

Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

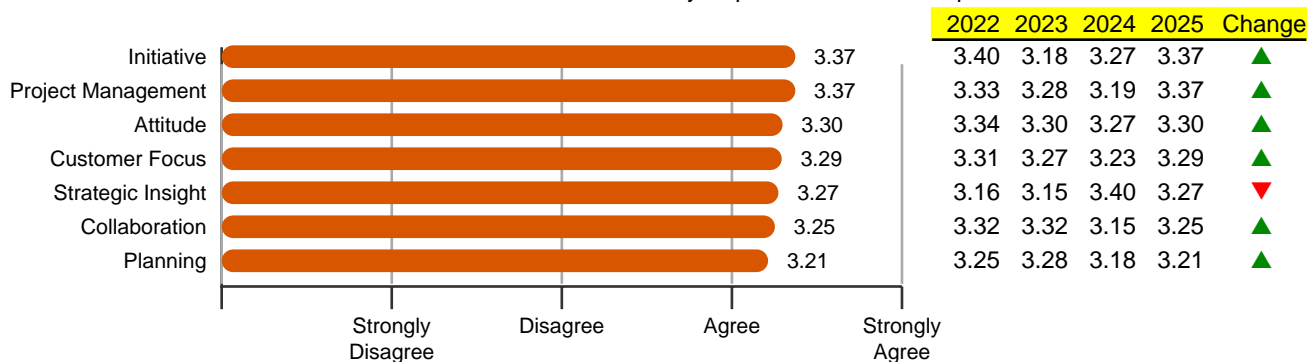
## What to Do with Your Feedback

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

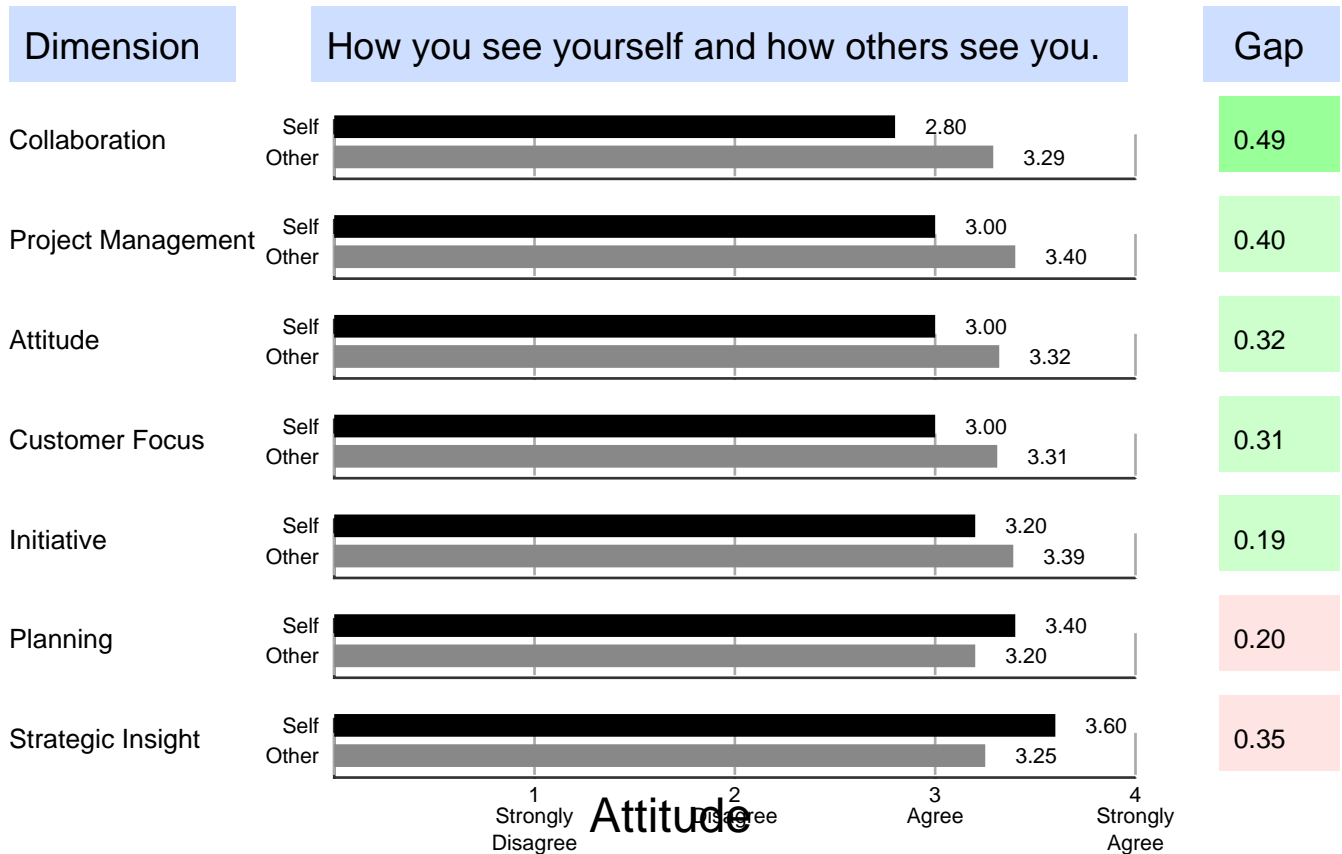
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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
1. Demonstrates confidence in navigating ambiguity and motivates others to act despite uncertainty.	15	3.20	86.7	13%	53%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
2. Responds constructively to last-minute changes and shifting priorities, without frustration or resistance, and with a positive attitude.	15	3.33	100.0		67%		33%
3. Able to cope with changes.	15	3.33	93.3	7%	53%		40%
4. Is willing to accept and manage risk that may be necessary to achieve goals.	15	3.27	93.3	7%	60%		33%
5. Volunteers to help troubleshoot issues or streamline processes that others may avoid.	14	3.21	85.7	14%	50%		36%
6. Seeks feedback from others, including junior staff.	15	3.47	100.0		53%		47%
7. Refrains from sarcasm, judgment, or belittling remarks in conversations.	15	3.40	93.3	7%	47%		47%
8. Displays persistence in pursuing goals despite obstacles and setbacks.	15	3.20	86.7	13%	53%		33%
9. Speaks about projects with language that conveys excitement and possibility.	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 confidence in navigating ambiguity and motivates others to act despite uncertainty.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Responds constructively to last-minute changes and shifting priorities, without frustration or resistance, and with a positive attitude.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Able to cope with changes.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Is willing to accept and manage risk that may be necessary to achieve goals.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Volunteers to help troubleshoot issues or streamline processes that others may avoid.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Seeks feedback from others, including junior staff.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Refrains from sarcasm, judgment, or belittling remarks in conversations.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Displays persistence in pursuing goals despite obstacles and setbacks.	3.40	3.40	3.20	3.20	
9. Speaks about projects with language that conveys excitement and possibility.	3.53	3.40	3.60	3.27	-0.33 ▼

# 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Determines the appropriate strategy for mitigating specific risks.	15	3.20	93.3	7%	67%	27%	
11. Initiates large projects.	15	3.67	100.0		33%	67%	
12. Identifies the potential risks for each phase of the project.	15	3.40	93.3	7%	47%	47%	
13. Accurately determines the number of staff needed for the project.	15	3.13	86.7	13%	60%	27%	
14. Uses appropriate technology to efficiently communicate with team members.	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. Determines the appropriate strategy for mitigating specific risks.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Initiates large projects.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Identifies the potential risks for each phase of the project.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Accurately determines the number of staff needed for the project.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Uses appropriate technology to efficiently communicate with team members.	3.20	3.13	3.00	3.47	+0.47 ▲

## 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
15. Immediately informs the supervisor of any critical incidents.	15	3.53	100.0			47%	53%
16. Independently seeks out new learning opportunities to improve their skills.	15	3.47	93.3	7%	40%		53%
17. Goes above and beyond the stated goals.	15	2.93	73.3	27%		53%	20%
18. Guides strategic initiatives to advance the department/organization.	15	3.40	93.3	7%	47%		47%
19. Acts quickly when a small problem arises to keep it from becoming a major issue.	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. Immediately informs the supervisor of any critical incidents.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Independently seeks out new learning opportunities to improve their skills.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Goes above and beyond the stated goals.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Guides strategic initiatives to advance the department/organization.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Acts quickly when a small problem arises to keep it from becoming a major issue.	3.13	2.87	3.53	3.53	

## 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
20. Effectively works with others to create solutions to problems.	15	3.47	100.0		53%	47%	
21. Considers the views of other colleagues and associates.	15	3.00	80.0	20%	60%		20%
22. Effectively uses digital tools do you use to improve collaboration in the department.	15	3.53	100.0		47%	53%	
23. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	15	3.13	86.7	13%	60%		27%
24. Respects and utilizes diverse perspectives in addressing challenges.	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. Effectively works with others to create solutions to problems.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Considers the views of other colleagues and associates.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Effectively uses digital tools do you use to improve collaboration in the department.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Respects and utilizes diverse perspectives in addressing challenges.	3.33	3.47	3.33	3.13	-0.20 ▼

## Customer Focus

Customer Focus is the commitment to understanding, anticipating, and consistently meeting customer needs through responsive, respectful, and solution-oriented service. It involves building trust-based relationships, acting with integrity, and delivering dependable experiences that exceed expectations and foster long-term loyalty. Customer-focused professionals listen actively, adapt quickly, follow through on commitments, and model a helpful, service-first mindset that inspires others. They embrace feedback, pursue continuous improvement, and create innovative, high-quality solutions tailored to the evolving needs of every customer.

### 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. Effectively troubleshoots customer issues.	15	3.07	86.7	13%	67%	20%	
26. Uses product expertise to guide customers toward a satisfying choice.	15	3.20	93.3	7%	60%	33%	
27. Encourages others to adopt a customer-first mindset through actions.	15	3.40	93.3	7%	47%	47%	
28. Provides training to others on how to improve customer service.	15	3.60	93.3	7%	27%	67%	
29. Monitors competitor offerings to anticipate shifts in customer expectations and preferences.	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. Effectively troubleshoots customer issues.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Uses product expertise to guide customers toward a satisfying choice.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Encourages others to adopt a customer-first mindset through actions.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Provides training to others on how to improve customer service.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Monitors competitor offerings to anticipate shifts in customer expectations and preferences.	3.21	3.20	3.20	3.20	

## 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
30. Creates a vision for the organization based on insights gathered from other companies in the industry.	14	3.00	92.9	7%	79%		14%
31. Identifies emerging trends by monitoring shifts in employee behavior, customer feedback, and market dynamics.	15	3.33	93.3	7%	53%		40%
32. Analyzes records and reports to obtain insight into potential issues and trends.	14	3.29	100.0		71%		29%
33. Pursues strategic alliances with valued partners.	15	3.27	100.0		73%		27%
34. Identifies opportunities for innovation by watching how employees adapt tools, processes, or customer interactions.	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. Creates a vision for the organization based on insights gathered from other companies in the industry.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Identifies emerging trends by monitoring shifts in employee behavior, customer feedback, and market dynamics.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Analyzes records and reports to obtain insight into potential issues and trends.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Pursues strategic alliances with valued partners.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Identifies opportunities for innovation by watching how employees adapt tools, processes, or customer interactions.	3.33	3.00	3.53	3.47	-0.07 ▼

## Planning

Planning is a comprehensive process that integrates strategic foresight, organization, and adaptability to ensure efficient execution and resource utilization. It involves forecasting future needs, prioritizing tasks, managing logistics and time constraints, and adjusting strategies in response to evolving circumstances. Effective planning aligns departmental goals with stakeholder expectations while optimizing staffing, scheduling, and implementation to drive sustained success.

### 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. Assigns the right tasks to the right people and holds them accountable.	15	3.13	86.7	13%	60%	27%	
36. Accomplishes major tasks by breaking them into manageable pieces.	15	3.20	93.3	7%	67%	27%	
37. Anticipates obstacles and ways to overcome them.	15	3.33	93.3	7%	53%	40%	
38. Anticipates the impacts of strategic plans.	15	3.07	86.7	13%	67%	20%	
39. Creates effective logistics plans to achieve high operational efficiency.	15	3.33	100.0		67%	33%	

### Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Assigns the right tasks to the right people and holds them accountable.	3.20	3.27	3.13	3.13	
36. Accomplishes major tasks by breaking them into manageable pieces.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Anticipates obstacles and ways to overcome them.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Anticipates the impacts of strategic plans.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Creates effective logistics plans to achieve high operational efficiency.	3.20	3.27	3.00	3.33	+0.33 ▲