



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.

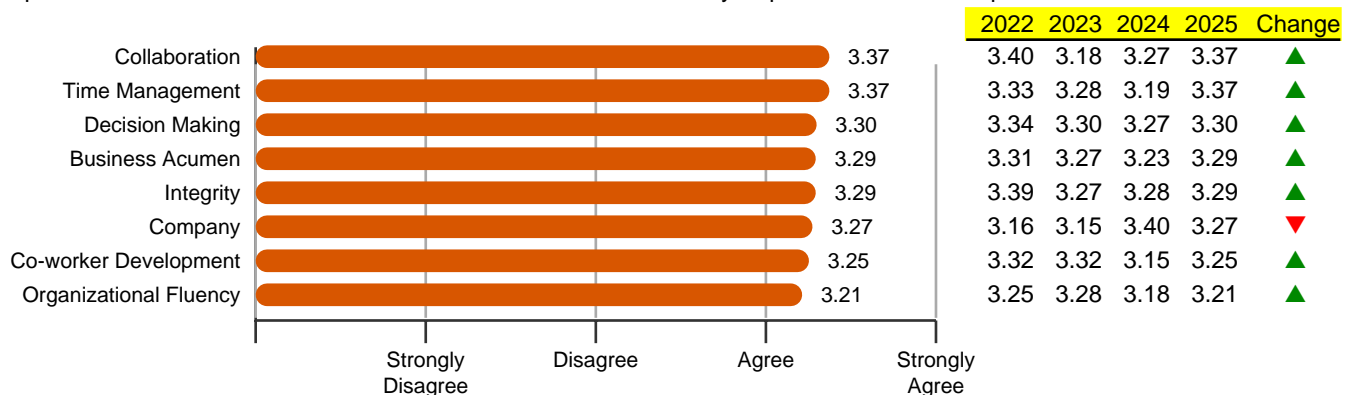
What to Do with Your Feedback

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

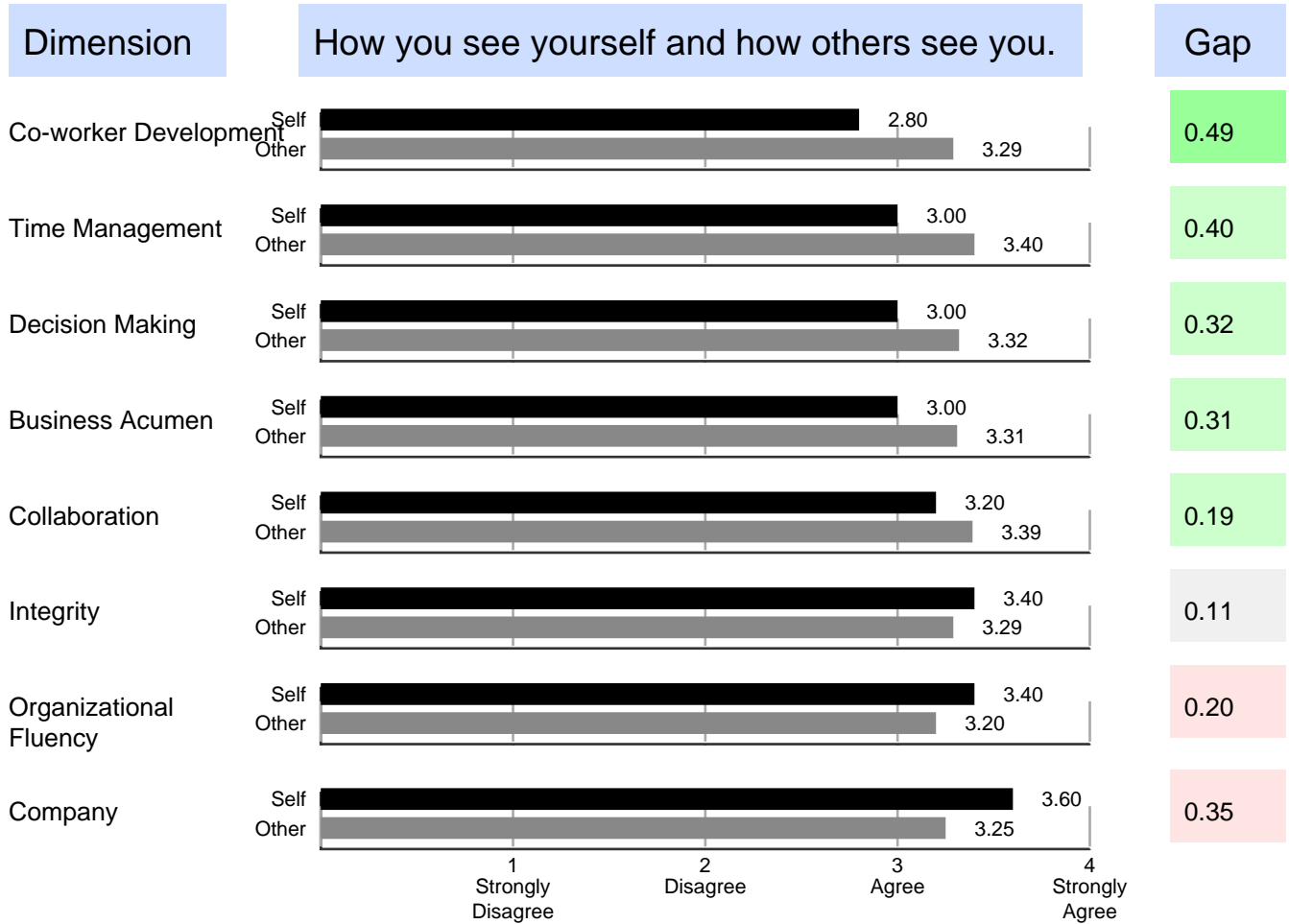
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Decision Making

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints. Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

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. Exercises good judgment by making sound and informed decisions.	15	3.20	86.7	13%	53%	33%	
2. Employs sound judgment and logical reasoning.	15	3.33	100.0		67%	33%	
3. Asks for additional information when making critical decisions.	15	3.33	93.3	7%	53%	40%	
4. Recognizes and generates innovative solutions.	15	3.27	93.3	7%	60%	33%	
5. Regularly evaluates information before making important decisions.	14	3.21	85.7	14%	50%	36%	
6. Performs a cost/benefit analysis before making a decision.	15	3.47	100.0		53%	47%	
7. Skillfully integrates diverse and opposing information sources.	15	3.40	93.3	7%	47%	47%	
8. Makes creative decisions.	15	3.20	86.7	13%	53%	33%	
9. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	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. Exercises good judgment by making sound and informed decisions.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Employs sound judgment and logical reasoning.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Asks for additional information when making critical decisions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Recognizes and generates innovative solutions.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Regularly evaluates information before making important decisions.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Performs a cost/benefit analysis before making a decision.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Skillfully integrates diverse and opposing information sources.	3.40	3.20	3.33	3.40	+0.07 ▲

Item	2022	2023	2024	2025	Change
8. Makes creative decisions.	3.40	3.40	3.20	3.20	
9. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.53	3.40	3.60	3.27	-0.33 ▼

Time Management

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Sets a good balance between work and family life.	15	3.20	93.3	7%	67%	27%	
11. Gives undivided attention to tasks currently being worked on.	15	3.67	100.0		33%	67%	
12. Delegates with clarity, providing direction and expectations to ensure successful follow-through.	15	3.40	93.3	7%	47%	47%	
13. Stays focused on the most important tasks that need completed.	15	3.13	86.7	13%	60%	27%	
14. Prefers to utilize automated workflows.	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. Sets a good balance between work and family life.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Gives undivided attention to tasks currently being worked on.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Delegates with clarity, providing direction and expectations to ensure successful follow-through.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Stays focused on the most important tasks that need completed.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Prefers to utilize automated workflows.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Integrates digital tools to streamline the collaborative processes of Research and Development.	15	3.53	100.0			47%	53%
16. Ensures all team members understand the goals.	15	3.47	93.3	7%	40%		53%
17. Models collaborative behavior through leading by example.	15	2.93	73.3	27%		53%	20%
18. Promotes open participation and communication within department and throughout the organization.	15	3.40	93.3	7%	47%		47%
19. Collaborates with team members to achieve common goals.	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. Integrates digital tools to streamline the collaborative processes of Research and Development.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Ensures all team members understand the goals.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Models collaborative behavior through leading by example.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Promotes open participation and communication within department and throughout the organization.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Collaborates with team members to achieve common goals.	3.13	2.87	3.53	3.53	

Co-worker Development

Invests in the professional development of others.

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. Takes immediate action on poor performance	15	3.47	100.0		53%	47%	
21. Gives others development opportunities through project assignments and increased job responsibilities	15	3.00	80.0	20%	60%	20%	
22. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.53	100.0		47%	53%	
23. Provides ongoing feedback to co-workers on their development progress	15	3.13	86.7	13%	60%	27%	
24. Adapts coaching and mentoring approach to meet the style or needs of individuals	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. Takes immediate action on poor performance	3.40	3.20	2.87	3.47	+0.60 ▲
21. Gives others development opportunities through project assignments and increased job responsibilities	3.47	3.13	3.20	3.00	-0.20 ▼
22. Sets and clearly communicates expectations, performance goals, and measurements to others	3.20	3.33	3.07	3.53	+0.47 ▲
23. Provides ongoing feedback to co-workers on their development progress	3.20	3.47	3.27	3.13	-0.13 ▼
24. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.33	3.47	3.33	3.13	-0.20 ▼

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
25. Works cooperatively with others to implement business changes.	15	3.07	86.7	13%	67%	20%	
26. Looks at business problems from a variety of perspectives.	15	3.20	93.3	7%	60%	33%	
27. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	15	3.40	93.3	7%	47%	47%	
28. Describes and summarizes data.	15	3.60	93.3	7%	27%	67%	
29. Collects valuable customer insights to ensure our services meet their needs.	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. Works cooperatively with others to implement business changes.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Looks at business problems from a variety of perspectives.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Describes and summarizes data.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Collects valuable customer insights to ensure our services meet their needs.	3.21	3.20	3.20	3.20	

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
30. Empowers employees to participate in volunteer efforts and community service programs.	14	3.00	92.9	7%	79%		14%
31. Implements tools and workflows that streamline communication and project tracking.	15	3.33	93.3	7%	53%		40%
32. Implements an EEO policy ensures that all employees are treated fairly and without discrimination.	14	3.29	100.0		71%		29%
33. Enforces the workplace health and safety policies to ensure that all employees are given a safe place to work.	15	3.27	100.0		73%		27%
34. Maintains the high ethical standards of the company.	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. Empowers employees to participate in volunteer efforts and community service programs.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Implements tools and workflows that streamline communication and project tracking.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Implements an EEO policy ensures that all employees are treated fairly and without discrimination.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Enforces the workplace health and safety policies to ensure that all employees are given a safe place to work.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Maintains the high ethical standards of the company.	3.33	3.00	3.53	3.47	-0.07 ▼

Organizational Fluency

Able to work within the department/division/organization. Understand how different parts of the business interact.

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. Able to deal with sensitive issues with tact and professionalism.	15	3.13	86.7	13%	60%	27%	
36. Understands departmental policies and procedures.	15	3.20	93.3	7%	67%	27%	
37. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.33	93.3	7%	53%	40%	
38. Gets things done through the department.	15	3.07	86.7	13%	67%	20%	
39. Able to explain departmental policies and procedures to others.	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. Able to deal with sensitive issues with tact and professionalism.	3.20	3.27	3.13	3.13	
36. Understands departmental policies and procedures.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Gets things done through the department.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Able to explain departmental policies and procedures to others.	3.20	3.27	3.00	3.33	+0.33 ▲

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
40. Can be trusted to do the right thing.	15	3.33	100.0		67%		33%
41. Works towards developing an environment built upon trust	15	3.33	93.3	7%	53%		40%
42. Fosters an environment built upon trust.	15	3.40	93.3	7%	47%		47%
43. Takes responsibilities seriously and is dedicated to maintaining a high reputation and also the reputation of the department and organization.	15	3.13	86.7	13%	60%		27%
44. Earns the trust of employees, clients, and stakeholders by consistently demonstrating a high degree of integrity.	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. Can be trusted to do the right thing.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Works towards developing an environment built upon trust	3.47	3.20	2.93	3.33	+0.40 ▲
42. Fosters an environment built upon trust.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Takes responsibilities seriously and is dedicated to maintaining a high reputation and also the reputation of the department and organization.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Earns the trust of employees, clients, and stakeholders by consistently demonstrating a high degree of integrity.	3.33	3.27	3.87	3.27	-0.60 ▼