

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.

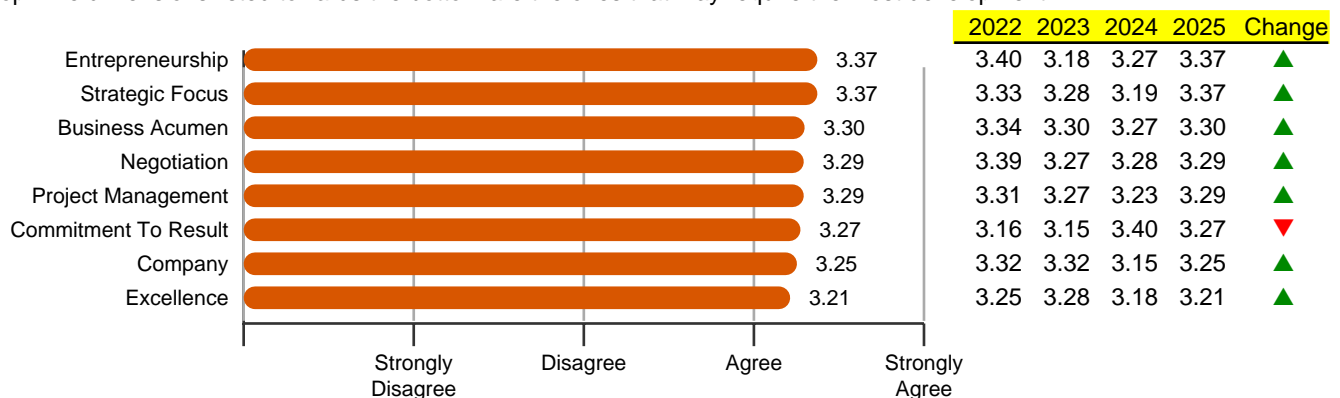
## What to Do with Your Feedback

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

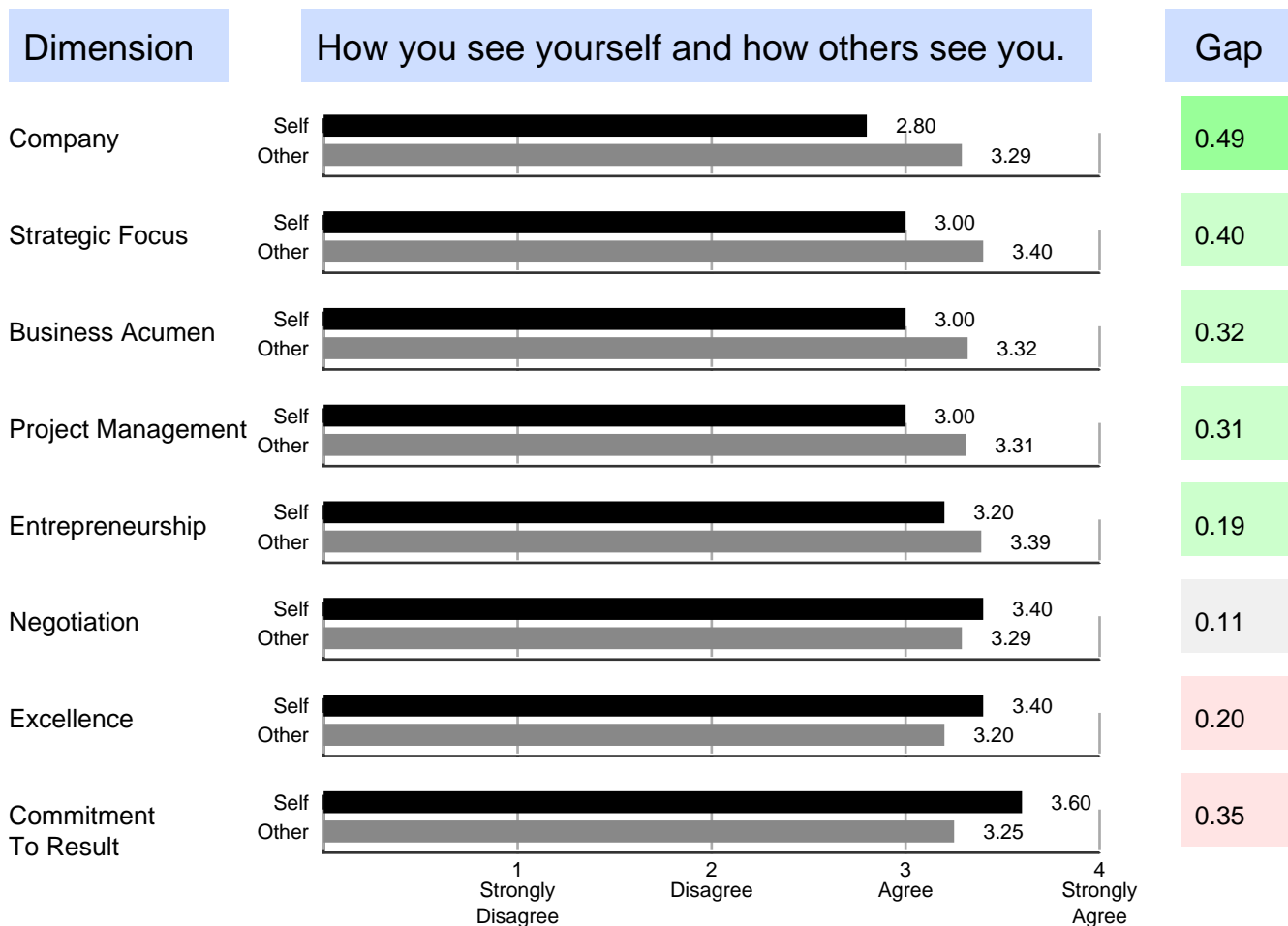
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## Business Acumen

Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

### 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. Analyzes current business practices to make better informed decisions.	15	3.20	86.7	13%	53%	33%	
2. Sponsors and promotes business efficiency changes.	15	3.33	100.0		67%	33%	
3. Possesses a clear grasp of the company's financial indicators.	15	3.33	93.3	7%	53%	40%	
4. Incorporates innovative approaches and being adaptable to change.	15	3.27	93.3	7%	60%	33%	
5. Is adept at recognizing new opportunities and fostering a culture of innovation ensuring the organization stays ahead of industry trends and continues to evolve.	14	3.21	85.7	14%	50%	36%	
6. Prioritizes risks based on an understanding of their possible impact to the company.	15	3.47	100.0		53%	47%	
7. Understands the costs, profits, markets, and added value of issues.	15	3.40	93.3	7%	47%	47%	
8. Creates a risk management strategy to meet the business needs of the organization.	15	3.20	86.7	13%	53%	33%	
9. Identifies potential regulatory risks and strategies to mitigate them.	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. Analyzes current business practices to make better informed decisions.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Sponsors and promotes business efficiency changes.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Possesses a clear grasp of the company's financial indicators.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Incorporates innovative approaches and being adaptable to change.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Is adept at recognizing new opportunities and fostering a culture of innovation ensuring the organization stays ahead of industry trends and continues to evolve.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Prioritizes risks based on an understanding of their possible impact to the company.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Understands the costs, profits, markets, and added value of issues.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Creates a risk management strategy to meet the business needs of the organization.	3.40	3.40	3.20	3.20	
9. Identifies potential regulatory risks and strategies to mitigate them.	3.53	3.40	3.60	3.27	-0.33 ▼

## Strategic Focus

Strategic focus is the ability to analyze complex challenges, determine the best approach to achieving organizational goals, and proactively address risks that impact operations. It involves scanning internal and external environments, formulating corporate-level strategies, and aligning projects with the company's vision, mission, and values to ensure long-term success. Effective strategic focus mobilizes leadership to implement change, coordinate cross-functional teams, and leverage SWOT analysis to refine decision-making and drive sustainable 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Modifies strategic decisions depending on changes in the business environment.	15	3.20	93.3	7%	67%	27%	
11. Maintains a strategic focus on external factors impacting the success of the company.	15	3.67	100.0	33%	67%		
12. Develops a corporate strategy to establish business operations in different locations.	15	3.40	93.3	7%	47%	47%	
13. Develops high-level strategic planning models to identify opportunities to improve the company.	15	3.13	86.7	13%	60%	27%	
14. Avoids complacency and strives to be ahead of	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. Modifies strategic decisions depending on changes in the business environment.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Maintains a strategic focus on external factors impacting the success of the company.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Develops a corporate strategy to establish business operations in different locations.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Develops high-level strategic planning models to identify opportunities to improve the company.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Avoids complacency and strives to be ahead of changes in the business environment.	3.20	3.13	3.00	3.47	+0.47 ▲

## Entrepreneurship

Ability to develop, manage, and expand business opportunities.

### 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. Understands the processes and various stages of business development.	15	3.53	100.0			47%	53%
16. Maintains a high level of energy to respond to demands of the job.	15	3.47	93.3	7%	40%		53%
17. Encourages risk taking for developing potential business opportunities.	15	2.93	73.3	27%		53%	20%
18. Is comfortable operating in an environment of uncertainty.	15	3.40	93.3	7%	47%		47%
19. Finds unique ways to go around barriers to success.	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. Understands the processes and various stages of business development.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Maintains a high level of energy to respond to demands of the job.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Encourages risk taking for developing potential business opportunities.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Is comfortable operating in an environment of uncertainty.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Finds unique ways to go around barriers to success.	3.13	2.87	3.53	3.53	

## Company

A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving initiatives and objectives, while maintaining competitiveness through innovation, adaptability, and well-crafted policies. Through its image, impact, and teamwork, a Company becomes a place where employees feel empowered to contribute meaningfully and clients are consistently served with distinction.

## 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. Ensures transparency in performance evaluations, promotions, and compensation decisions.	15	3.47	100.0		53%	47%	
21. Keeps teams focused on what's next, not just what's now.	15	3.00	80.0	20%	60%		20%
22. Sets manageable workloads across the team.	15	3.53	100.0		47%	53%	
23. Models ethical behavior in high-pressure situations and encourages others to do the same.	15	3.13	86.7	13%	60%		27%
24. Aligns departmental strategies with the company's long-term vision and objectives.	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. Ensures transparency in performance evaluations, promotions, and compensation decisions.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Keeps teams focused on what's next, not just what's now.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Sets manageable workloads across the team.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Models ethical behavior in high-pressure situations and encourages others to do the same.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Aligns departmental strategies with the company's long-term vision and objectives.	3.33	3.47	3.33	3.13	-0.20 ▼

## 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
25. Maps out the project, timeline, resource requirements, metrics and communication.	15	3.07	86.7	13%	67%	20%	
26. Adds the necessary time buffers to avoid the project getting behind schedule.	15	3.20	93.3	7%	60%	33%	
27. Interacts with stakeholders regarding the outcomes required by the project.	15	3.40	93.3	7%	47%	47%	
28. Conducts a risk assessment for each phase of the project.	15	3.60	93.3	7%	27%	67%	
29. Creates a vision for execution of the project to ensure coordination across all teams.	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. Maps out the project, timeline, resource requirements, metrics and communication.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Adds the necessary time buffers to avoid the project getting behind schedule.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Interacts with stakeholders regarding the outcomes required by the project.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Conducts a risk assessment for each phase of the project.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Creates a vision for execution of the project to ensure coordination across all teams.	3.21	3.20	3.20	3.20	

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

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Encourages commitment in others to obtain results.	14	3.00	92.9	7%	79%		14%
31. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.33	93.3	7%	53%		40%
32. Maintains persistence and dedication to achieving results.	14	3.29	100.0		71%		29%
33. Coordinates all department activities into a cohesive team effort.	15	3.27	100.0		73%		27%
34. Takes immediate action toward goals.	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. Encourages commitment in others to obtain results.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Maintains persistence and dedication to achieving results.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Coordinates all department activities into a cohesive team effort.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Takes immediate action toward goals.	3.33	3.00	3.53	3.47	-0.07 ▼

## Excellence

Is excellent in performing their job duties and 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Demonstrates the functional or technical skills necessary to do their job.	15	3.13	86.7	13%	60%	27%	
36. Is planful and organized.	15	3.20	93.3	7%	67%	27%	
37. Can be counted on to add value wherever they are involved.	15	3.33	93.3	7%	53%	40%	
38. Produces high quality work.	15	3.07	86.7	13%	67%	20%	
39. Takes a lot of pride in their 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. Demonstrates the functional or technical skills necessary to do their job.	3.20	3.27	3.13	3.13	
36. Is planful and organized.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Can be counted on to add value wherever they are involved.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Produces high quality work.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Takes a lot of pride in their work.	3.20	3.27	3.00	3.33	+0.33 ▲

## 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
40. Keeps a firm grasp on the issues and priorities.	15	3.33	100.0		67%		33%
41. Develops a unified understanding or strategy that acknowledges and addresses the different viewpoints and resolves conflicts.	15	3.33	93.3	7%	53%		40%
42. Understands the other person's needs, concerns, and motivations.	15	3.40	93.3	7%	47%		47%
43. Conducts necessary preparations before engaging in negotiations.	15	3.13	86.7	13%	60%		27%
44. Stays well-informed about the issues and priorities.	15	3.27	100.0		73%		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
40. Keeps a firm grasp on the issues and priorities.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Develops a unified understanding or strategy that acknowledges and addresses the different viewpoints and resolves conflicts.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Understands the other person's needs, concerns, and motivations.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Conducts necessary preparations before engaging in negotiations.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Stays well-informed about the issues and priorities.	3.33	3.27	3.87	3.27	-0.60 ▼