

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.

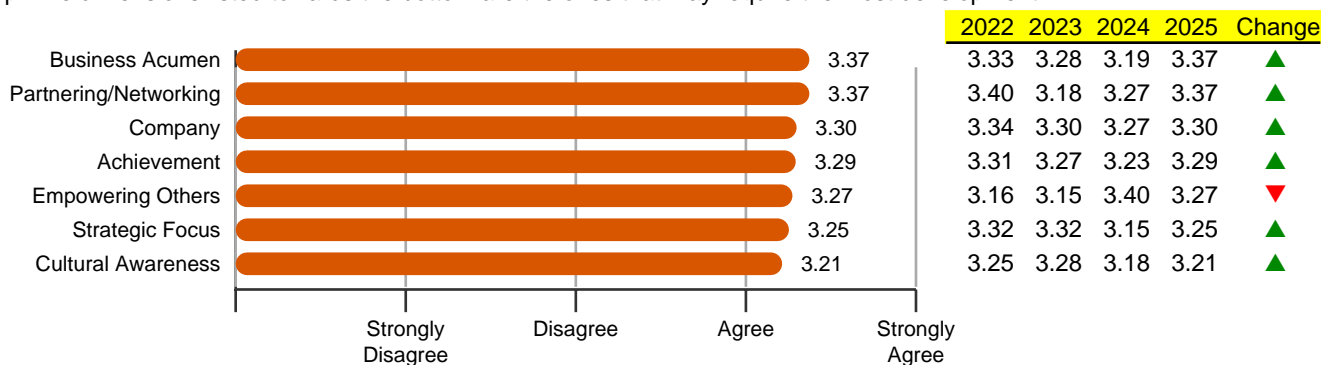
## What to Do with Your Feedback

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

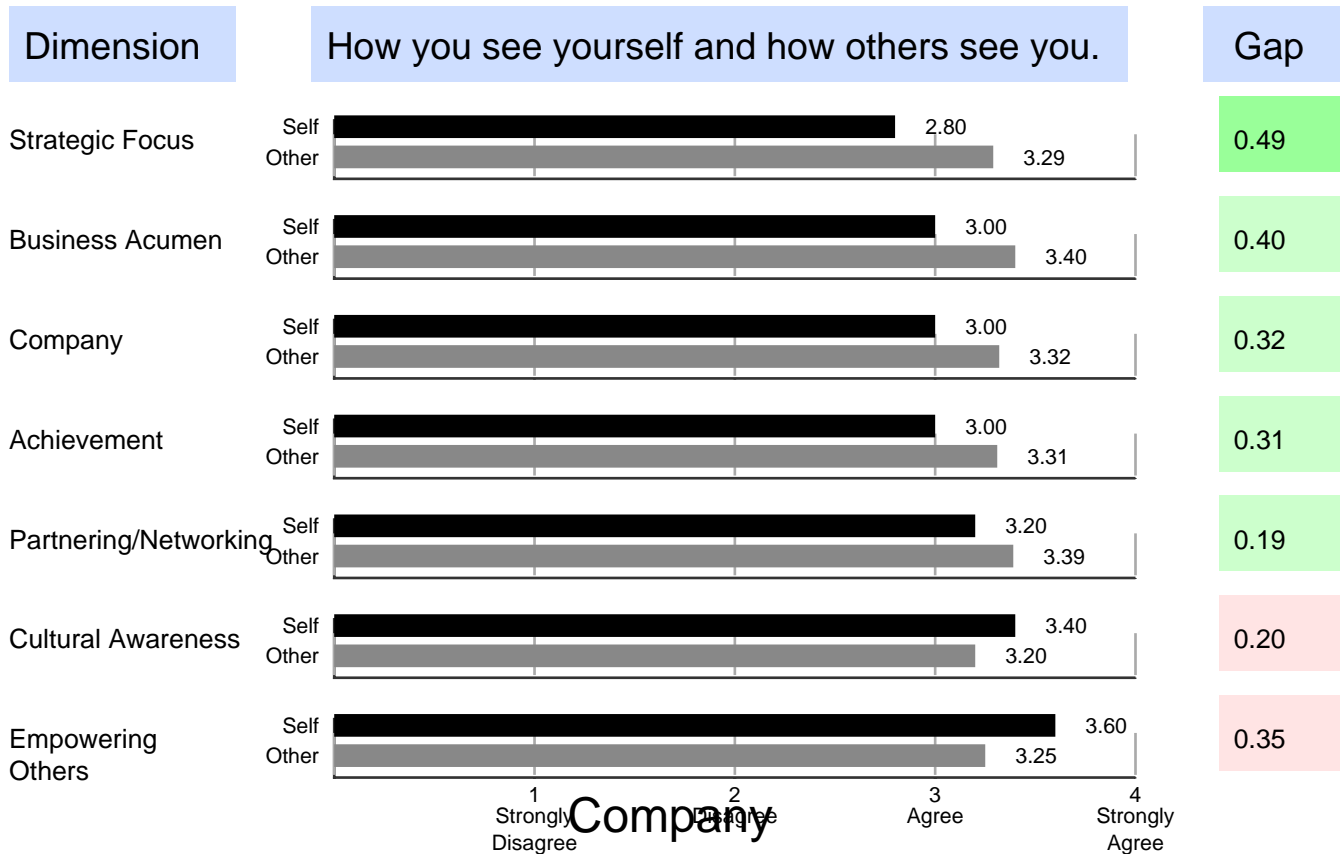
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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
1. Paints a compelling picture of the company's future and inspires others to work toward it.	15	3.20	86.7	13%	53%	33%	
2. Helps employees feel a personal connection to our mission and values.	15	3.33	100.0		67%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
3. Does the right thing, even when no one is watching.	15	3.33	93.3	7%	53%	40%	
4. Offers leadership that inspires bold thinking and long-term impact.	15	3.27	93.3	7%	60%	33%	
5. Aims to cultivate a team culture where people genuinely enjoy showing up and contributing.	14	3.21	85.7	14%	50%	36%	
6. Creates a culture that makes employees feel proud and excited to be part of the team.	15	3.47	100.0		53%	47%	
7. Aligns team goals with broader organizational objectives to foster unity of purpose.	15	3.40	93.3	7%	47%	47%	
8. Focuses on delivering products and services that resonate with customers and outperform alternatives.	15	3.20	86.7	13%	53%	33%	
9. Helps employees remain optimistic by reinforcing the belief that our best work is still ahead of us.	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. Paints a compelling picture of the company's future and inspires others to work toward it.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Helps employees feel a personal connection to our mission and values.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Does the right thing, even when no one is watching.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Offers leadership that inspires bold thinking and long-term impact.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Aims to cultivate a team culture where people genuinely enjoy showing up and contributing.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Creates a culture that makes employees feel proud and excited to be part of the team.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Aligns team goals with broader organizational objectives to foster unity of purpose.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Focuses on delivering products and services that resonate with customers and outperform alternatives.	3.40	3.40	3.20	3.20	
9. Helps employees remain optimistic by reinforcing the belief that our best work is still ahead of us.	3.53	3.40	3.60	3.27	-0.33 ▼

## 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
10. Knows how to use financial information to make an impact on the organization.	15	3.20	93.3	7%	67%		27%
11. Understands the critical business needs of the customer.	15	3.67	100.0		33%	67%	
12. Recognizes trends in underlying data.	15	3.40	93.3	7%	47%		47%
13. Has a good understanding of liabilities and assets.	15	3.13	86.7	13%	60%		27%
14. Applies the knowledge of work processes to influence the achievement of business 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
10. Knows how to use financial information to make an impact on the organization.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Understands the critical business needs of the customer.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Recognizes trends in underlying data.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Has a good understanding of liabilities and assets.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Applies the knowledge of work processes to influence the achievement of business goals	3.20	3.13	3.00	3.47	+0.47 ▲

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

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Facilitates the formation of collaborative relationships with suppliers and vendors.	15	3.53	100.0			47%	53%
16. Creates joint initiatives or projects that serve the common interests of all parties.	15	3.47	93.3	7%	40%		53%
17. Builds trust with colleagues and coworkers.	15	2.93	73.3	27%		53%	20%
18. Identifies partnerships with overseas companies to expand market opportunities.	15	3.40	93.3	7%	47%		47%
19. Actively prevents conflicts by identifying issues early and resolving them promptly.	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. Facilitates the formation of collaborative relationships with suppliers and vendors.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Creates joint initiatives or projects that serve the common interests of all parties.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Builds trust with colleagues and coworkers.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Identifies partnerships with overseas companies to expand market opportunities.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Actively prevents conflicts by identifying issues early and resolving them promptly.	3.13	2.87	3.53	3.53	

## 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
20. Gives adequate consideration to the time and resources available.	15	3.47	100.0		53%	47%	
21. Scans both the internal and external environment to identify strategic opportunities to improve the organization.	15	3.00	80.0	20%	60%		20%
22. Coordinates the implementation of the strategy with stakeholders.	15	3.53	100.0		47%	53%	
23. Aligns cross-functional teams to the strategic plan.	15	3.13	86.7	13%	60%		27%
24. Avoids complacency and strives to be ahead of changes in the business environment.	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. Gives adequate consideration to the time and resources available.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Scans both the internal and external environment to identify strategic opportunities to improve the organization.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Coordinates the implementation of the strategy with stakeholders.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Aligns cross-functional teams to the strategic plan.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Avoids complacency and strives to be ahead of changes in the business environment.	3.33	3.47	3.33	3.13	-0.20 ▼

## Achievement

**Achievement:** a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Follows all processes and procedures to achieve high performance standards.	15	3.07	86.7	13%	67%		20%
26. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.20	93.3	7%	60%		33%
27. Strives for operational excellence by refining workflows and optimizing procedures.	15	3.40	93.3	7%	47%		47%
28. Takes decisive action on lagging projects to restore momentum and ensure completion.	15	3.60	93.3	7%	27%	67%	
29. Highly motivated to achieve or exceed performance standards.	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. Follows all processes and procedures to achieve high performance standards.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Strives for operational excellence by refining workflows and optimizing procedures.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Takes decisive action on lagging projects to restore momentum and ensure completion.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Highly motivated to achieve or exceed performance standards.	3.21	3.20	3.20	3.20	

## 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
30. Permits employees to take training to become more independent.	14	3.00	92.9	7%	79%	14%	
31. Encourages independent, original thinking and creative problem-solving.	15	3.33	93.3	7%	53%	40%	
32. Coordinates the knowledge, skills and resources of others to accomplish more in the department.	14	3.29	100.0		71%	29%	
33. Allows employees to take on more responsibilities.	15	3.27	100.0		73%	27%	
34. Demonstrates confidence in the abilities of subordinates.	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. Permits employees to take training to become more independent.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Encourages independent, original thinking and creative problem-solving.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Coordinates the knowledge, skills and resources of others to accomplish more in the department.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Allows employees to take on more responsibilities.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Demonstrates confidence in the abilities of subordinates.	3.33	3.00	3.53	3.47	-0.07 ▼

## Cultural Awareness

Cultural Awareness is the ability to recognize and reflect on one's own cultural perspectives and biases while remaining open to the unique views and traditions of others. It involves showing sensitivity by honoring cultural milestones, adapting communication respectfully, and addressing individual needs with care and empathy. Culturally aware individuals foster inclusion by listening without judgment, promoting mutual respect, and encouraging recognition of diverse voices across teams. They continuously learn, advocate for equity, and model humility and integrity; helping build safe, collaborative environments where cultural differences are valued as strengths.

### 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 empathy and patience when navigating cross-cultural misunderstandings.	15	3.13	86.7	13%	60%	27%	
36. Tailors solutions to accommodate diverse cultural needs and expectations.	15	3.20	93.3	7%	67%	27%	
37. Aware of their own cultural views.	15	3.33	93.3	7%	53%	40%	
38. Functions effectively within various cultural contexts.	15	3.07	86.7	13%	67%	20%	
39. Seeks to reduce obstacles in communication that might arise from cultural differences.	15	3.33	100.0		67%	33%	

### Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Demonstrates empathy and patience when navigating cross-cultural misunderstandings.	3.20	3.27	3.13	3.13	
36. Tailors solutions to accommodate diverse cultural needs and expectations.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Aware of their own cultural views.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Functions effectively within various cultural contexts.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Seeks to reduce obstacles in communication that might arise from cultural differences.	3.20	3.27	3.00	3.33	+0.33 ▲