

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.

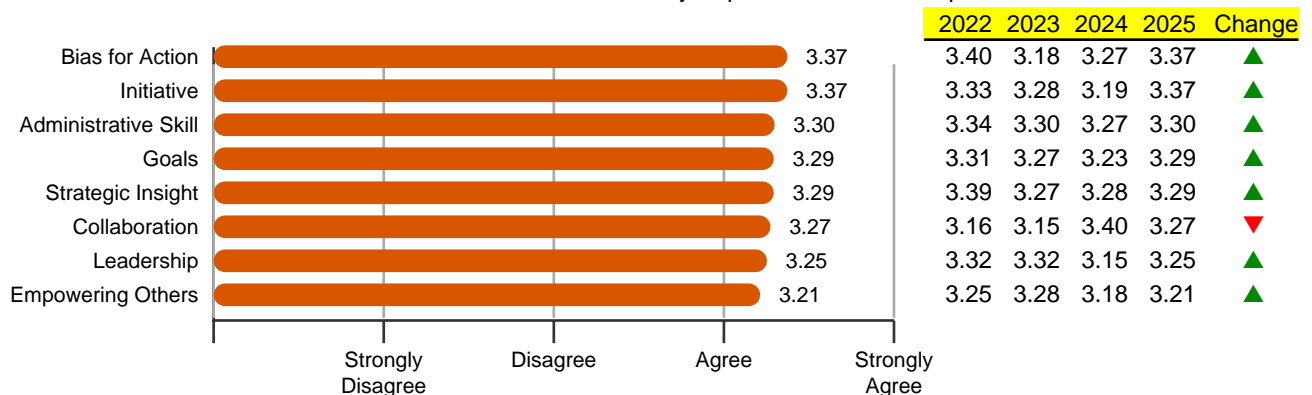
What to Do with Your Feedback

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

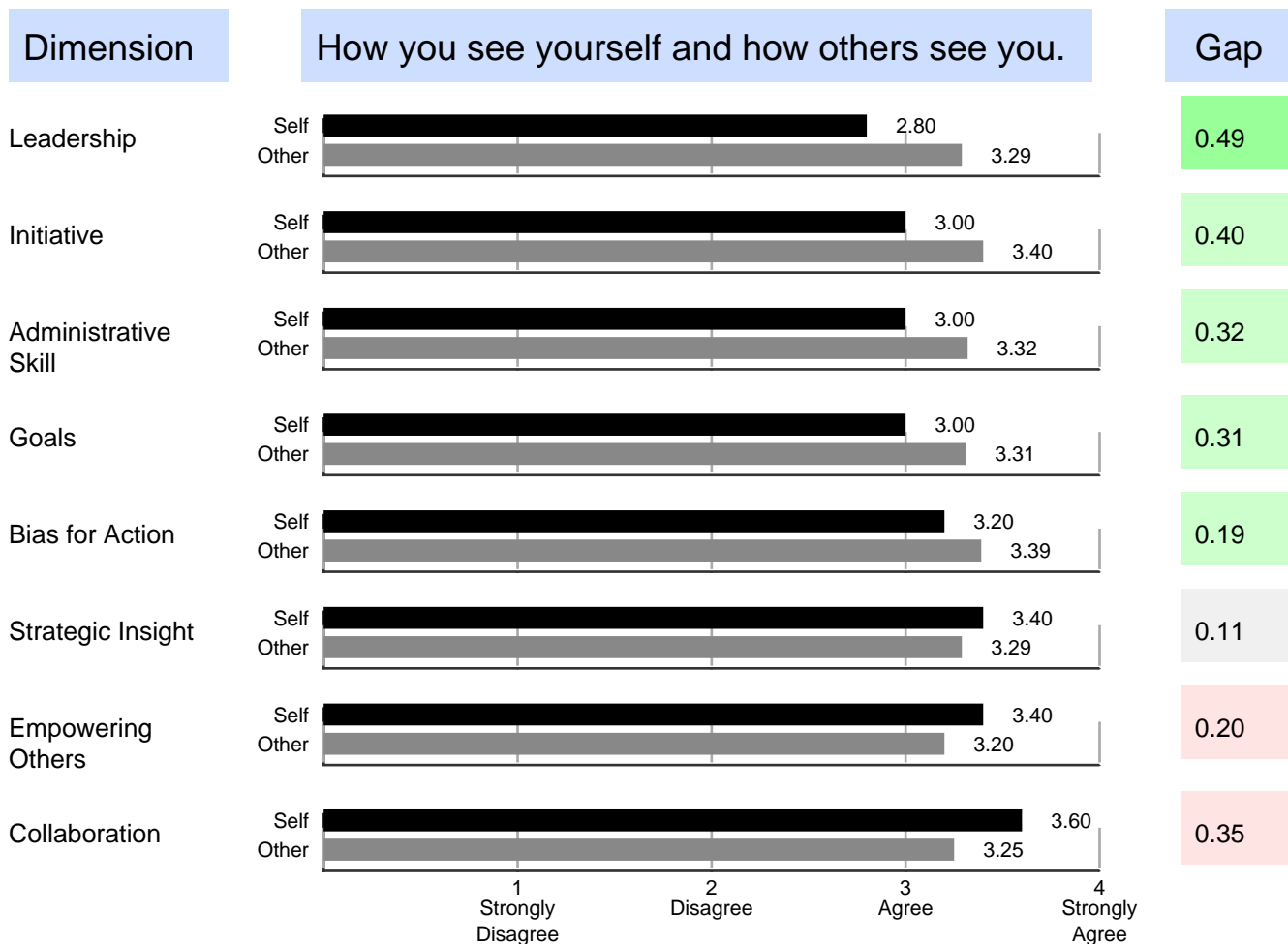
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Administrative Skill

Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

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. Screens calls.	15	3.20	86.7	13%	53%	33%	
2. Able to develop, justify and present a budget plan.	15	3.33	100.0		67%	33%	
3. Completes reports on-time.	15	3.33	93.3	7%	53%	40%	
4. Manages documents effectively by organizing, storing, and retrieving physical and digital files efficiently.	15	3.27	93.3	7%	60%	33%	
5. Maintains a clear and positive tone when speaking avoiding mumbling or use of slang terms.	14	3.21	85.7	14%	50%	36%	
6. Plans, develops, and delivers presentations.	15	3.47	100.0		53%	47%	
7. Classifies files logically based on content, project, department, or priority to ensure easy accessibility.	15	3.40	93.3	7%	47%	47%	
8. Gathers appropriate business information.	15	3.20	86.7	13%	53%	33%	
9. Organizes schedules, including departure and arrival times, check-in details, and reservation confirmations.	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. Screens calls.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Able to develop, justify and present a budget plan.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Completes reports on-time.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Manages documents effectively by organizing, storing, and retrieving physical and digital files efficiently.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Maintains a clear and positive tone when speaking avoiding mumbling or use of slang terms.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Plans, develops, and delivers presentations.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Classifies files logically based on content, project, department, or priority to ensure easy accessibility.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Gathers appropriate business information.	3.40	3.40	3.20	3.20	
9. Organizes schedules, including departure and arrival times, check-in details, and reservation confirmations.	3.53	3.40	3.60	3.27	-0.33 ▼

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
10. Is motivated to resolve issues right away.	15	3.20	93.3	7%	67%	27%	
11. Seizes upon opportunities available.	15	3.67	100.0		33%	67%	
12. Initiates automation or tooling to reduce future manual workload or bottlenecks.	15	3.40	93.3	7%	47%	47%	
13. Seizes upon chances to improve the department's prospects.	15	3.13	86.7	13%	60%	27%	
14. Takes action to establish clear and concise deadlines for tasks to be completed.	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 motivated to resolve issues right away.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Seizes upon opportunities available.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Initiates automation or tooling to reduce future manual workload or bottlenecks.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Seizes upon chances to improve the department's prospects.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Takes action to establish clear and concise deadlines for tasks to be completed.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Identifies critical project components, such as product design, marketing materials, and coordinating with suppliers.	15	3.53	100.0			47%	53%
16. Effectively makes decisions	15	3.47	93.3	7%	40%		53%
17. Takes accountability for progress, demonstrating a strong commitment to action.	15	2.93	73.3	27%		53%	20%
18. Overcomes obstacles in pursuit of goals.	15	3.40	93.3	7%	47%		47%
19. Uses creativity to solve problems, tackle obstacles and make progress.	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. Identifies critical project components, such as product design, marketing materials, and coordinating with suppliers.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Effectively makes decisions	3.33	3.00	3.07	3.47	+0.40 ▲
17. Takes accountability for progress, demonstrating a strong commitment to action.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Overcomes obstacles in pursuit of goals.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Uses creativity to solve problems, tackle obstacles and make progress.	3.13	2.87	3.53	3.53	

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
20. Demands attention to detail and precision in all work.	15	3.47	100.0		53%	47%	
21. Influences others on his/her team to reach goals, improve performance, and try new things	15	3.00	80.0	20%	60%	20%	
22. Helps employees set clear action steps to improve performance.	15	3.53	100.0		47%	53%	
23. Incorporates the company Philosophy, Mission Statement, and Core Values into daily branch life so that co-workers accept them as more than just written documents	15	3.13	86.7	13%	60%	27%	
24. Is always honest with employees.	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. Demands attention to detail and precision in all work.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Influences others on his/her team to reach goals, improve performance, and try new things	3.47	3.13	3.20	3.00	-0.20 ▼
22. Helps employees set clear action steps to improve performance.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Incorporates the company Philosophy, Mission Statement, and Core Values into daily branch life so that co-workers accept them as more than just written documents	3.20	3.47	3.27	3.13	-0.13 ▼
24. Is always honest with employees.	3.33	3.47	3.33	3.13	-0.20 ▼

Goals

Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their 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
25. Sets goals for themselves professionally.	15	3.07	86.7	13%	67%	20%	
26. Actively provides the necessary resources, guidance, and encouragement to help ensure success of the goals.	15	3.20	93.3	7%	60%	33%	
27. Possesses a clear understanding of the evaluation criteria used to measure performance against the established goals for the position.	15	3.40	93.3	7%	47%	47%	
28. Connects shorter task specific goals to longer term performance goals.	15	3.60	93.3	7%	27%	67%	
29. Stays on task and steers clear of distractions to reach objectives.	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. Sets goals for themselves professionally.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Actively provides the necessary resources, guidance, and encouragement to help ensure success of the goals.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Possesses a clear understanding of the evaluation criteria used to measure performance against the established goals for the position.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Connects shorter task specific goals to longer term performance goals.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Stays on task and steers clear of distractions to reach objectives.	3.21	3.20	3.20	3.20	

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
30. Fosters a cooperative environment rather than a highly competitive one.	14	3.00	92.9	7%	79%		14%
31. Uses group decision making.	15	3.33	93.3	7%	53%		40%
32. Collaborates to manage interpersonal disputes with a positive approach.	14	3.29	100.0		71%		29%
33. Creates an environment to support free exchange of information.	15	3.27	100.0		73%		27%
34. Consults with other partners on issues.	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. Fosters a cooperative environment rather than a highly competitive one.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Uses group decision making.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Collaborates to manage interpersonal disputes with a positive approach.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Creates an environment to support free exchange of information.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Consults with other partners on issues.	3.33	3.00	3.53	3.47	-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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Gives new tasks to employees.	15	3.13	86.7	13%	60%	27%	
36. Values the expertise that others bring to the team.	15	3.20	93.3	7%	67%	27%	
37. Set clear goals for assignments.	15	3.33	93.3	7%	53%	40%	
38. Encourages others to obtain necessary skills and training.	15	3.07	86.7	13%	67%	20%	
39. Encourages employees to take the initiative when responding to an issue.	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. Gives new tasks to employees.	3.20	3.27	3.13	3.13	
36. Values the expertise that others bring to the team.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Set clear goals for assignments.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Encourages others to obtain necessary skills and training.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Encourages employees to take the initiative when responding to an issue.	3.20	3.27	3.00	3.33	+0.33 ▲

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
40. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.33	100.0		67%		33%
41. Ensures that the department's goals are strategically aligned with the company's goals.	15	3.33	93.3	7%	53%		40%
42. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	15	3.40	93.3	7%	47%		47%
43. Detects possible misalignments between team activities and strategic goals by regularly reviewing outputs against KPIs.	15	3.13	86.7	13%	60%		27%
44. Allocates proper resources for employee training to meet future needs based on insight into employee skill levels.	15	3.27	100.0		73%		27%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
40. Analyzes records and reports to obtain insight into potential issues and trends.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Ensures that the department's goals are strategically aligned with the company's goals.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Detects possible misalignments between team activities and strategic goals by regularly reviewing outputs against KPIs.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Allocates proper resources for employee training to meet future needs based on insight into employee skill levels.	3.33	3.27	3.87	3.27	-0.60 ▼