



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.

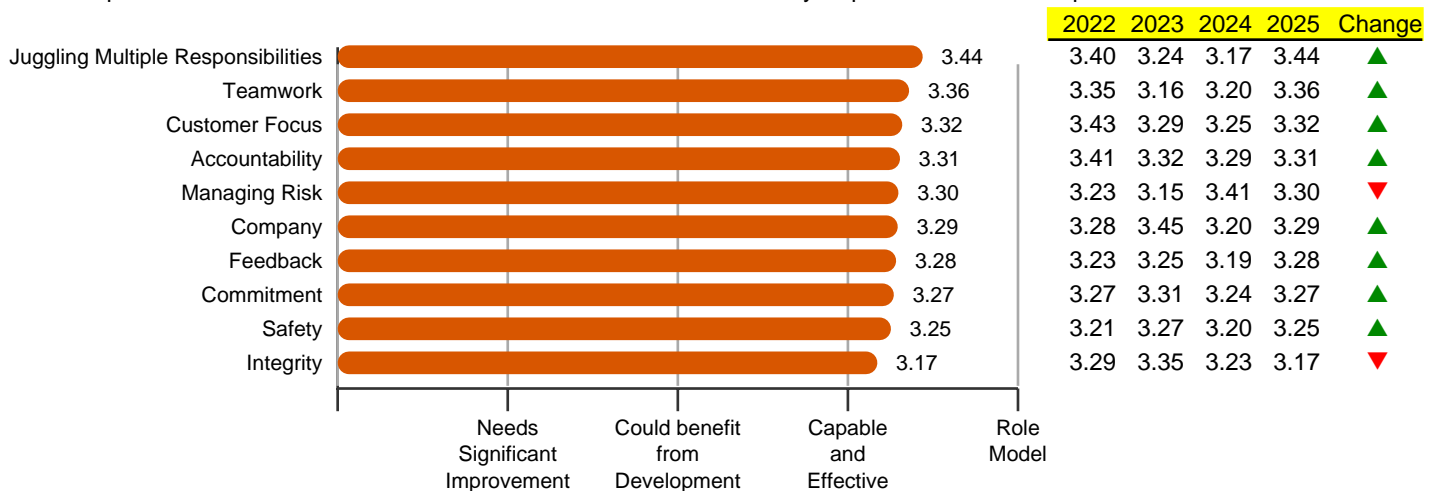
What to Do with Your Feedback

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

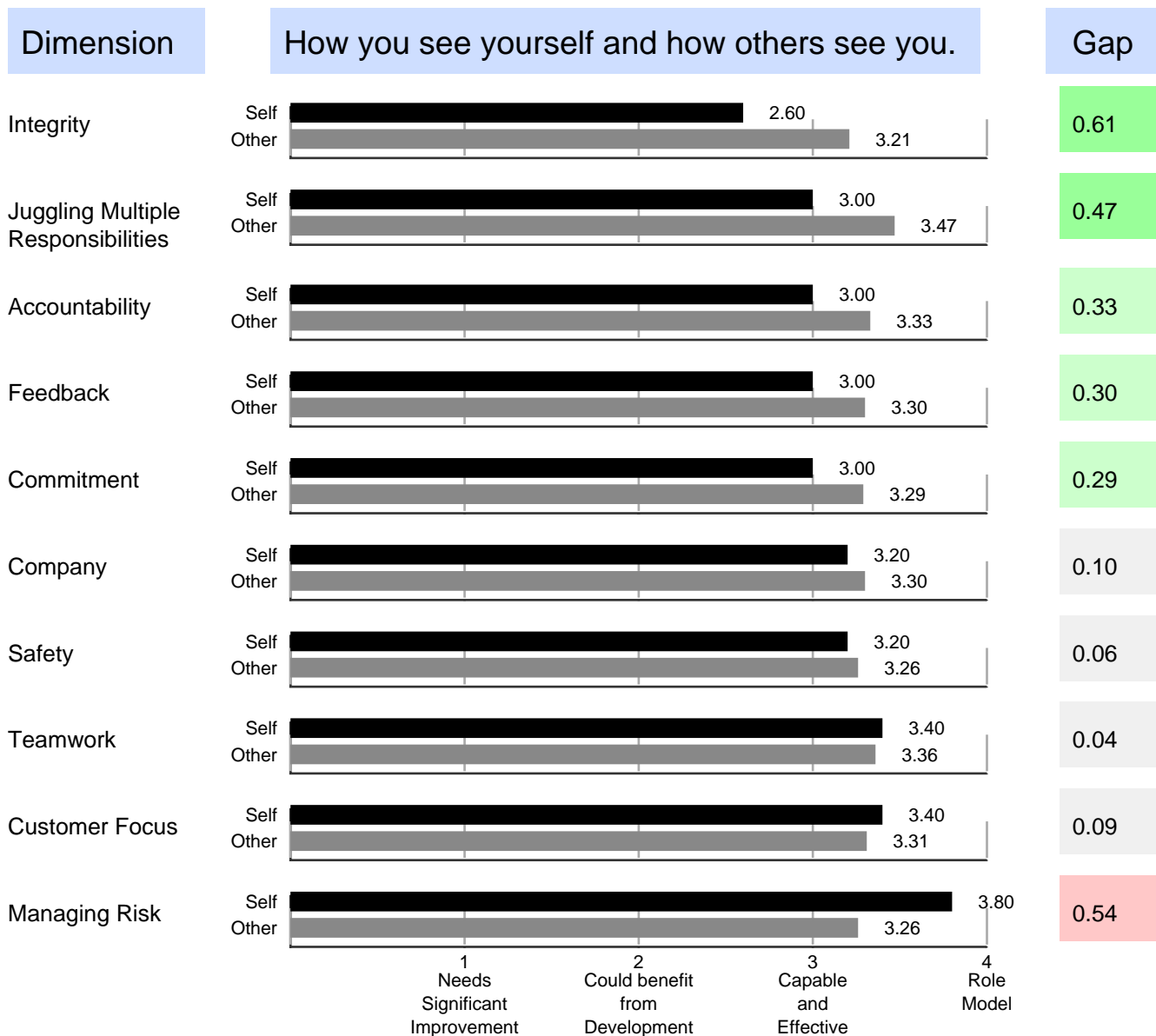
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

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.



Commitment

Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual objectives, ownership, and accountability contribute directly to collective success. Commitment inspires others by modeling resilience, urgency, and uncompromising integrity, while fostering a culture of engagement, shared values, and employee development that strengthens organizational capabilities. Ultimately, it operates across all levels of hierarchy, reinforcing alignment, loyalty, and inspiration that drive sustainable success and collective achievement.

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. Secures commitment from team members.	15	3.20	86.7	13%	53%	33%	
2. Fosters a culture where employees confidently take initiative, committing to goals without waiting for direction.	15	3.33	100.0		67%	33%	
3. Holds self and others accountable, modeling uncompromising commitment through personal example.	15	3.33	93.3	7%	53%	40%	
4. Improves customer satisfaction through building staff capabilities and strengthening their commitment to excellence.	15	3.27	93.3	7%	60%	33%	
5. Willing to do whatever it takes-not afraid to have to put in extra effort.	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. Secures commitment from team members.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Fosters a culture where employees confidently take initiative, committing to goals without waiting for direction.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Holds self and others accountable, modeling uncompromising commitment through personal example.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Improves customer satisfaction through building staff capabilities and strengthening their commitment to excellence.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.00	3.20	3.13	3.21	+0.08 ▲

Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

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. Works diligently for the success of the team.	15	3.47	100.0		53%		47%
7. Fully embraces the responsibilities that contribute to our departmental success.	15	3.40	93.3	7%	47%		47%
8. Can be counted on to do what they say they are going to do.	15	3.20	86.7	13%	53%		33%
9. Accepts personal responsibility for producing high quality and timely work.	15	3.27	86.7	13%	47%		40%
10. Demonstrates a commitment to taking responsibility for actions.	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. Works diligently for the success of the team.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Fully embraces the responsibilities that contribute to our departmental success.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Can be counted on to do what they say they are going to do.	3.40	3.40	3.20	3.20	
9. Accepts personal responsibility for producing high quality and timely work.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Demonstrates a commitment to taking responsibility for actions.	3.33	3.47	3.27	3.20	-0.07 ▼

Juggling Multiple Responsibilities

Juggling Multiple Responsibilities is the ability to manage a dynamic workload by aligning priorities with strategic goals, deadlines, and stakeholder impact while remaining responsive to shifting demands. It involves accepting increased responsibilities with discernment, switching tasks fluidly, and adapting schedules and assignments to maintain momentum and meet customer needs. Effective jugglers maximize efficiency through delegation, multitasking, and time management tools, while tracking progress and working swiftly to prevent delays. This competency is sustained by resilience, tenacity, technical skill, and a positive attitude that reinforces team confidence and balances personal well-being.

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. Determines which tasks are critical and which tasks are optional.	15	3.67	100.0	33%	67%		
12. Re-engages with difficult or stalled projects after setbacks, bringing renewed energy and focus.	15	3.40	93.3	7%	47%	47%	
13. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.13	86.7	13%	60%	27%	
14. Uses delegation as a coaching opportunity, providing feedback and guidance throughout the process.	15	3.47	100.0	53%	47%		
15. Reallocates attention quickly when new information or incidents arise, without compromising quality.	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. Determines which tasks are critical and which tasks are optional.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Re-engages with difficult or stalled projects after setbacks, bringing renewed energy and focus.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Ensures that assignments are prioritized according to the needs of the department/company.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Uses delegation as a coaching opportunity, providing feedback and guidance throughout the process.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Reallocates attention quickly when new information or incidents arise, without compromising quality.	3.67	3.27	3.20	3.53	+0.33 ▲

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
16. Relates to all kinds of people tactfully	15	3.47	93.3	7%	40%	53%	
17. Shares pertinent information with all members of the team.	15	2.93	73.3	27%	53%	20%	
18. Facilitates effective teamwork during periods of change.	15	3.40	93.3	7%	47%	47%	
19. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	15	3.53	100.0		47%	53%	
20. Makes sure each team member participates in the task.	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. Relates to all kinds of people tactfully	3.33	3.00	3.07	3.47	+0.40 ▲
17. Shares pertinent information with all members of the team.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Facilitates effective teamwork during periods of change.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	3.13	2.87	3.53	3.53	
20. Makes sure each team member participates in the task.	3.40	3.20	2.87	3.47	+0.60 ▲

Integrity

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. Willing to issue product recalls if necessary.	15	3.00	80.0	20%	60%		20%
22. Can be trusted to do the right thing.	15	3.53	100.0		47%	53%	
23. Takes responsibility for commitments ensuring that they are met.	15	3.13	86.7	13%	60%		27%
24. Allocates responsibilities based on the employees skills and experience.	15	3.13	80.0	7%	13%	40%	40%
25. Is committed to self-regulation.	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. Willing to issue product recalls if necessary.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Can be trusted to do the right thing.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Takes responsibility for commitments ensuring that they are met.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Allocates responsibilities based on the employees skills and experience.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Is committed to self-regulation.	3.27	3.33	3.27	3.07	-0.20 ▼

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
26. Develops a culture that supports open conversations, mutual respect, and continuous enhancement to facilitate constructive feedback between managers and their employees.	15	3.20	93.3	7%	60%	33%	
27. Identifies specific steps to improve based on feedback and tracks progress over time.	15	3.40	93.3	7%	47%	47%	
28. Begins feedback with what the recipient is doing well to set a positive tone and helps them feel valued.	15	3.60	93.3	7%	27%	67%	
29. Links feedback directly to specific role expectations, KPIs, or project outcomes.	15	3.20	86.7	13%	53%	33%	
30. Provides clear and specific feedback based on observable behaviors.	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. Develops a culture that supports open conversations, mutual respect, and continuous enhancement to facilitate constructive feedback between managers and their employees.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Identifies specific steps to improve based on feedback and tracks progress over time.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Begins feedback with what the recipient is doing well to set a positive tone and helps them feel valued.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Links feedback directly to specific role expectations, KPIs, or project outcomes.	3.21	3.20	3.20	3.20	
30. Provides clear and specific feedback based on observable behaviors.	2.87	3.27	3.07	3.00	-0.07 ▼

Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. Effective risk management can improve responsiveness to critical events and the information gathered can help improve strategic decision making.

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. Ensures employees are aware of potential impacts by increasing risk visibility.	15	3.33	93.3	7%	53%	40%	
32. Tracks risks in a project.	14	3.29	100.0		71%	29%	
33. Is responsible for regulatory, strategic, operational and project risk management.	15	3.27	100.0		73%	27%	
34. Create continuity plans.	15	3.47	93.3	7%	40%	53%	
35. Minimizes the increase in costs due to global events or supply chain issues.	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. Ensures employees are aware of potential impacts by increasing risk visibility.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Tracks risks in a project.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Is responsible for regulatory, strategic, operational and project risk management.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Create continuity plans.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Minimizes the increase in costs due to global events or supply chain issues.	3.20	3.27	3.13	3.13	

Safety

Works in a safe manner and promotes safe working 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Performs work safely.	15	3.20	93.3	7%	67%		27%
37. Supports our company's safety programs.	15	3.33	93.3	7%	53%		40%
38. Develops safety guidelines for the department.	15	3.07	86.7	13%	67%		20%
39. Participates in safety training as applicable.	15	3.33	100.0		67%		33%
40. Identifies and addresses safety needs.	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. Performs work safely.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Supports our company's safety programs.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Develops safety guidelines for the department.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Participates in safety training as applicable.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Identifies and addresses safety needs.	3.00	3.20	3.27	3.33	+0.07 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Prioritizes customer issues based on urgency.	15	3.33	93.3	7%	53%	40%	
42. Builds products that meet the unique needs of each customer.	15	3.40	93.3	7%	47%	47%	
43. Meets with customers on a regular basis.	15	3.13	86.7	13%	60%	27%	
44. Consistently meets customer's needs.	15	3.27	100.0		73%	27%	
45. Addresses customer complaints immediately.	15	3.47	100.0		53%	47%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
41. Prioritizes customer issues based on urgency.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Builds products that meet the unique needs of each customer.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Meets with customers on a regular basis.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Consistently meets customer's needs.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Addresses customer complaints immediately.	3.20	3.33	3.13	3.47	+0.33 ▲

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Implements an EEO policy ensures that all employees are treated fairly and without discrimination.	15	3.40	93.3	7%	47%	47%	
47. Fosters an organizational culture that focuses on collaboration, respect, and continuous learning.	15	3.20	93.3	7%	67%		27%
48. Tracks and communicates the company's community contributions to reinforce accountability and pride.	15	3.20	93.3	7%	60%		33%
49. Takes on new projects without compromising existing work.	15	3.47	100.0		53%		47%
50. Focuses on delivering products and services that resonate with customers and outperform alternatives.	15	3.20	86.7	13%	53%		33%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
46. Implements an EEO policy ensures that all employees are treated fairly and without discrimination.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Fosters an organizational culture that focuses on collaboration, respect, and continuous learning.	3.33	3.40	3.20	3.20	
48. Tracks and communicates the company's community contributions to reinforce accountability and pride.	3.60	3.33	3.20	3.20	
49. Takes on new projects without compromising existing work.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Focuses on delivering products and services that resonate with customers and outperform alternatives.	3.20	3.67	3.27	3.20	-0.07 ▼