	3.33	+0.07 ▲

Coaching

Coaching is an essential leadership skill that enhances performance by fostering dialogue and active listening, asking open-ended questions, challenging assumptions, and tailoring approaches to individual needs. It involves reframing challenges as opportunities, broadening perspectives, providing constructive feedback, empowering employees, and emphasizing future potential. Effective coaching supports growth and development by creating a receptive environment, encouraging introspection and self-reflection, demonstrating empathy, investing time, and driving meaningful 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
41. Starts coaching sessions with a review of the employee's successes to set a positive tone.	15	3.33	93.3	7%	53%	40%	
42. Shows employees where they need to develop	15	3.40	93.3	7%	47%	47%	
43. Asks questions to encourage deeper engagement and active participation, helping the employee uncover insights and solutions on their own.	15	3.13	86.7	13%	60%	27%	
44. Asks employees to define or explain their goals, strategies, and motivations.	15	3.27	100.0		73%	27%	
45. Enables the proper workload balance for the employee to be able to effectively participate in coaching.	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. Starts coaching sessions with a review of the employee's successes to set a positive tone.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Shows employees where they need to develop	3.27	3.53	3.13	3.40	+0.27 ▲
43. Asks questions to encourage deeper engagement and active participation, helping the employee uncover insights and solutions on their own.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Asks employees to define or explain their goals, strategies, and motivations.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Enables the proper workload balance for the employee to be able to effectively participate in coaching.	3.20	3.33	3.13	3.47	+0.33 ▲

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
46. Changes communication styles to meet the listener's needs.	15	3.40	93.3	7%	47%	47%	
47. Sets and maintains firm negotiating limits and boundaries.	15	3.20	93.3	7%	67%		27%
48. Is resolute when stating priorities and non-negotiables.	15	3.20	93.3	7%	60%		33%
49. Establishes good working relationships with others.	15	3.47	100.0		53%		47%
50. Understands the motivations of the other party.	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. Changes communication styles to meet the listener's needs.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Sets and maintains firm negotiating limits and boundaries.	3.33	3.40	3.20	3.20	
48. Is resolute when stating priorities and non-negotiables.	3.60	3.33	3.20	3.20	
49. Establishes good working relationships with others.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Understands the motivations of the other party.	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. Hires the right people in the right places.	15	3.53	100.0		47%	53%	
52. Impresses upon others the important aspects of [Company].	15	3.27	93.3	7%	60%		33%
53. Maintains buildings in excellent working condition.	15	3.33	100.0		67%		33%
54. Reinforces the company's mission and values in everyday decisions and communications.	15	3.40	93.3	7%	47%		47%
55. Helps employee satisfaction by reminding employees of how their work contributes to the shared goals and long-term success of the company.	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. Hires the right people in the right places.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Impresses upon others the important aspects of [Company].	3.47	3.00	3.60	3.27	-0.33 ▼
53. Maintains buildings in excellent working condition.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Reinforces the company's mission and values in everyday decisions and communications.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Helps employee satisfaction by reminding employees of how their work contributes to the shared goals and long-term success of the company.	3.27	3.40	3.27	3.00	-0.27 ▼