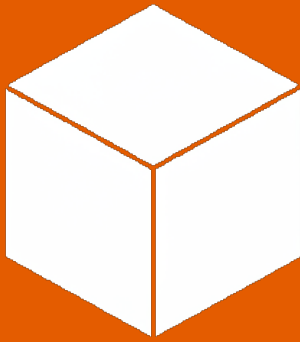




Feedback Results
Your CompanyName Here
2025

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.

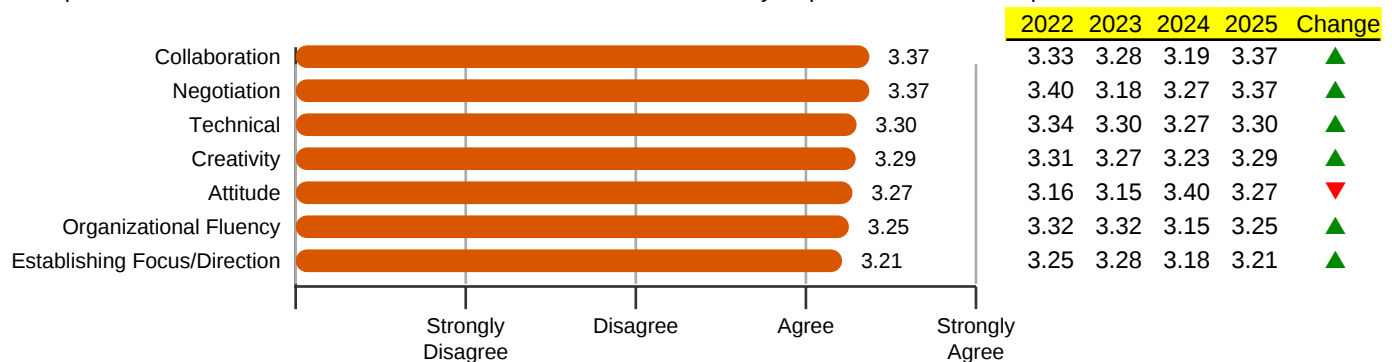
What to Do with Your Feedback

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

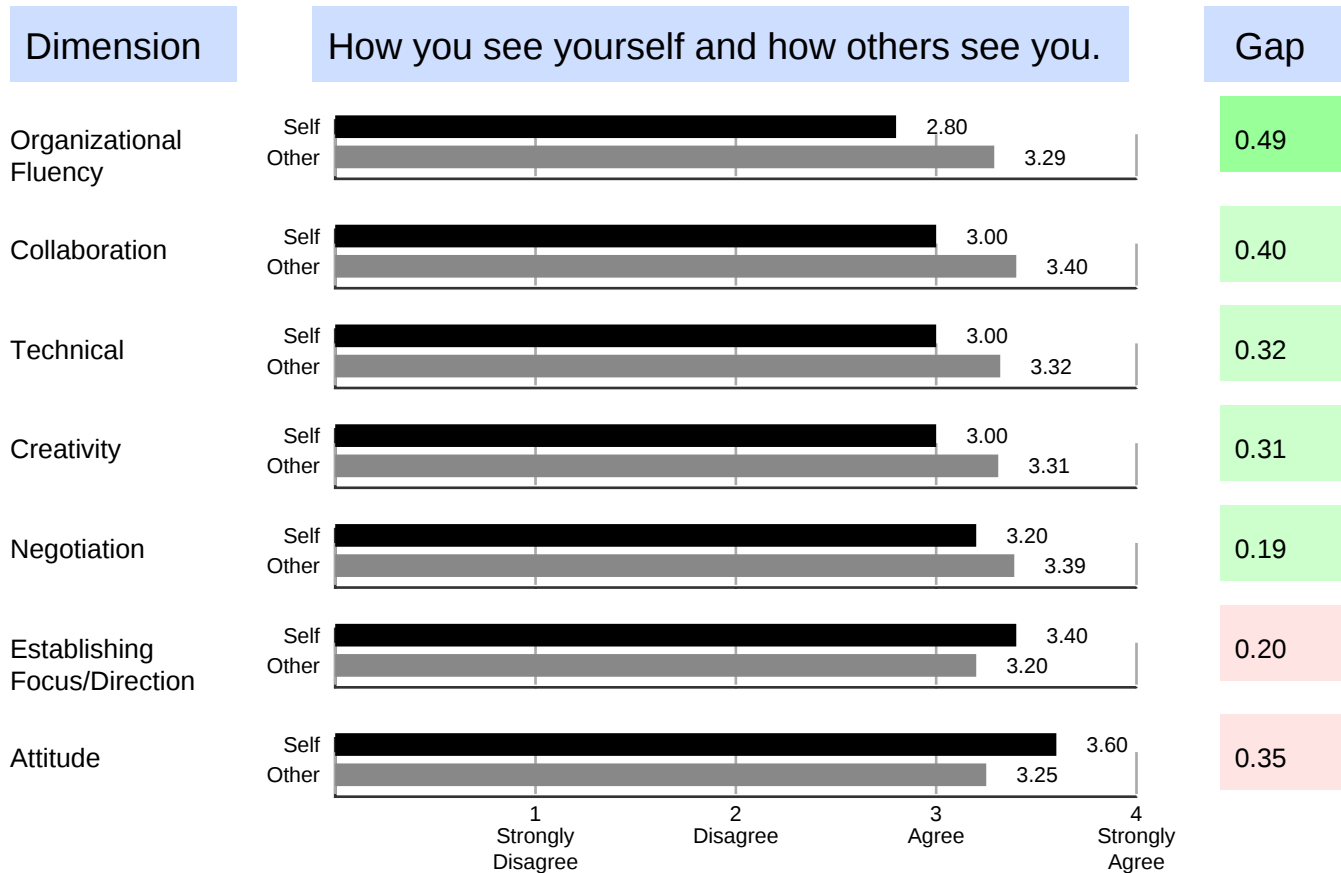
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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
1. Demonstrates mastery of the technical competencies required in his/her work.	15	3.20	86.7	13%	53%		33%
2. Is knowledgeable of procedures or systems necessary for the job.	15	3.33	100.0		67%		33%
3. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.33	93.3	7%	53%		40%
4. Seeks information from others as needed.	15	3.27	93.3	7%	60%		33%
5. Willingly shares information and expertise; sought out as resource by others	14	3.21	85.7	14%	50%		36%
6. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.47	100.0		53%		47%
7. Willingly shares his/her technical expertise; sought out as resource by others	15	3.40	93.3	7%	47%		47%
8. Knows how to produce high quality products/work.	15	3.20	86.7	13%	53%		33%
9. 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	3.27	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. Demonstrates mastery of the technical competencies required in his/her work.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is knowledgeable of procedures or systems necessary for the job.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.40	3.40	3.27	3.33	+0.07 ▲
4. Seeks information from others as needed.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Willingly shares information and expertise; sought out as resource by others	3.00	3.20	3.13	3.21	+0.08 ▲
6. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.40	3.13	3.07	3.47	+0.40 ▲

Item	2022	2023	2024	2025	Change
7. Willingly shares his/her technical expertise; sought out as resource by others	3.40	3.20	3.33	3.40	+0.07 ▲
8. Knows how to produce high quality products/work.	3.40	3.40	3.20	3.20	
9. 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.	3.53	3.40	3.60	3.27	-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
10. Promotes open participation and communication within department and throughout the organization.	15	3.20	93.3	7%	67%		27%
11. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	15	3.67	100.0		33%	67%	
12. Collaborates to manage interpersonal disputes with a positive approach.	15	3.40	93.3	7%	47%		47%
13. Encourages collaboration of fellow employees to achieve results.	15	3.13	86.7	13%	60%		27%
14. Listens and attends to the ideas from 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. Promotes open participation and communication within department and throughout the organization.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Collaborates to manage interpersonal disputes with a positive approach.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Encourages collaboration of fellow employees to achieve results.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Listens and attends to the ideas from others.	3.20	3.13	3.00	3.47	+0.47 ▲

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Maintains a calm demeanor, even when discussions get heated.	15	3.53	100.0			47%	53%
16. Leverages relationships with others to achieve goals.	15	3.47	93.3	7%	40%		53%
17. Is successful in making a compelling and influential first offer.	15	2.93	73.3	27%		53%	20%
18. Understands the current situation of both parties.	15	3.40	93.3	7%	47%		47%
19. Able to adapt to dynamic situations created by new information or unexpected challenges.	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. Maintains a calm demeanor, even when discussions get heated.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Leverages relationships with others to achieve goals.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Is successful in making a compelling and influential first offer.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Understands the current situation of both parties.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Able to adapt to dynamic situations created by new information or unexpected challenges.	3.13	2.87	3.53	3.53	

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
20. Able to deal with sensitive issues with tact and professionalism.	15	3.47	100.0	53%		47%	
21. Understands the current organizational culture.	15	3.00	80.0	20%	60%		20%
22. Able to use corporate politics to advance department objectives.	15	3.53	100.0	47%		53%	
23. Able to explain departmental policies and procedures to others.	15	3.13	86.7	13%	60%		27%
24. Adept at navigating within the culture of the department.	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. Able to deal with sensitive issues with tact and professionalism.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Understands the current organizational culture.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Able to use corporate politics to advance department objectives.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Able to explain departmental policies and procedures to others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Adept at navigating within the culture of the department.	3.33	3.47	3.33	3.13	-0.20 ▼

Creativity

Creativity is the ability to generate original, valuable ideas by drawing on reflection, imagination, and continuous learning. It thrives in environments that are supportive, open to diverse perspectives, and structured to stimulate exploration, risk-taking, and thoughtful contemplation. Creative leaders not only develop their own ideas but also cultivate the creative potential of others through collaboration, inspiration, and cross-functional networking. True creativity adds value by producing innovative, unique solutions that are implemented, evaluated, and refined to solve real problems and drive 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Explores assumptions before settling on a solution.	15	3.07	86.7	13%	67%	20%	
26. Generates new insights and understandings.	15	3.20	93.3	7%	60%	33%	
27. Envisions possibilities beyond current constraints or norms.	15	3.40	93.3	7%	47%	47%	
28. Seeks to understand deeply the talents and abilities of members of the team.	15	3.60	93.3	7%	27%	67%	
29. Works across departments to stimulate creative ideas.	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. Explores assumptions before settling on a solution.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Generates new insights and understandings.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Envisions possibilities beyond current constraints or norms.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Seeks to understand deeply the talents and abilities of members of the team.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Works across departments to stimulate creative ideas.	3.21	3.20	3.20	3.20	

Attitude

Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

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. Responds well to instructions and assignments.	14	3.00	92.9	7%	79%		14%
31. Goes above and beyond when the team or organization needs extra support.	15	3.33	93.3	7%	53%		40%
32. Always undertakes projects with expectations of success.	14	3.29	100.0		71%		29%
33. Respects schedules and avoids unnecessary delays.	15	3.27	100.0		73%		27%
34. Looks for ways to succeed in spite of any obstacles or circumstances.	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. Responds well to instructions and assignments.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Goes above and beyond when the team or organization needs extra support.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Always undertakes projects with expectations of success.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Respects schedules and avoids unnecessary delays.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Looks for ways to succeed in spite of any obstacles or circumstances.	3.33	3.00	3.53	3.47	-0.07 ▼

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Establishes processes and structures to steer the organization in a clear, strategic direction.	15	3.13	86.7	13%	60%		27%
36. Allocates time for important goals.	15	3.20	93.3	7%	67%		27%
37. Uses check-ins and feedback loops to keep employees accountable and aligned.	15	3.33	93.3	7%	53%		40%
38. Sets deadlines and key milestones to guide the team's progress.	15	3.07	86.7	13%	67%		20%
39. Delegates responsibilities to team leads or supervisors to oversee specific areas of work.	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. Establishes processes and structures to steer the organization in a clear, strategic direction.	3.20	3.27	3.13	3.13	
36. Allocates time for important goals.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Uses check-ins and feedback loops to keep employees accountable and aligned.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Sets deadlines and key milestones to guide the team's progress.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Delegates responsibilities to team leads or supervisors to oversee specific areas of work.	3.20	3.27	3.00	3.33	+0.33 ▲