



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.

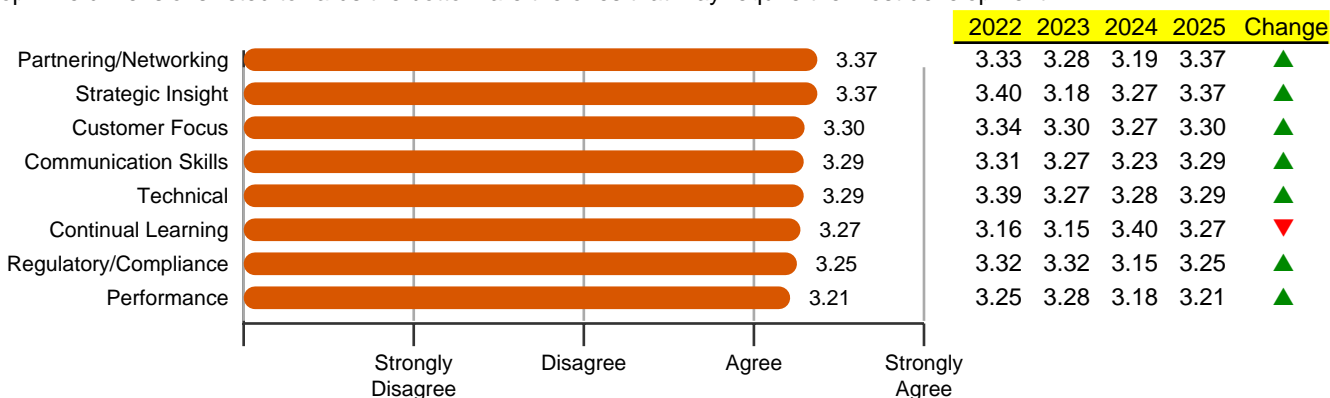
What to Do with Your Feedback

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

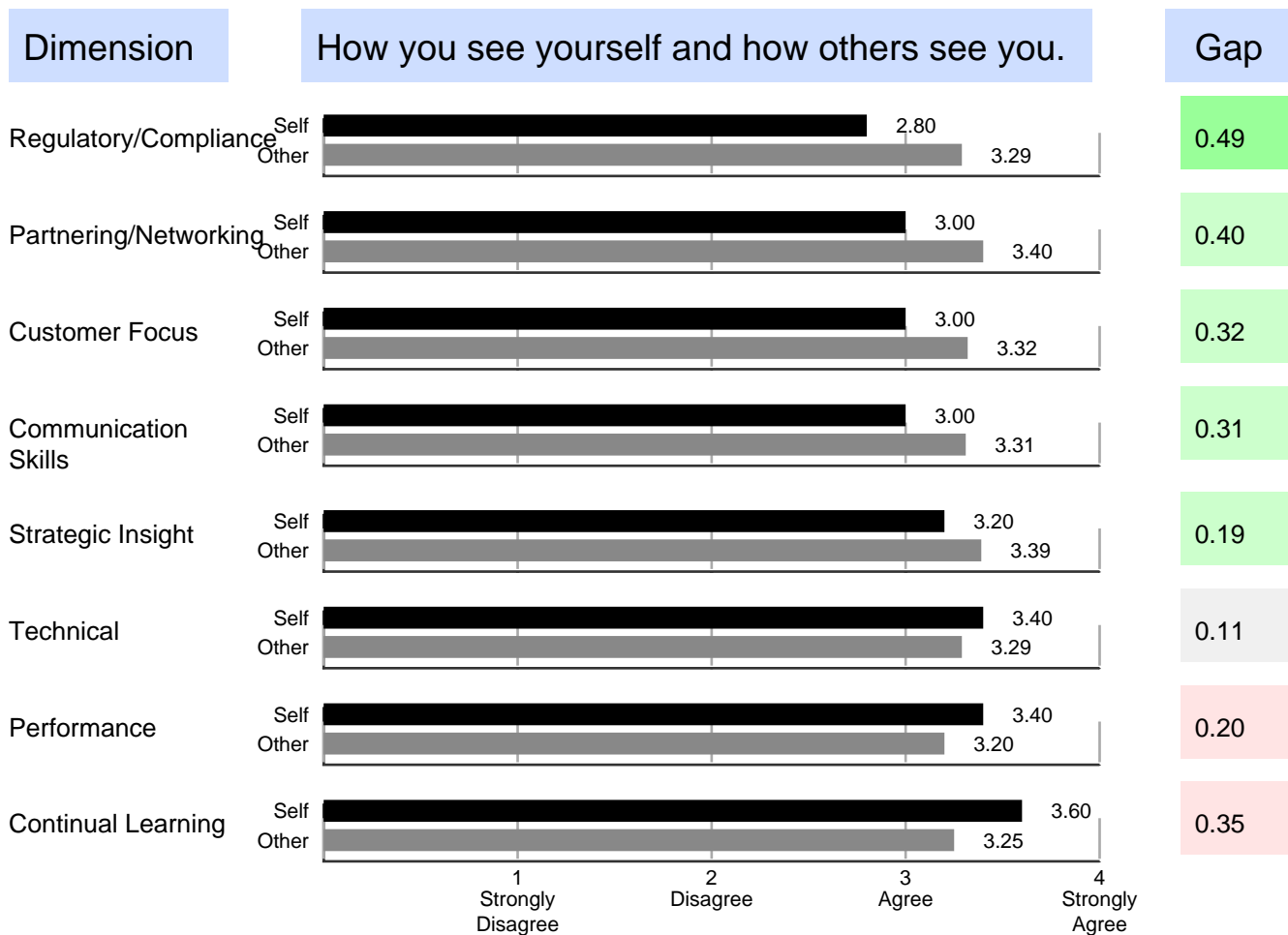
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



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
1. Anticipates potential obstacles to meeting customer needs.	15	3.20	86.7	13%	53%	33%	
2. Develops good rapport and trust with the customer.	15	3.33	100.0		67%	33%	
3. Identifies the core needs of the customer.	15	3.33	93.3	7%	53%	40%	
4. Exceeds expectations of the customers.	15	3.27	93.3	7%	60%	33%	
5. Maintains positive customer relationships.	14	3.21	85.7	14%	50%	36%	
6. Looks for opportunities that have a positive impact on customers.	15	3.47	100.0		53%	47%	
7. Is focused on improving customer services.	15	3.40	93.3	7%	47%	47%	
8. Is competent in handling customer cases.	15	3.20	86.7	13%	53%	33%	
9. Thoroughly understands the needs of the customer.	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. Anticipates potential obstacles to meeting customer needs.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Develops good rapport and trust with the customer.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Identifies the core needs of the customer.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Exceeds expectations of the customers.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Maintains positive customer relationships.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Looks for opportunities that have a positive impact on customers.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Is focused on improving customer services.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Is competent in handling customer cases.	3.40	3.40	3.20	3.20	
9. Thoroughly understands the needs of the customer.	3.53	3.40	3.60	3.27	-0.33 ▼

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
10. Manages effective partnerships between public, private, and non-profit sectors.	15	3.20	93.3	7%	67%	27%	
11. Communicates with others in an open manner.	15	3.67	100.0	33%	67%		
12. Develops partnerships with other colleagues in the industry.	15	3.40	93.3	7%	47%	47%	
13. Identifies partnerships with overseas companies to expand market opportunities.	15	3.13	86.7	13%	60%	27%	
14. Engages with partners that offer complementary services and competencies.	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. Manages effective partnerships between public, private, and non-profit sectors.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Communicates with others in an open manner.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Develops partnerships with other colleagues in the industry.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Identifies partnerships with overseas companies to expand market opportunities.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Engages with partners that offer complementary services and competencies.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Recognizes unspoken concerns or morale issues through body language, tone, and team interactions.	15	3.53	100.0		47%	53%	
16. Anticipates talent needs based on projected business growth and industry developments.	15	3.47	93.3	7%	40%	53%	
17. Adjusts strategic plans based on insights gathered from different points of view.	15	2.93	73.3	27%	53%	20%	
18. Identifies root causes of problems.	15	3.40	93.3	7%	47%	47%	
19. Creates values statement to ensure all employees are working under the same guiding principles.	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. Recognizes unspoken concerns or morale issues through body language, tone, and team interactions.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Anticipates talent needs based on projected business growth and industry developments.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Adjusts strategic plans based on insights gathered from different points of view.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Identifies root causes of problems.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Creates values statement to ensure all employees are working under the same guiding principles.	3.13	2.87	3.53	3.53	

Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

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. Conducts necessary risk assessments.	15	3.47	100.0		53%	47%	
21. Performs regular compliance audits.	15	3.00	80.0	20%	60%		20%
22. Creates an oversight panel to provide comprehensive supervision for the organization.	15	3.53	100.0		47%	53%	
23. Works quickly to implement changes in regulations.	15	3.13	86.7	13%	60%		27%
24. Formulates compliance policies and procedures.	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. Conducts necessary risk assessments.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Performs regular compliance audits.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Creates an oversight panel to provide comprehensive supervision for the organization.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Works quickly to implement changes in regulations.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Formulates compliance policies and procedures.	3.33	3.47	3.33	3.13	-0.20 ▼

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
25. Responds to questions with accurate and complete answers	15	3.07	86.7	13%	67%		20%
26. Provides feedback in a helpful and respectful way, focusing on improvement.	15	3.20	93.3	7%	60%		33%
27. Articulates ideas and emotions clearly to others.	15	3.40	93.3	7%	47%		47%
28. Uses software, graphics, or other aids to clarify complex or technical reports.	15	3.60	93.3	7%	27%	67%	
29. Reports progress on goals to the supervisor.	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. Responds to questions with accurate and complete answers	3.27	3.33	3.27	3.07	-0.20 ▼
26. Provides feedback in a helpful and respectful way, focusing on improvement.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Articulates ideas and emotions clearly to others.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Uses software, graphics, or other aids to clarify complex or technical reports.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Reports progress on goals to the supervisor.	3.21	3.20	3.20	3.20	

Continual Learning

Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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. Improves on their skill sets.	14	3.00	92.9	7%	79%	14%	
31. Grasps new ideas, concepts, technical, or business knowledge.	15	3.33	93.3	7%	53%	40%	
32. Pursues learning that will enhance job performance.	14	3.29	100.0		71%	29%	
33. Views setbacks as opportunities to learn from.	15	3.27	100.0		73%	27%	
34. Takes the initiative to learn new skills.	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. Improves on their skill sets.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Grasps new ideas, concepts, technical, or business knowledge.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Pursues learning that will enhance job performance.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Views setbacks as opportunities to learn from.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Takes the initiative to learn new skills.	3.33	3.00	3.53	3.47	-0.07 ▼

Performance

Maintains high level of 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
35. Listens and responds to issues and problems	15	3.13	86.7	13%	60%	27%	
36. ...Produce Quality	15	3.20	93.3	7%	67%	27%	
37. Effectively organizes resources and plans	15	3.33	93.3	7%	53%	40%	
38. Able to organize work.	15	3.07	86.7	13%	67%	20%	
39. Has great overall performance	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. Listens and responds to issues and problems	3.20	3.27	3.13	3.13	
36. ...Produce Quality	3.53	3.20	3.33	3.20	-0.13 ▼
37. Effectively organizes resources and plans	3.20	3.27	3.07	3.33	+0.26 ▲
38. Able to organize work.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Has great overall performance	3.20	3.27	3.00	3.33	+0.33 ▲

Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

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. Is knowledgeable of procedures or systems necessary for the job.	15	3.33	100.0		67%		33%
41. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.33	93.3	7%	53%		40%
42. Willingly shares his/her technical expertise; sought out as resource by others	15	3.40	93.3	7%	47%		47%
43. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.13	86.7	13%	60%		27%
44. Demonstrates mastery of the technical competencies required in his/her work.	15	3.27	100.0		73%		27%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
40. Is knowledgeable of procedures or systems necessary for the job.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.47	3.20	2.93	3.33	+0.40 ▲
42. Willingly shares his/her technical expertise; sought out as resource by others	3.27	3.53	3.13	3.40	+0.27 ▲
43. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Demonstrates mastery of the technical competencies required in his/her work.	3.33	3.27	3.87	3.27	-0.60 ▼