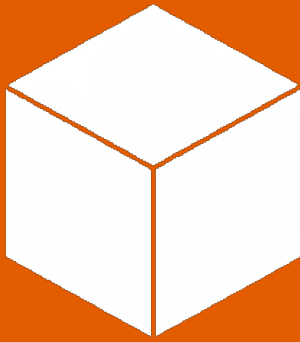




Feedback Results
Your CompanyName Here
2025

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.

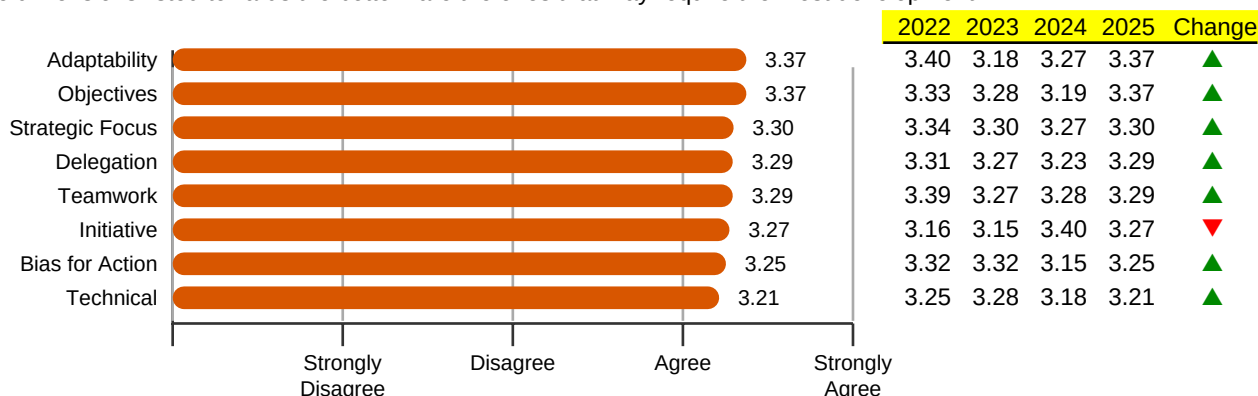
What to Do with Your Feedback

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

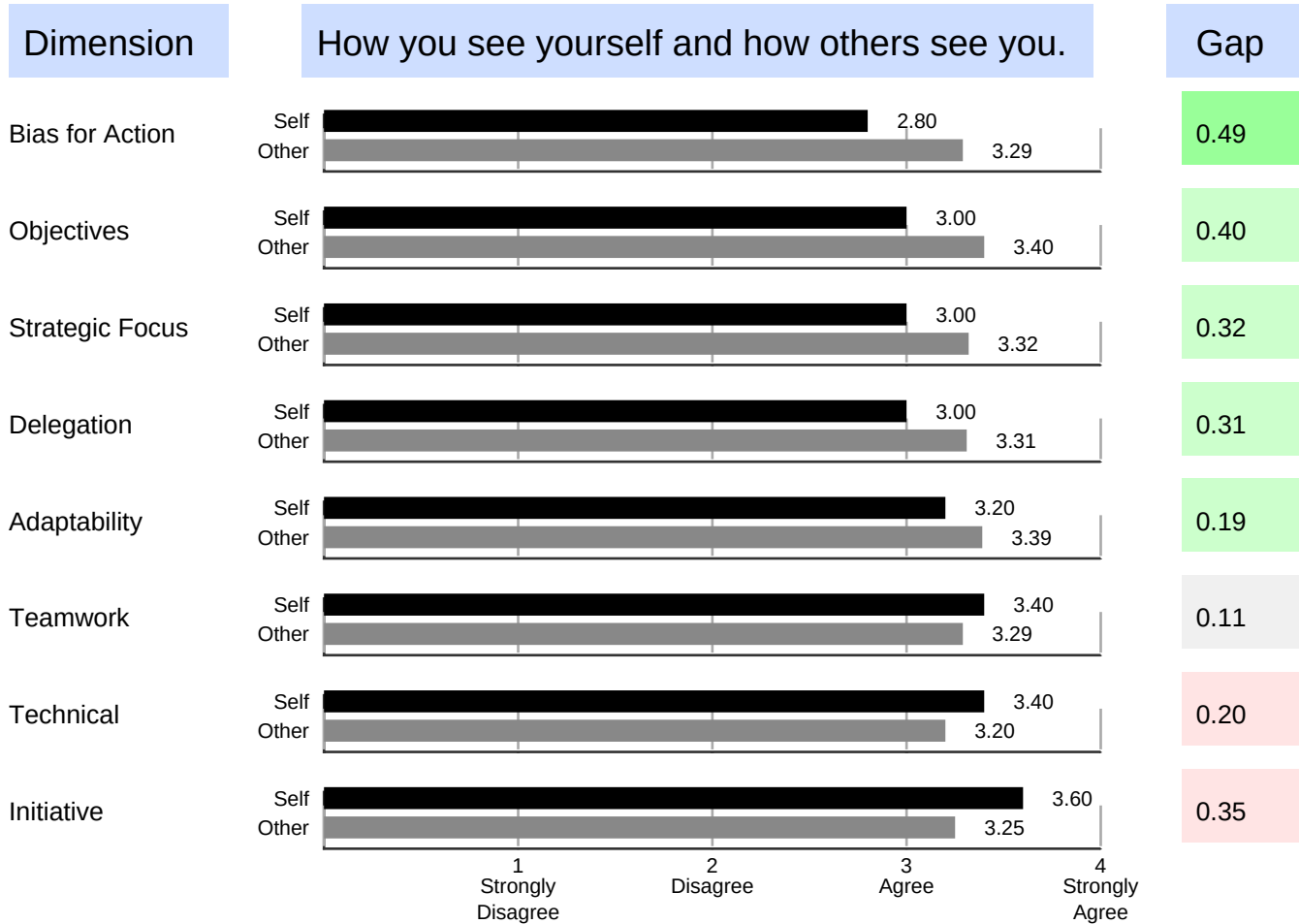
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Creates a mission statement describing the purpose for the organization.	15	3.20	86.7	13%	53%	33%	
2. Is effective in using strategic tools such as value chain analysis, business environment analysis, and competitor analysis.	15	3.33	100.0		67%		33%
3. Determines the best approach to achieving desired goals.	15	3.33	93.3	7%	53%		40%
4. Avoids complacency and strives to be ahead of changes in the business environment.	15	3.27	93.3	7%	60%		33%
5. Makes sure the objectives are clearly communicated and understood.	14	3.21	85.7	14%	50%		36%
6. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	3.47	100.0		53%		47%
7. Identifies areas where return on investment can be improved.	15	3.40	93.3	7%	47%		47%
8. Ensures adherence to the strategy to sustain achievement of targeted levels of organizational performance.	15	3.20	86.7	13%	53%		33%
9. Able to formulate strategy at the corporate level.	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. Creates a mission statement describing the purpose for the organization.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is effective in using strategic tools such as value chain analysis, business environment analysis, and competitor analysis.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Determines the best approach to achieving desired goals.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Avoids complacency and strives to be ahead of changes in the business environment.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Makes sure the objectives are clearly communicated and understood.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Identifies areas where return on investment can be improved.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Ensures adherence to the strategy to sustain achievement of targeted levels of organizational performance.	3.40	3.40	3.20	3.20	
9. Able to formulate strategy at the corporate level.	3.53	3.40	3.60	3.27	-0.33 ▼

Objectives

Establishes and completes 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
10. Able to organize work.	15	3.20	93.3	7%	67%		27%
11. Assures [Company] principles are understood, employed & pursued.	15	3.67	100.0		33%	67%	
12. Sets long-term and short-term goals.	15	3.40	93.3	7%	47%		47%
13. Ability to establish realistic goals.	15	3.13	86.7	13%	60%		27%
14. Communicates goals and objectives to employees.	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. Able to organize work.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Assures [Company] principles are understood, employed & pursued.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Sets long-term and short-term goals.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Ability to establish realistic goals.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Communicates goals and objectives to employees.	3.20	3.13	3.00	3.47	+0.47 ▲

Adaptability

Adaptability is the ability to adjust to new responsibilities, changing circumstances, and uncertain environments while maintaining efficiency and effectiveness. It involves embracing shifts in organizational structure, technology, and processes, as well as modifying strategies, perspectives, and priorities to align with evolving business needs. By continuously developing skills, assisting others through transitions, and refining workflows, adaptability fosters resilience, innovation, and long-term success in dynamic environments.

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. Able to adjust plans as needed for implementation of projects.	15	3.53	100.0		47%	53%	
16. Pursues alternate courses of action as necessary.	15	3.47	93.3	7%	40%	53%	
17. Adapts policies to better meet the needs of employees.	15	2.93	73.3	27%	53%	20%	
18. Adapts to diversity within the team.	15	3.40	93.3	7%	47%	47%	
19. Embraces changes in technology and automation.	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. Able to adjust plans as needed for implementation of projects.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Pursues alternate courses of action as necessary.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Adapts policies to better meet the needs of employees.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Adapts to diversity within the team.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Embraces changes in technology and automation.	3.13	2.87	3.53	3.53	

Bias for Action

Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

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. Takes accountability for progress, demonstrating a strong commitment to action.	15	3.47	100.0		53%		47%
21. Thinks outside the box to find innovative solutions to problems.	15	3.00	80.0	20%		60%	20%
22. Takes initiative and starts working towards solutions immediately.	15	3.53	100.0		47%		53%
23. Breaks down complex tasks into more manageable steps.	15	3.13	86.7	13%		60%	27%
24. Assists others to ensure that everyone is on track to help the team reach its goals faster.	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. Takes accountability for progress, demonstrating a strong commitment to action.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Thinks outside the box to find innovative solutions to problems.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Takes initiative and starts working towards solutions immediately.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Breaks down complex tasks into more manageable steps.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Assists others to ensure that everyone is on track to help the team reach its goals faster.	3.33	3.47	3.33	3.13	-0.20 ▼

Delegation

Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

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. Delegates tasks that allow employees to demonstrate leadership potential in safe, supported contexts.	15	3.07	86.7	13%	67%	20%	
26. Allows employees the space to manage their own workload effectively.	15	3.20	93.3	7%	60%	33%	
27. Assesses the complexity and importance of tasks to be delegated.	15	3.40	93.3	7%	47%	47%	
28. Assigns work that aligns with employees' interests to foster engagement and improve performance.	15	3.60	93.3	7%	27%	67%	
29. Strategically selects assignments that support an employee's growth within the organization.	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. Delegates tasks that allow employees to demonstrate leadership potential in safe, supported contexts.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Allows employees the space to manage their own workload effectively.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Assesses the complexity and importance of tasks to be delegated.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Assigns work that aligns with employees' interests to foster engagement and improve performance.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Strategically selects assignments that support an employee's growth within the organization.	3.21	3.20	3.20	3.20	

Initiative

Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

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. Is motivated to resolve issues right away.	14	3.00	92.9	7%	79%		14%
31. Is a self-starter. Does not wait to be told to do something.	15	3.33	93.3	7%	53%		40%
32. When working on a problem in a team, they are often the first to suggest possible solutions.	14	3.29	100.0		71%		29%
33. Transforms opportunity into actions.	15	3.27	100.0		73%		27%
34. Cleans the workspace without being told.	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. Is motivated to resolve issues right away.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Is a self-starter. Does not wait to be told to do something.	3.13	3.07	3.47	3.33	-0.13 ▼
32. When working on a problem in a team, they are often the first to suggest possible solutions.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Transforms opportunity into actions.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Cleans the workspace without being told.	3.33	3.00	3.53	3.47	-0.07 ▼

Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

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. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.13	86.7	13%	60%		27%
36. Seeks information from others as needed.	15	3.20	93.3	7%	67%		27%
37. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.33	93.3	7%	53%		40%
38. Is knowledgeable of procedures or systems necessary for the job.	15	3.07	86.7	13%	67%		20%
39. Willingly shares information and expertise; sought out as resource by others	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. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.20	3.27	3.13	3.13	
36. Seeks information from others as needed.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Is knowledgeable of procedures or systems necessary for the job.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Willingly shares information and expertise; sought out as resource by others	3.20	3.27	3.00	3.33	+0.33 ▲

Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building.

To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members.

Some teams have a specified leader to help supervise or coach other team members.

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. Fosters an environment that promotes active listening on the team.	15	3.33	100.0		67%		33%
41. Fosters teamwork rather than individual competition	15	3.33	93.3	7%	53%		40%
42. Works cooperatively with others to solve problems.	15	3.40	93.3	7%	47%		47%
43. Promotes open communication on the team.	15	3.13	86.7	13%	60%		27%
44. Willing to listen to the ideas of other team members.	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. Fosters an environment that promotes active listening on the team.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Fosters teamwork rather than individual competition	3.47	3.20	2.93	3.33	+0.40 ▲
42. Works cooperatively with others to solve problems.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Promotes open communication on the team.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Willing to listen to the ideas of other team members.	3.33	3.27	3.87	3.27	-0.60 ▼