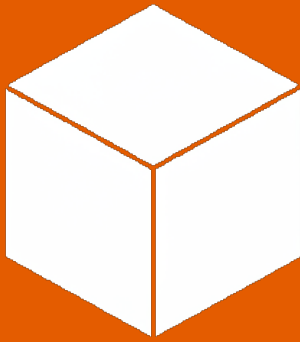




Feedback Results
Your CompanyName Here
2025

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.

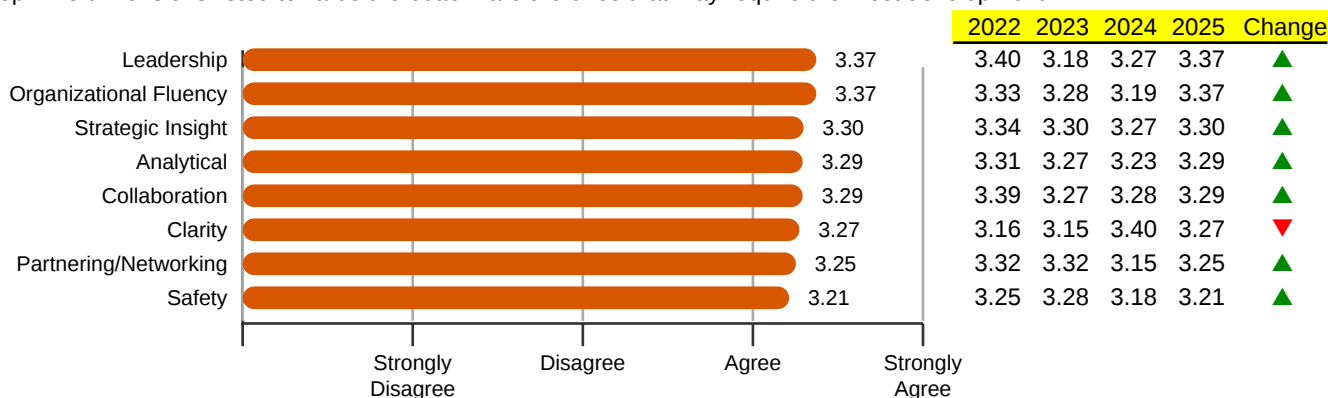
What to Do with Your Feedback

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

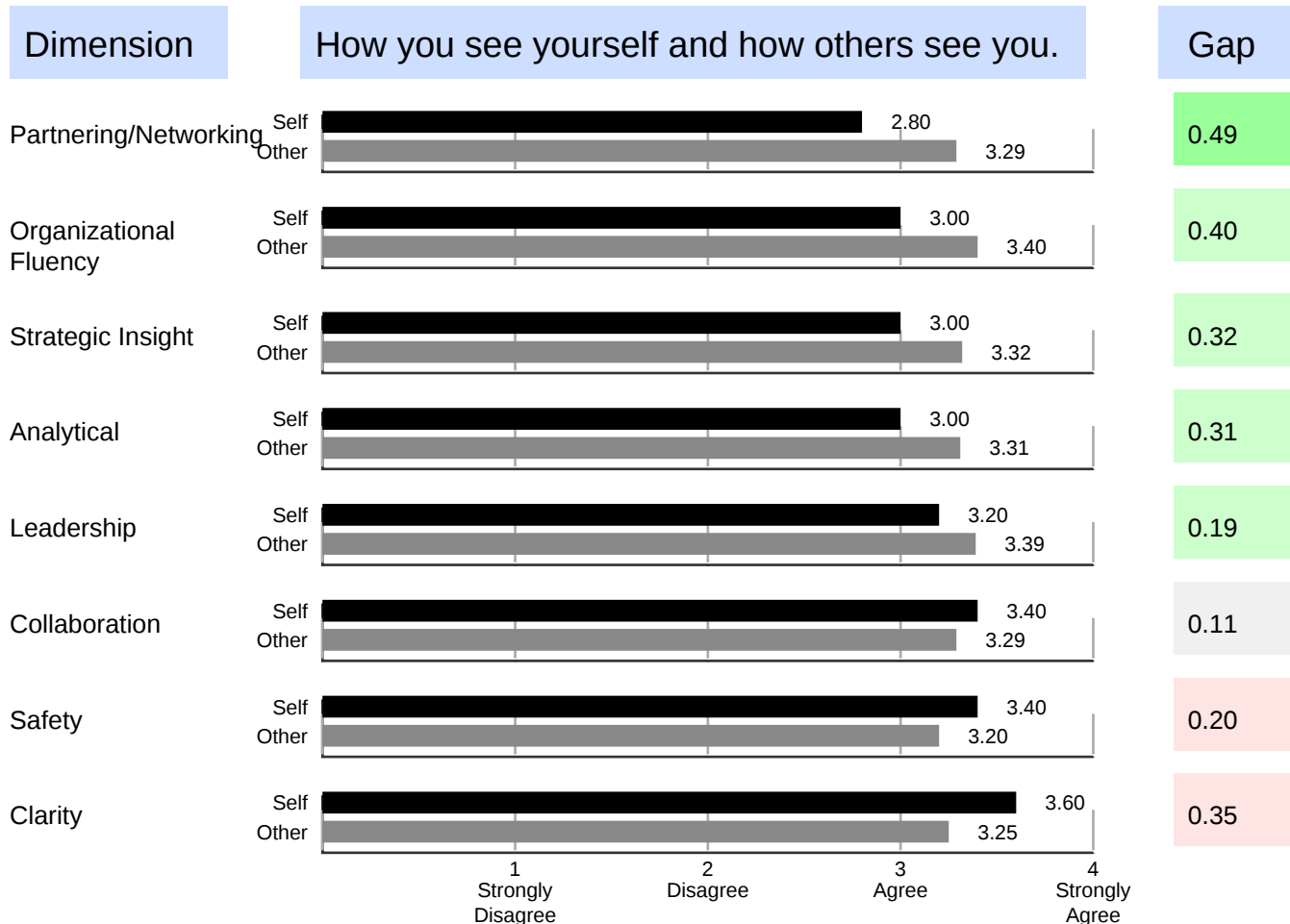
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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 Insight

Strategic Insight is the ability to synthesize observations, data, and interactions into forward-looking decisions that align organizational goals with evolving market and stakeholder needs. It requires a deep understanding of business cycles, customer expectations, and internal dynamics--supported by analytical rigor, clear communication, and collaborative engagement across diverse groups. Managers with strategic insight anticipate challenges, adjust plans responsively, and foster innovation through creative problem solving and informed planning.

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. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	15	3.20	86.7	13%	53%	33%	
2. Leverages internal expertise and external partnerships to expand strategic capabilities.	15	3.33	100.0		67%		33%
3. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations.	15	3.33	93.3	7%	53%		40%
4. Maintains knowledge of current trends in the industry.	15	3.27	93.3	7%	60%		33%
5. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	14	3.21	85.7	14%	50%		36%
6. Develops a plan and strategy for each functional area within the mission statement.	15	3.47	100.0		53%		47%
7. Allocates proper resources for employee training to meet future needs based on insight into employee skill levels.	15	3.40	93.3	7%	47%		47%
8. Pursues strategic alliances with valued partners.	15	3.20	86.7	13%	53%		33%
9. Identifies potential problems before they become critical incidents.	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. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Leverages internal expertise and external partnerships to expand strategic capabilities.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Maintains knowledge of current trends in the industry.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Develops a plan and strategy for each functional area within the mission statement.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Allocates proper resources for employee training to meet future needs based on insight into employee skill levels.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Pursues strategic alliances with valued partners.	3.40	3.40	3.20	3.20	
9. Identifies potential problems before they become critical incidents.	3.53	3.40	3.60	3.27	-0.33 ▼

Organizational Fluency

Able to work within the department/division/organization. Understand how different parts of the business interact.

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. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.20	93.3	7%	67%		27%
11. Gets things done through the department.	15	3.67	100.0		33%	67%	
12. Able to deal with sensitive issues with tact and professionalism.	15	3.40	93.3	7%	47%		47%
13. Understands the current organizational culture.	15	3.13	86.7	13%	60%		27%
14. Able to explain departmental policies and procedures to others.	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. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Gets things done through the department.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Able to deal with sensitive issues with tact and professionalism.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Understands the current organizational culture.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Able to explain departmental policies and procedures to others.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Provides challenging assignments to employees.	15	3.53	100.0			47%	53%
16. Shares information with the employees in the department.	15	3.47	93.3	7%	40%		53%
17. Mentors employees.	15	2.93	73.3	27%		53%	20%
18. Creates opportunities for employees to lead projects, teams, or initiatives to build leadership capacity.	15	3.40	93.3	7%	47%		47%
19. Able to develop average employees into high performing employees.	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. Provides challenging assignments to employees.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Shares information with the employees in the department.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Mentors employees.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Creates opportunities for employees to lead projects, teams, or initiatives to build leadership capacity.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Able to develop average employees into high performing employees.	3.13	2.87	3.53	3.53	

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
20. Aims to foster and sustain relationships rooted in trust and commitment.	15	3.47	100.0		53%		47%
21. Forms strategic alliances with firms that specialize in areas that are complementary or help the company.	15	3.00	80.0	20%		60%	20%
22. Plans and engages resources to the partnership effort while monitoring and evaluating progress and achievements.	15	3.53	100.0		47%		53%
23. Balances the strategic interests of those involved to maintain alliances.	15	3.13	86.7	13%		60%	27%
24. Seeks an understanding of diverse functions within the Company.	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. Aims to foster and sustain relationships rooted in trust and commitment.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Forms strategic alliances with firms that specialize in areas that are complementary or help the company.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Plans and engages resources to the partnership effort while monitoring and evaluating progress and achievements.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Balances the strategic interests of those involved to maintain alliances.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Seeks an understanding of diverse functions within the Company.	3.33	3.47	3.33	3.13	-0.20 ▼

Analytical

Analytical skills are the ability to think critically, be open-minded, and reduce complex issues into more manageable parts. The ability to collect, validate, and analyze data is important for making decisions, forecasting, and developing models. Attention to detail and a willingness to work with quantitative data are needed. Having a good understanding of systems, how to present data, and how to conduct research is useful. Analytical skills also require a certain degree of curiosity.

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. Makes decisions based on solid, credible evidence rather than personal biases or preconceived notions.	15	3.07	86.7	13%	67%		20%
26. Presents quantitative data in a clear and concise manner aiding in making persuasive and evidence-based arguments.	15	3.20	93.3	7%	60%		33%
27. Determines the relevance and accuracy of information.	15	3.40	93.3	7%	47%		47%
28. Evaluates assumptions before taking actions.	15	3.60	93.3	7%	27%	67%	
29. Recognizes patterns, draws logical conclusions, and makes recommendations for action.	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. Makes decisions based on solid, credible evidence rather than personal biases or preconceived notions.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Presents quantitative data in a clear and concise manner aiding in making persuasive and evidence-based arguments.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Determines the relevance and accuracy of information.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Evaluates assumptions before taking actions.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Recognizes patterns, draws logical conclusions, and makes recommendations for action.	3.21	3.20	3.20	3.20	

Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.
Able to express ideas effectively.

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 clear about the roles and duties of team members.	14	3.00	92.9	7%	79%		14%
31. Seeks to reduce ambiguity in messaging and documents.	15	3.33	93.3	7%	53%		40%
32. Writes clear job descriptions for positions in the organization.	14	3.29	100.0		71%		29%
33. Checks details thoroughly.	15	3.27	100.0		73%		27%
34. Clearly defines work objectives for employees.	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 clear about the roles and duties of team members.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Seeks to reduce ambiguity in messaging and documents.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Writes clear job descriptions for positions in the organization.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Checks details thoroughly.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Clearly defines work objectives for employees.	3.33	3.00	3.53	3.47	-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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Seeks to reduce the likelihood of accidents.	15	3.13	86.7	13%	60%		27%
36. Mitigates hazards and safety issues that arise.	15	3.20	93.3	7%	67%		27%
37. Commits adequate resources toward safety measures.	15	3.33	93.3	7%	53%		40%
38. Develops safety guidelines for the department.	15	3.07	86.7	13%	67%		20%
39. Participates in safety training when available.	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. Seeks to reduce the likelihood of accidents.	3.20	3.27	3.13	3.13	
36. Mitigates hazards and safety issues that arise.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Commits adequate resources toward safety measures.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Develops safety guidelines for the department.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Participates in safety training when available.	3.20	3.27	3.00	3.33	+0.33 ▲

Collaboration

Collaboration is the process of fostering open communication, building trust-based relationships, and promoting a cooperative environment where information is shared freely and all team members contribute to shared goals. It involves active participation, consensus-building, and shared decision-making, ensuring diverse perspectives are valued while addressing challenges through teamwork and problem-solving. Strong collaboration is rooted in mutual respect, commitment, and the effective use of digital tools to enhance efficiency, minimize misunderstandings, and create a culture of transparency and innovation.

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. Is a trustworthy and credible partner.	15	3.33	100.0		67%		33%
41. Creates an environment to support free exchange of information.	15	3.33	93.3	7%	53%		40%
42. Works to get buy-in of individuals based on common good of business.	15	3.40	93.3	7%	47%		47%
43. Actively seeks opportunities to work with colleagues to address and resolve challenges.	15	3.13	86.7	13%	60%		27%
44. Works with others to manage conflicts using a constructive approach.	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. Is a trustworthy and credible partner.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Creates an environment to support free exchange of information.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Works to get buy-in of individuals based on common good of business.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Actively seeks opportunities to work with colleagues to address and resolve challenges.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Works with others to manage conflicts using a constructive approach.	3.33	3.27	3.87	3.27	-0.60 ▼