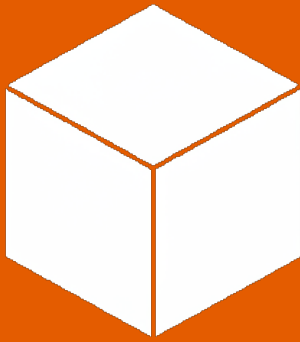




Feedback Results
Your CompanyName Here
2025

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.

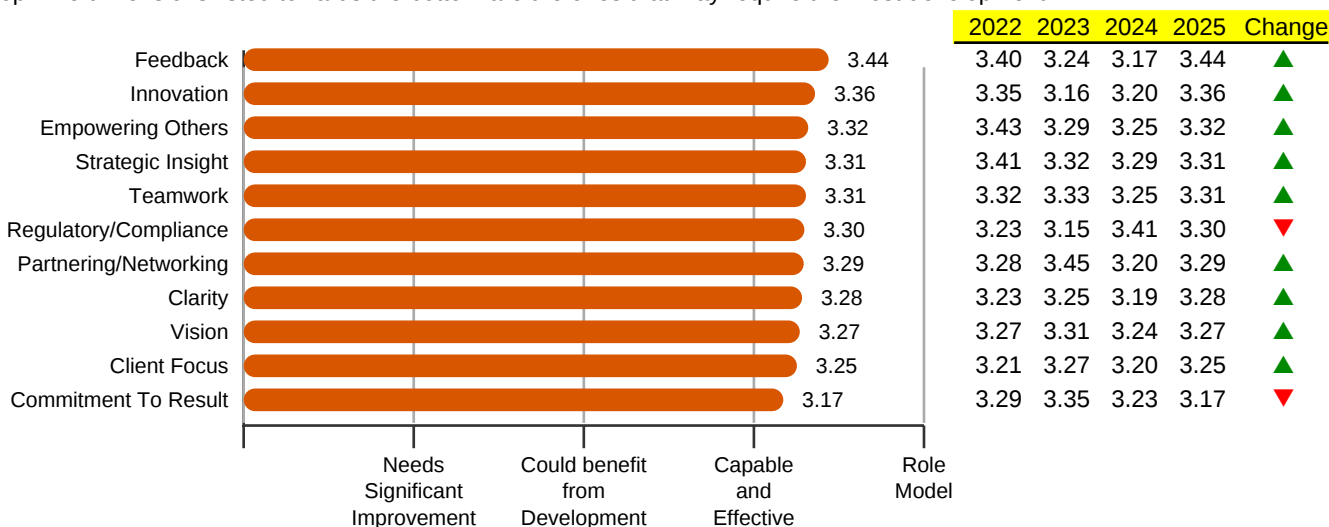
What to Do with Your Feedback

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

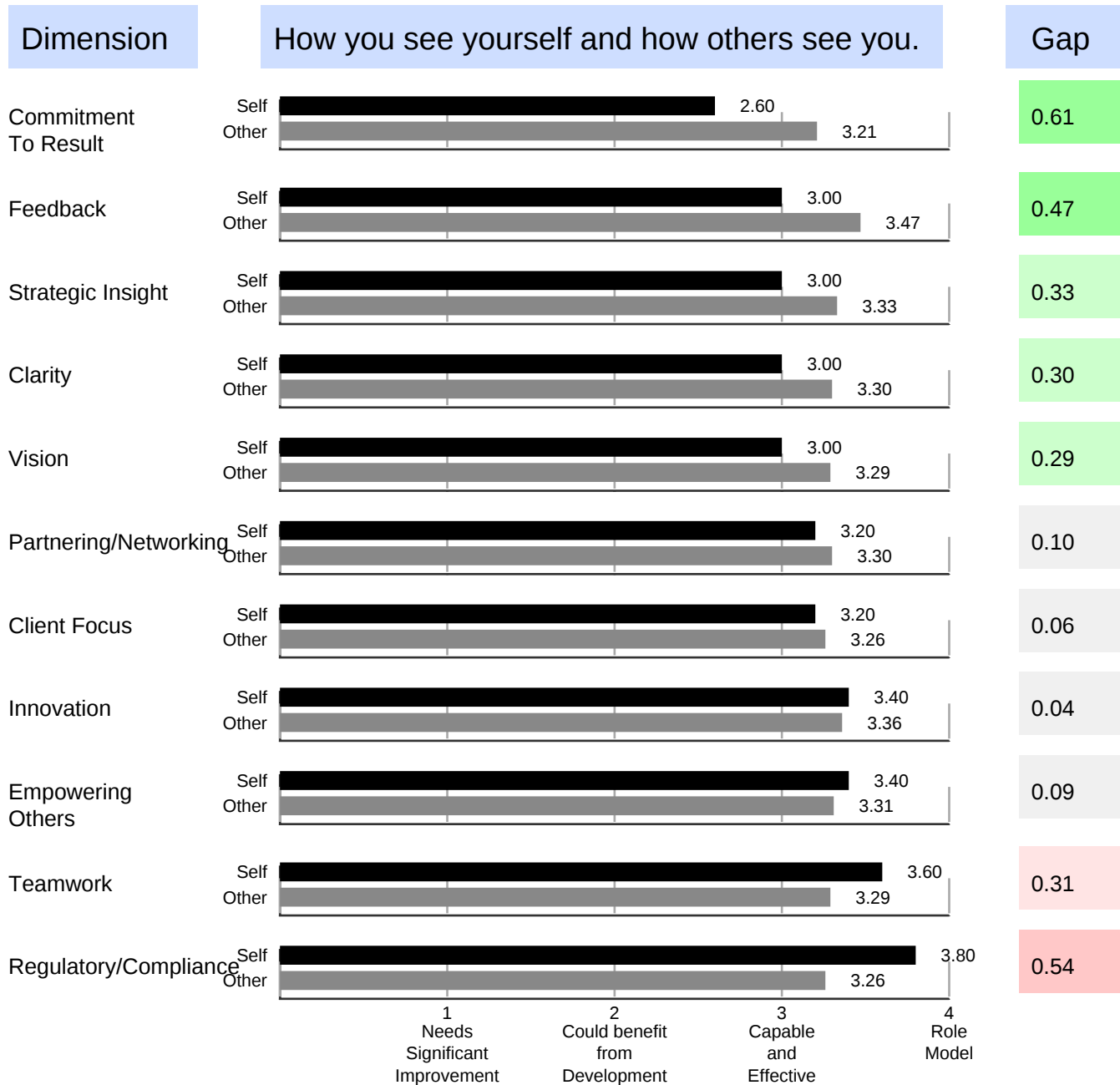
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

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.



Vision

Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal execution and team empowerment. Visionary leaders inspire and influence others by modeling consistency, celebrating progress, and fostering a growth-oriented environment that reflects organizational values. Through strategic clarity and motivational leadership, vision becomes a unifying force that drives innovation, alignment, and sustained performance.

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. Works to support the strategy of [Company]	15	3.20	86.7	13%	53%		33%
2. Develops a schedule that outlines specific phases, measurables, and deadlines, ensuring that work is systematically aligned and coordinated with the organization's vision.	15	3.33	100.0		67%		33%
3. Ensures that work is systematically aligned and coordinated with the organization's vision.	15	3.33	93.3	7%	53%		40%
4. Inspires individuals to achieve success by clearly communicating the organization's vision and motivating them to align their personal goals with this vision.	15	3.27	93.3	7%	60%		33%
5. Effectively communicates the vision to employees.	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. Works to support the strategy of [Company]	3.20	3.20	3.00	3.20	+0.20 ▲
2. Develops a schedule that outlines specific phases, measurables, and deadlines, ensuring that work is systematically aligned and coordinated with the organization's vision.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Ensures that work is systematically aligned and coordinated with the organization's vision.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Inspires individuals to achieve success by clearly communicating the organization's vision and motivating them to align their personal goals with this vision.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Effectively communicates the vision to employees.	3.00	3.20	3.13	3.21	+0.08 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	15	3.47	100.0		53%		47%
7. Develops a strategic vision for the future.	15	3.40	93.3	7%	47%		47%
8. Converses with customers and clients to get a better insight into their personal needs.	15	3.20	86.7	13%	53%		33%
9. Communicates with employees to find out their needs.	15	3.27	86.7	13%	47%		40%
10. Maintains knowledge of current trends in the industry.	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. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Develops a strategic vision for the future.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Converses with customers and clients to get a better insight into their personal needs.	3.40	3.40	3.20	3.20	
9. Communicates with employees to find out their needs.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Maintains knowledge of current trends in the industry.	3.33	3.47	3.27	3.20	-0.07 ▼

Feedback

Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful progress.

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. Creates an atmosphere that supports and encourages dialogue, enabling employees to develop the necessary skills to effectively seek, provide, and receive feedback.	15	3.67	100.0	33%	67%		
12. Frequently measures performance against predefined goals and standards, detecting opportunities for growth.	15	3.40	93.3	7%	47%	47%	
13. Looks to others for input.	15	3.13	86.7	13%	60%	27%	
14. Offers clear, practical guidance to help others improve performance and grow professionally.	15	3.47	100.0	53%	47%		
15. Conducts effective performance feedback conversations by focusing on helping the employee's career development.	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. Creates an atmosphere that supports and encourages dialogue, enabling employees to develop the necessary skills to effectively seek, provide, and receive feedback.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Frequently measures performance against predefined goals and standards, detecting opportunities for growth.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Looks to others for input.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Offers clear, practical guidance to help others improve performance and grow professionally.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Conducts effective performance feedback conversations by focusing on helping the employee's career development.	3.67	3.27	3.20	3.53	+0.33 ▲

Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

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. Allocates time and resources specifically for innovation projects, allowing employees to dedicate efforts to exploring new opportunities.	15	3.47	93.3	7%	40%	53%	
17. Ensures the workforce maintains cutting-edge technical competencies to support continuous innovation and growth.	15	2.93	73.3	27%	53%		20%
18. Recognizes and rewards employees that are innovative.	15	3.40	93.3	7%	47%	47%	
19. Follows through and implements innovation initiatives.	15	3.53	100.0		47%	53%	
20. Sets company-wide innovation performance targets and goals.	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. Allocates time and resources specifically for innovation projects, allowing employees to dedicate efforts to exploring new opportunities.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Ensures the workforce maintains cutting-edge technical competencies to support continuous innovation and growth.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Recognizes and rewards employees that are innovative.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Follows through and implements innovation initiatives.	3.13	2.87	3.53	3.53	
20. Sets company-wide innovation performance targets and goals.	3.40	3.20	2.87	3.47	+0.60 ▲

Commitment To Result

Committed to successfully achieving results. Goes above and beyond as needed.

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. Committed to the team.	15	3.00	80.0	20%	60%	20%	
22. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.53	100.0	47%	53%		
23. Maintains persistence and dedication to achieving results.	15	3.13	86.7	13%	60%	27%	
24. Coordinates all department activities into a cohesive team effort.	15	3.13	80.0	7% 13%	40%	40%	
25. Able to focus on a task even when working alone.	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. Committed to the team.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Maintains persistence and dedication to achieving results.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Coordinates all department activities into a cohesive team effort.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Able to focus on a task even when working alone.	3.27	3.33	3.27	3.07	-0.20 ▼

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Makes sure employees understand why they were given certain assignments.	15	3.20	93.3	7%	60%		33%
27. Avoids creating ambiguity or mixed messages.	15	3.40	93.3	7%	47%		47%
28. Provides a clear vision for the future.	15	3.60	93.3	7%	27%	67%	
29. Seeks to reduce ambiguity in messaging and documents.	15	3.20	86.7	13%	53%		33%
30. Clearly explains responsibilities to individuals.	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. Makes sure employees understand why they were given certain assignments.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Avoids creating ambiguity or mixed messages.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Provides a clear vision for the future.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Seeks to reduce ambiguity in messaging and documents.	3.21	3.20	3.20	3.20	
30. Clearly explains responsibilities to individuals.	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. Is professional and courteous in interactions with auditors and regulators.	15	3.33	93.3	7%	53%	40%	
32. Develops compliance reports in accordance with federal and industry regulations.	14	3.29	100.0		71%		29%
33. Explains regulations and procedures to others as required.	15	3.27	100.0		73%		27%
34. Effectively manages a department of compliance officers.	15	3.47	93.3	7%	40%	53%	
35. Offers training to employees to ensure they comply with regulations.	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. Is professional and courteous in interactions with auditors and regulators.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Develops compliance reports in accordance with federal and industry regulations.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Explains regulations and procedures to others as required.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Effectively manages a department of compliance officers.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Offers training to employees to ensure they comply with regulations.	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. Is competent in handling difficult clients.	15	3.20	93.3	7%	67%		27%
37. Responsive to client needs.	15	3.33	93.3	7%	53%		40%
38. Maintains up-to-date information regarding client products.	15	3.07	86.7	13%	67%		20%
39. Delivers on commitments made to clients.	15	3.33	100.0		67%		33%
40. Is aware of what the client wants to receive.	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. Is competent in handling difficult clients.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Responsive to client needs.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Maintains up-to-date information regarding client products.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Delivers on commitments made to clients.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Is aware of what the client wants to receive.	3.00	3.20	3.27	3.33	+0.07 ▲

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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. Demonstrates confidence in the abilities of subordinates.	15	3.33	93.3	7%	53%		40%
42. Establishes goals that allow employees top operate independently in the field.	15	3.40	93.3	7%	47%		47%
43. Includes others in the decision making process.	15	3.13	86.7	13%	60%		27%
44. Allows employees the opportunity to take time off when needed.	15	3.27	100.0		73%		27%
45. Lets employees make their own decisions.	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. Demonstrates confidence in the abilities of subordinates.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Establishes goals that allow employees top operate independently in the field.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Includes others in the decision making process.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Allows employees the opportunity to take time off when needed.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Lets employees make their own decisions.	3.20	3.33	3.13	3.47	+0.33 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Is comfortable working in partnership with colleagues from other departments.	15	3.40	93.3	7%	47%	47%	
47. Can perform a SWOT analyses (Strengths, Weaknesses, Opportunities, Threats) of the partnership's potential outcomes.	15	3.20	93.3	7%	67%	27%	
48. Organizing team-building activities to strengthen bonds between colleagues.	15	3.20	93.3	7%	60%	33%	
49. Encourages employees to explore new partnership opportunities to expand market presence.	15	3.47	100.0		53%	47%	
50. Understands the potential risks/rewards of the partnership.	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. Is comfortable working in partnership with colleagues from other departments.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Can perform a SWOT analyses (Strengths, Weaknesses, Opportunities, Threats) of the partnership's potential outcomes.	3.33	3.40	3.20	3.20	
48. Organizing team-building activities to strengthen bonds between colleagues.	3.60	3.33	3.20	3.20	
49. Encourages employees to explore new partnership opportunities to expand market presence.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Understands the potential risks/rewards of the partnership.	3.20	3.67	3.27	3.20	-0.07 ▼

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
51. Helps the team make good decisions even under conditions of uncertainty.	15	3.53	100.0		47%		53%
52. Lets team members know when they have done well.	15	3.27	93.3	7%	60%		33%
53. Comes across as a reliable, committed team member	15	3.33	100.0		67%		33%
54. Considers the impact and implications of decisions on the team.	15	3.40	93.3	7%	47%		47%
55. Helps the team balance analysis with decisiveness in making decisions.	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. Helps the team make good decisions even under conditions of uncertainty.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Lets team members know when they have done well.	3.47	3.00	3.60	3.27	-0.33 ▼
53. Comes across as a reliable, committed team member	3.20	3.20	3.13	3.33	+0.20 ▲
54. Considers the impact and implications of decisions on the team.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Helps the team balance analysis with decisiveness in making decisions.	3.27	3.40	3.27	3.00	-0.27 ▼