

Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

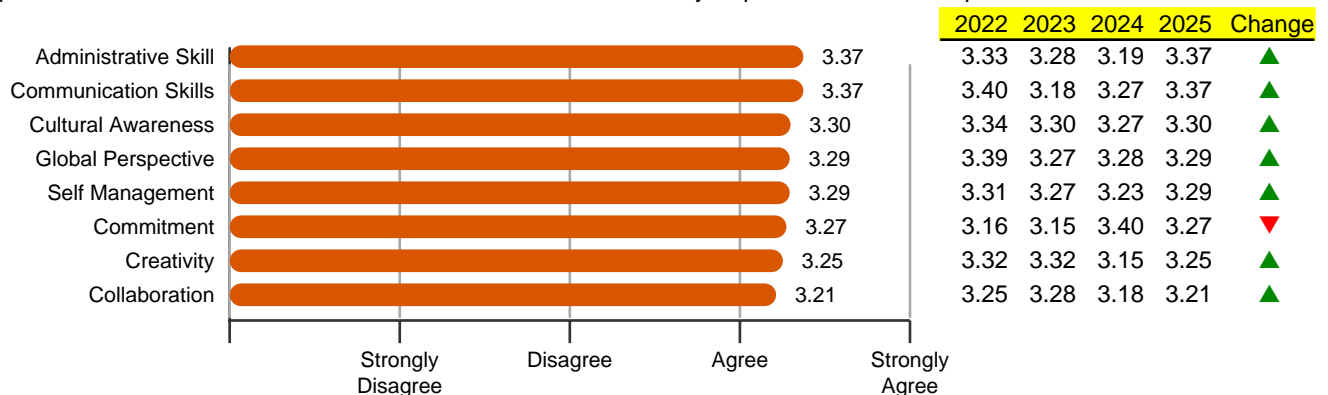
What to Do with Your Feedback

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

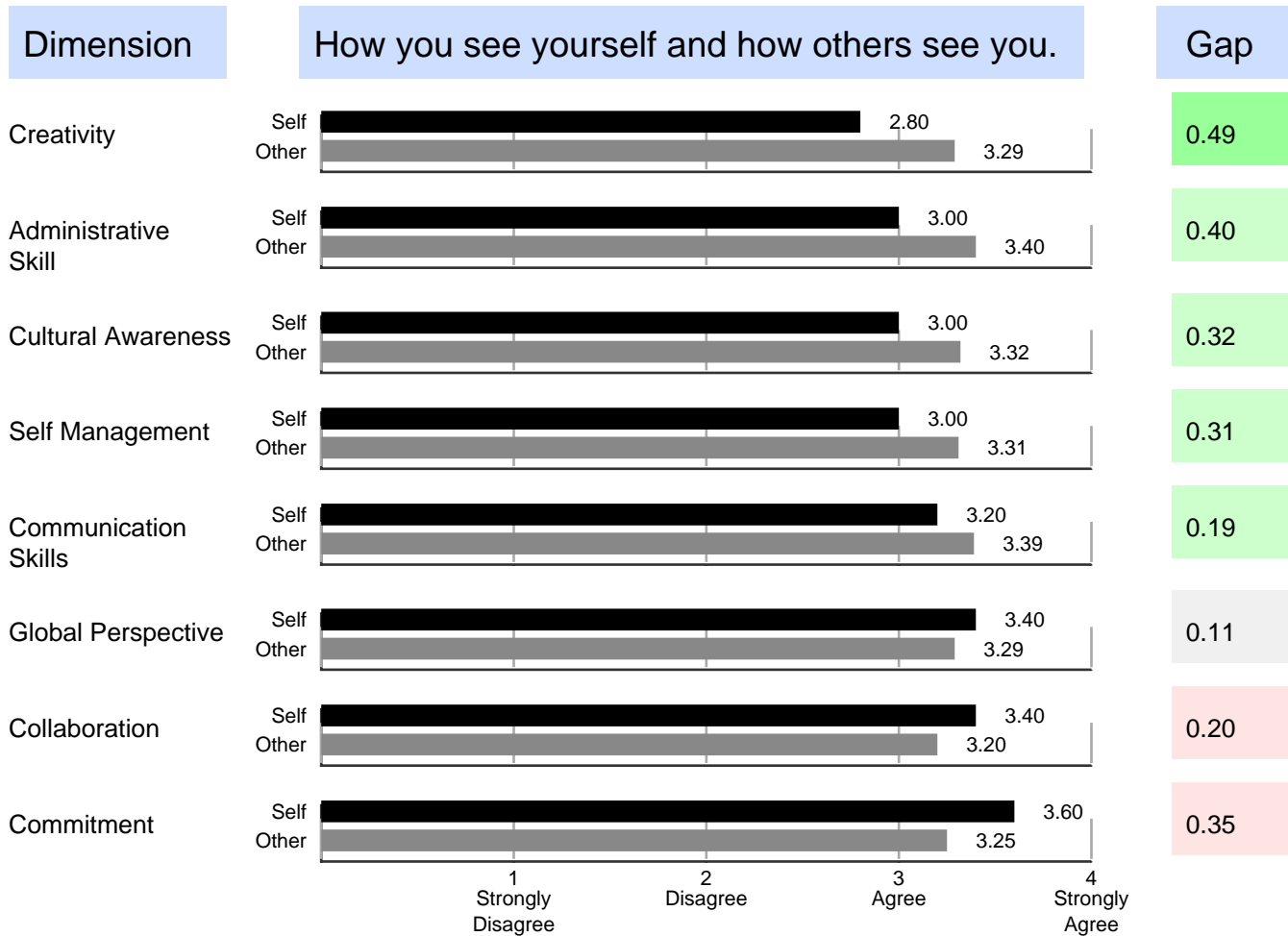
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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
1. Engages with individuals that have different cultural backgrounds.	15	3.20	86.7	13%	53%	33%	
2. Is aware of differences in how individuals from other cultures greet one another.	15	3.33	100.0		67%	33%	
3. Participates in or facilitates cultural sensitivity training for self and team.	15	3.33	93.3	7%	53%	40%	
4. Develops skills and attitudes to bridge cultural differences.	15	3.27	93.3	7%	60%	33%	
5. Promotes continuous learning about customs, traditions, and workplace etiquette.	14	3.21	85.7	14%	50%	36%	
6. Open to learning about different cultures.	15	3.47	100.0		53%	47%	
7. Understands the impact that our culture may have on interactions between individuals.	15	3.40	93.3	7%	47%	47%	
8. Demonstrates fairness and impartiality when resolving conflicts involving cultural differences	15	3.20	86.7	13%	53%	33%	
9. Demonstrates humility when learning about unfamiliar cultural customs or beliefs.	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. Engages with individuals that have different cultural backgrounds.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is aware of differences in how individuals from other cultures greet one another.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Participates in or facilitates cultural sensitivity training for self and team.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Develops skills and attitudes to bridge cultural differences.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Promotes continuous learning about customs, traditions, and workplace etiquette.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Open to learning about different cultures.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Understands the impact that our culture may have on interactions between individuals.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Demonstrates fairness and impartiality when resolving conflicts involving cultural differences	3.40	3.40	3.20	3.20	
9. Demonstrates humility when learning about unfamiliar cultural customs or beliefs.	3.53	3.40	3.60	3.27	-0.33 ▼

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
10. Analyzes financial transactions and their impacts in various reports.	15	3.20	93.3	7%	67%	27%	
11. Uses procedures to identify potential accounting/transaction errors.	15	3.67	100.0		33%	67%	
12. High attention to detail.	15	3.40	93.3	7%	47%	47%	
13. Prepares and organizes presentations.	15	3.13	86.7	13%	60%	27%	
14. Implements automated or manual records management procedures/systems.	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. Analyzes financial transactions and their impacts in various reports.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Uses procedures to identify potential accounting/transaction errors.	3.40	3.40	3.27	3.67	+0.40 ▲
12. High attention to detail.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Prepares and organizes presentations.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Implements automated or manual records management procedures/systems.	3.20	3.13	3.00	3.47	+0.47 ▲

Communication Skills

Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational 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
15. Uses polite language and shows respect for others' opinions and time.	15	3.53	100.0			47%	53%
16. Sets their on-line status to "available" to indicate they are available for communication.	15	3.47	93.3	7%	40%		53%
17. Maintains eye contact to foster direct communication.	15	2.93	73.3	27%		53%	20%
18. Listens effectively and responds to new information.	15	3.40	93.3	7%	47%		47%
19. Facilitates seamless communication across all management levels.	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. Uses polite language and shows respect for others' opinions and time.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Sets their on-line status to "available" to indicate they are available for communication.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Maintains eye contact to foster direct communication.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Listens effectively and responds to new information.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Facilitates seamless communication across all management levels.	3.13	2.87	3.53	3.53	

Creativity

Creativity is the ability to generate original, valuable ideas by drawing on reflection, imagination, and continuous learning. It thrives in environments that are supportive, open to diverse perspectives, and structured to stimulate exploration, risk-taking, and thoughtful contemplation. Creative leaders not only develop their own ideas but also cultivate the creative potential of others through collaboration, inspiration, and cross-functional networking. True creativity adds value by producing innovative, unique solutions that are implemented, evaluated, and refined to solve real problems and drive meaningful 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
20. Blends ideas from different domains to spark innovation.	15	3.47	100.0		53%	47%	
21. Leads by example with imaginative thinking and innovative action.	15	3.00	80.0	20%	60%	20%	
22. Scans the external environment for creative practices and emerging trends.	15	3.53	100.0		47%	53%	
23. Ensures that creative ideas move beyond discussion into real-world application.	15	3.13	86.7	13%	60%	27%	
24. Creates an environment that supports creative thinking and problem solving.	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. Blends ideas from different domains to spark innovation.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Leads by example with imaginative thinking and innovative action.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Scans the external environment for creative practices and emerging trends.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Ensures that creative ideas move beyond discussion into real-world application.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Creates an environment that supports creative thinking and problem solving.	3.33	3.47	3.33	3.13	-0.20 ▼

Self Management

Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own performance.

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. Analyzes interpersonal problems instead of reacting to them.	15	3.07	86.7	13%	67%	20%	
26. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.20	93.3	7%	60%	33%	
27. Does not allow own emotions to interfere with the performance of others.	15	3.40	93.3	7%	47%	47%	
28. Uses patience and self-control in working with customers and associates.	15	3.60	93.3	7%	27%	67%	
29. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	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. Analyzes interpersonal problems instead of reacting to them.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Does not allow own emotions to interfere with the performance of others.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Uses patience and self-control in working with customers and associates.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.21	3.20	3.20	3.20	

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Exhibits personal devotion to important goals and objectives.	14	3.00	92.9	7%	79%		14%
31. Maintains concentration on critical outcomes, even when faced with competing demands or shifting circumstances.	15	3.33	93.3	7%	53%		40%
32. Improves customer satisfaction through building staff capabilities and strengthening their commitment to excellence.	14	3.29	100.0		71%		29%
33. Demonstrates accountability, loyalty, and resilience, showing up prepared and engaged in both routine and high-stakes situations.	15	3.27	100.0		73%		27%
34. Serves as a role model of commitment to advancing the organization's mission.	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. Exhibits personal devotion to important goals and objectives.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Maintains concentration on critical outcomes, even when faced with competing demands or shifting circumstances.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Improves customer satisfaction through building staff capabilities and strengthening their commitment to excellence.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Demonstrates accountability, loyalty, and resilience, showing up prepared and engaged in both routine and high-stakes situations.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Serves as a role model of commitment to advancing the organization's mission.	3.33	3.00	3.53	3.47	-0.07 ▼

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
35. Collaborates with others to resolve conflicts constructively.	15	3.13	86.7	13%	60%	27%	
36. Engages with team members to build a collaborative work environment.	15	3.20	93.3	7%	67%	27%	
37. Creates an environment to support free exchange of information.	15	3.33	93.3	7%	53%	40%	
38. Collaborates with team members to achieve common goals.	15	3.07	86.7	13%	67%	20%	
39. Collaborates in time, effort, and expertise to help achieve success.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Collaborates with others to resolve conflicts constructively.	3.20	3.27	3.13	3.13	
36. Engages with team members to build a collaborative work environment.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Creates an environment to support free exchange of information.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Collaborates with team members to achieve common goals.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Collaborates in time, effort, and expertise to help achieve success.	3.20	3.27	3.00	3.33	+0.33 ▲

Global Perspective

Maintains a global perspective on business functions and strategies.

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. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	3.33	100.0		67%		33%
41. Respects individual differences.	15	3.33	93.3	7%	53%		40%
42. Demonstrates a curiosity about diverse individuals and cultures.	15	3.40	93.3	7%	47%		47%
43. Communicates effectively on a multi-lingual basis.	15	3.13	86.7	13%	60%		27%
44. Cooperates with others on a global scale.	15	3.27	100.0		73%		27%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
40. Accepts setbacks and challenges in foreign markets as improvement opportunities	3.00	3.20	3.27	3.33	+0.07 ▲
41. Respects individual differences.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Demonstrates a curiosity about diverse individuals and cultures.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Communicates effectively on a multi-lingual basis.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Cooperates with others on a global scale.	3.33	3.27	3.87	3.27	-0.60 ▼