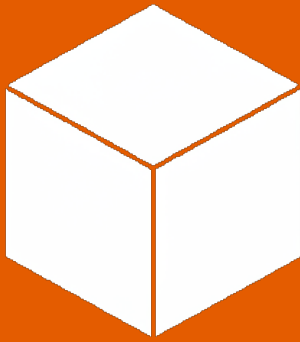




Feedback Results
Your CompanyName Here
2025

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.

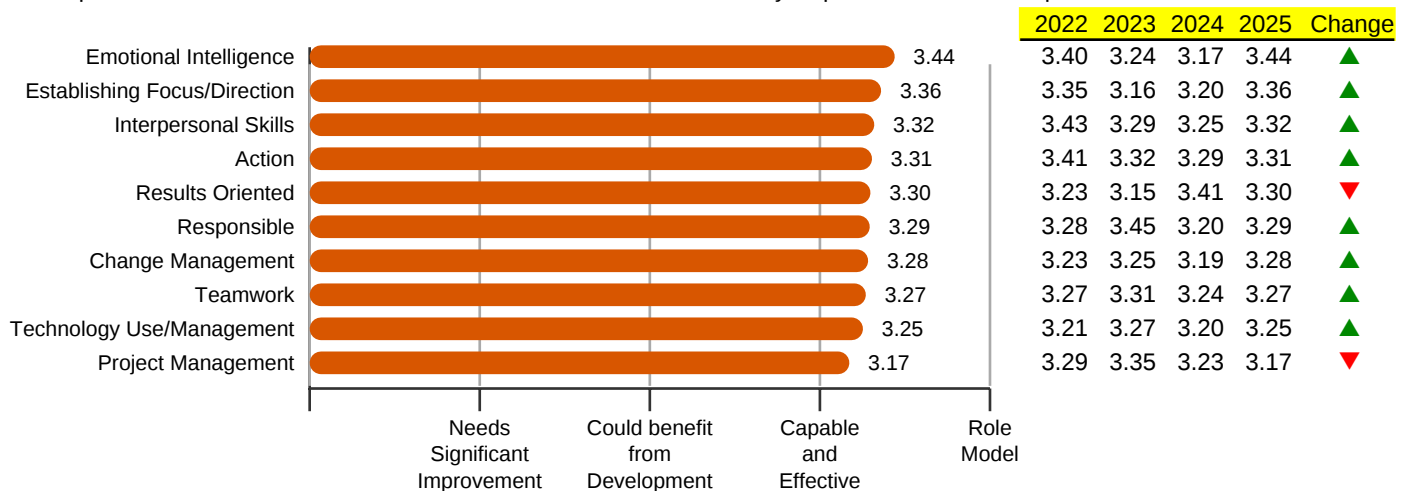
What to Do with Your Feedback

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

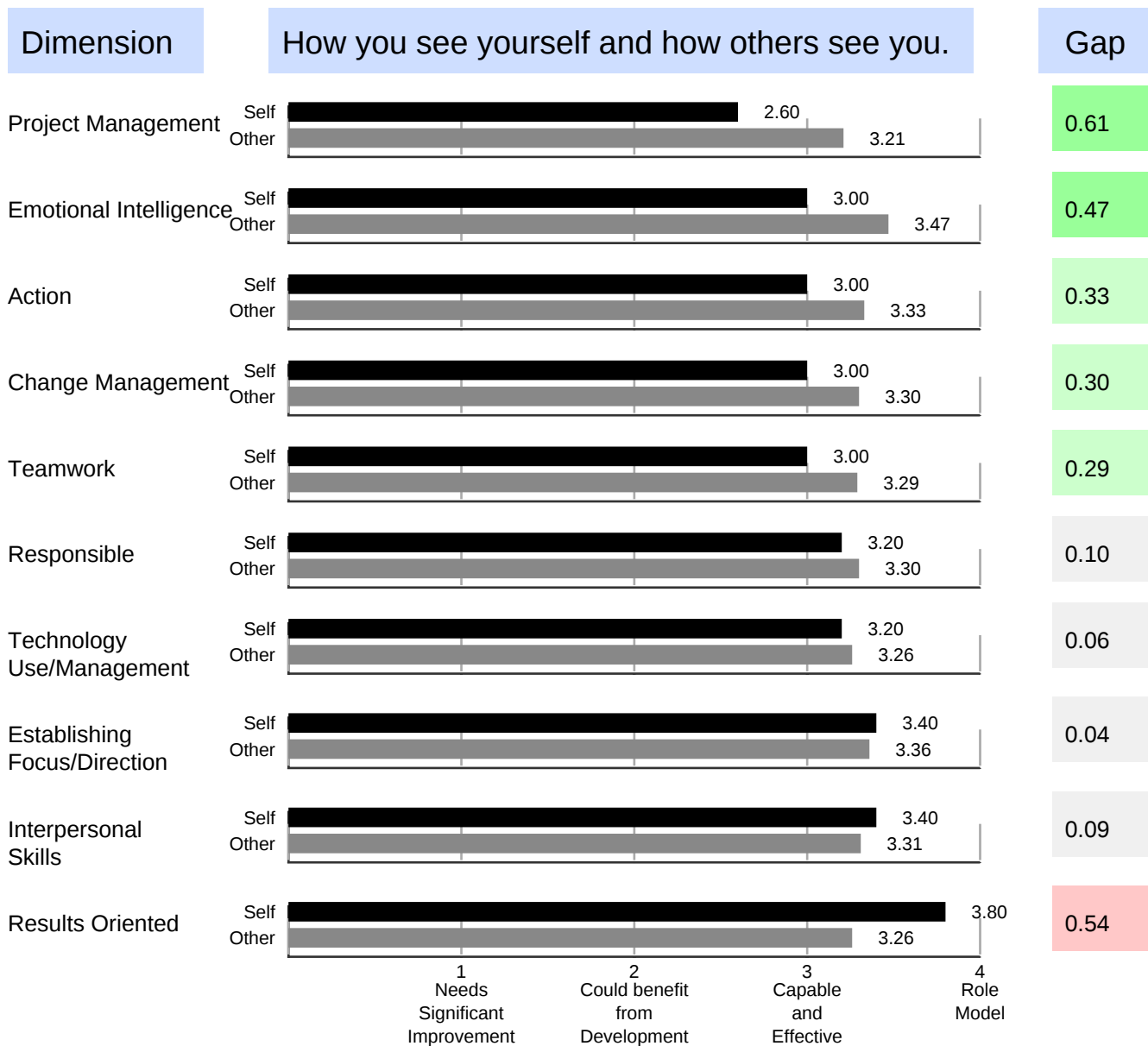
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Willingly share their technical expertise	15	3.20	86.7	13%	53%		33%
2. Works with other team members to identify bottle necks in the production process.	15	3.33	100.0		67%		33%
3. Helps the team exercise good judgment by making sound and informed decisions.	15	3.33	93.3	7%	53%		40%
4. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	15	3.27	93.3	7%	60%		33%
5. Carries his/her share of the workload	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. Willingly share their technical expertise	3.20	3.20	3.00	3.20	+0.20 ▲
2. Works with other team members to identify bottle necks in the production process.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Helps the team exercise good judgment by making sound and informed decisions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Carries his/her share of the workload	3.00	3.20	3.13	3.21	+0.08 ▲

Action

Action reflects the ability to proactively address challenges, take initiative, and act decisively to drive results while fostering a culture of excellence and continuous improvement. It involves being resourceful, ambitious, and tenacious in overcoming obstacles, as well as responsive and preemptive in mitigating potential issues. Effective action includes delegating tasks appropriately, maintaining responsibility, and ensuring timely, results-oriented efforts to achieve goals with efficiency 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Persists in work despite obstacles encountered.	15	3.47	100.0		53%		47%
7. Anticipates needs and takes pre-emptive action to address the issue.	15	3.40	93.3	7%	47%		47%
8. Does not procrastinate when there is a job to be done.	15	3.20	86.7	13%	53%		33%
9. Initiates projects or tasks that have a positive impact on the team.	15	3.27	86.7	13%	47%		40%
10. Takes action when opportunities arise.	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. Persists in work despite obstacles encountered.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Anticipates needs and takes pre-emptive action to address the issue.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Does not procrastinate when there is a job to be done.	3.40	3.40	3.20	3.20	
9. Initiates projects or tasks that have a positive impact on the team.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Takes action when opportunities arise.	3.33	3.47	3.27	3.20	-0.07 ▼

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
11. Is able to express themselves clearly.	15	3.67	100.0	33%	67%		
12. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.40	93.3	7%	47%	47%	
13. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.13	86.7	13%	60%	27%	
14. Able to understand others' points of view.	15	3.47	100.0	53%	47%		
15. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	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. Is able to express themselves clearly.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is attentive to emotional cues and interprets others' feelings correctly.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Able to understand others' points of view.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.67	3.27	3.20	3.53	+0.33 ▲

Establishing Focus/Direction

Establishing Focus/Direction is the ability to align people, plans, and resources toward meaningful goals by setting clear expectations, creating structure, and maintaining strategic clarity. It involves setting clear goals that connect individual efforts to organizational priorities, and applying situational awareness to assess risks, opportunities, and team dynamics. Managers demonstrate this competency by designing procedures, building schedules, guiding performance, and prioritizing tasks and resources to keep teams focused and productive. Success in this area also requires flexibility, self-discipline, and a commitment to monitoring progress, preparing resources, and sustaining attention through changing 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
16. Monitors the workload balance and their impact on employees.	15	3.47	93.3	7%	40%	53%	
17. Encourages employees to focus on getting results now.	15	2.93	73.3	27%	53%		20%
18. Identifies areas for improvement and makes any necessary course corrections.	15	3.40	93.3	7%	47%		47%
19. Allocates time, personnel, and tools based on task complexity and team capacity.	15	3.53	100.0		47%	53%	
20. Ensures that each team member is assigned some part of the project.	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. Monitors the workload balance and their impact on employees.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Encourages employees to focus on getting results now.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Identifies areas for improvement and makes any necessary course corrections.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Allocates time, personnel, and tools based on task complexity and team capacity.	3.13	2.87	3.53	3.53	
20. Ensures that each team member is assigned some part of the project.	3.40	3.20	2.87	3.47	+0.60 ▲

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

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. Uses appropriate technology to efficiently communicate with team members.	15	3.00	80.0	20%	60%		20%
22. Hold team members accountable for completing specific tasks on the project.	15	3.53	100.0	47%	53%		
23. Prepares and utilizes QC Checklists to ensure high quality.	15	3.13	86.7	13%	60%		27%
24. Develops action items, workplans, timelines, and criteria for projects.	15	3.13	80.0	7% 13%	40%		40%
25. Establishes the scope for the project.	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. Uses appropriate technology to efficiently communicate with team members.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Hold team members accountable for completing specific tasks on the project.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Prepares and utilizes QC Checklists to ensure high quality.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Develops action items, workplans, timelines, and criteria for projects.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Establishes the scope for the project.	3.27	3.33	3.27	3.07	-0.20 ▼

Change Management

Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments. Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Recognizes progress and achievements to reinforce motivation and commitment to the change.	15	3.20	93.3	7%	60%		33%
27. Leads a cross-functional team with employees from different departments to implement changes.	15	3.40	93.3	7%	47%		47%
28. Acts with agility in various situations.	15	3.60	93.3	7%	27%	67%	
29. Conducts a market competitive analysis to determine where the organization may need to change to better meet the needs of the marketplace.	15	3.20	86.7	13%	53%		33%
30. Builds organizational awareness of the need for changes.	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. Recognizes progress and achievements to reinforce motivation and commitment to the change.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Leads a cross-functional team with employees from different departments to implement changes.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Acts with agility in various situations.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Conducts a market competitive analysis to determine where the organization may need to change to better meet the needs of the marketplace.	3.21	3.20	3.20	3.20	
30. Builds organizational awareness of the need for changes.	2.87	3.27	3.07	3.00	-0.07 ▼

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
31. Follows up consistently on commitments and deadlines to ensure progress is sustained.	15	3.33	93.3	7%	53%		40%
32. Directs team in prioritizing daily work activities	14	3.29	100.0		71%		29%
33. Sets challenging goals to be achieved.	15	3.27	100.0		73%		27%
34. Pursues performance benchmarks despite obstacles and setbacks.	15	3.47	93.3	7%	40%		53%
35. Recognizes the problem that needs to be solved.	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. Follows up consistently on commitments and deadlines to ensure progress is sustained.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Directs team in prioritizing daily work activities	3.40	3.07	3.60	3.29	-0.31 ▼
33. Sets challenging goals to be achieved.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Pursues performance benchmarks despite obstacles and setbacks.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Recognizes the problem that needs to be solved.	3.20	3.27	3.13	3.13	

Technology Use/Management

Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Adopts the implementation of new technology into the workplace.	15	3.20	93.3	7%	67%		27%
37. Supports employee training and development initiatives regarding implementation of technology.	15	3.33	93.3	7%	53%		40%
38. Uses technology in decision making and problem solving.	15	3.07	86.7	13%	67%		20%
39. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.33	100.0		67%		33%
40. Proficient in the use of technical systems and processes.	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. Adopts the implementation of new technology into the workplace.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Supports employee training and development initiatives regarding implementation of technology.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Uses technology in decision making and problem solving.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Proficient in the use of technical systems and processes.	3.00	3.20	3.27	3.33	+0.07 ▲

Interpersonal Skills

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

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. Attends to both the content and the context of what was being said.	15	3.33	93.3	7%	53%		40%
42. Anticipates the concerns of other employees.	15	3.40	93.3	7%	47%		47%
43. Builds a strong rapport with co-workers.	15	3.13	86.7	13%	60%		27%
44. Is honest about making mistakes and willing to fix them.	15	3.27	100.0		73%		27%
45. Assists employees that need help.	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. Attends to both the content and the context of what was being said.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Anticipates the concerns of other employees.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Builds a strong rapport with co-workers.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Is honest about making mistakes and willing to fix them.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Assists employees that need help.	3.20	3.33	3.13	3.47	+0.33 ▲

Responsible

Takes responsibility for actions and sets a good example for 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
46. Sets a good example.	15	3.40	93.3	7%	47%	47%	
47. Completes assigned work tasks.	15	3.20	93.3	7%	67%		27%
48. Responsible for setting the vision of the department.	15	3.20	93.3	7%	60%		33%
49. ...takes personal responsibility for results.	15	3.47	100.0		53%		47%
50. Is a person you can trust.	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. Sets a good example.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Completes assigned work tasks.	3.33	3.40	3.20	3.20	
48. Responsible for setting the vision of the department.	3.60	3.33	3.20	3.20	
49. ...takes personal responsibility for results.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Is a person you can trust.	3.20	3.67	3.27	3.20	-0.07 ▼