

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.

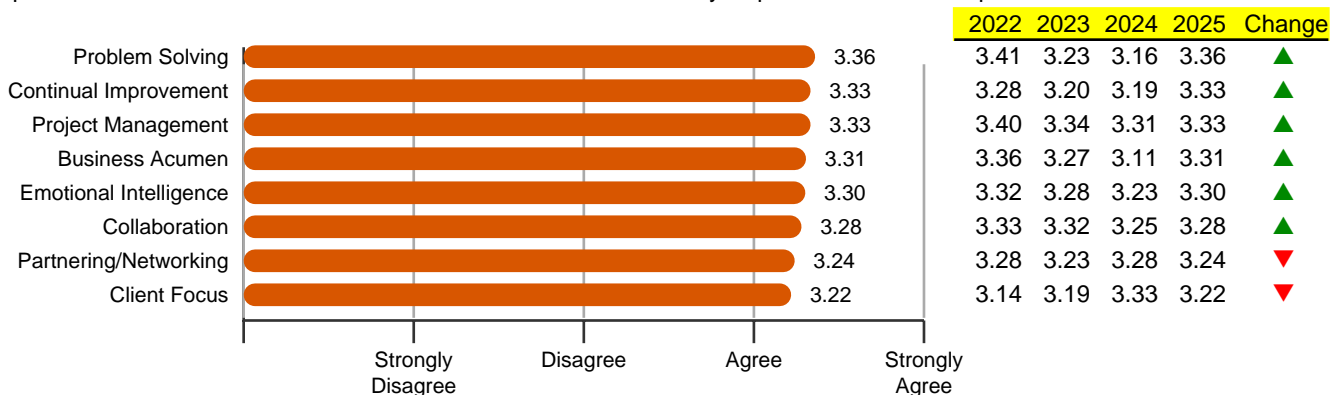
What to Do with Your Feedback

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

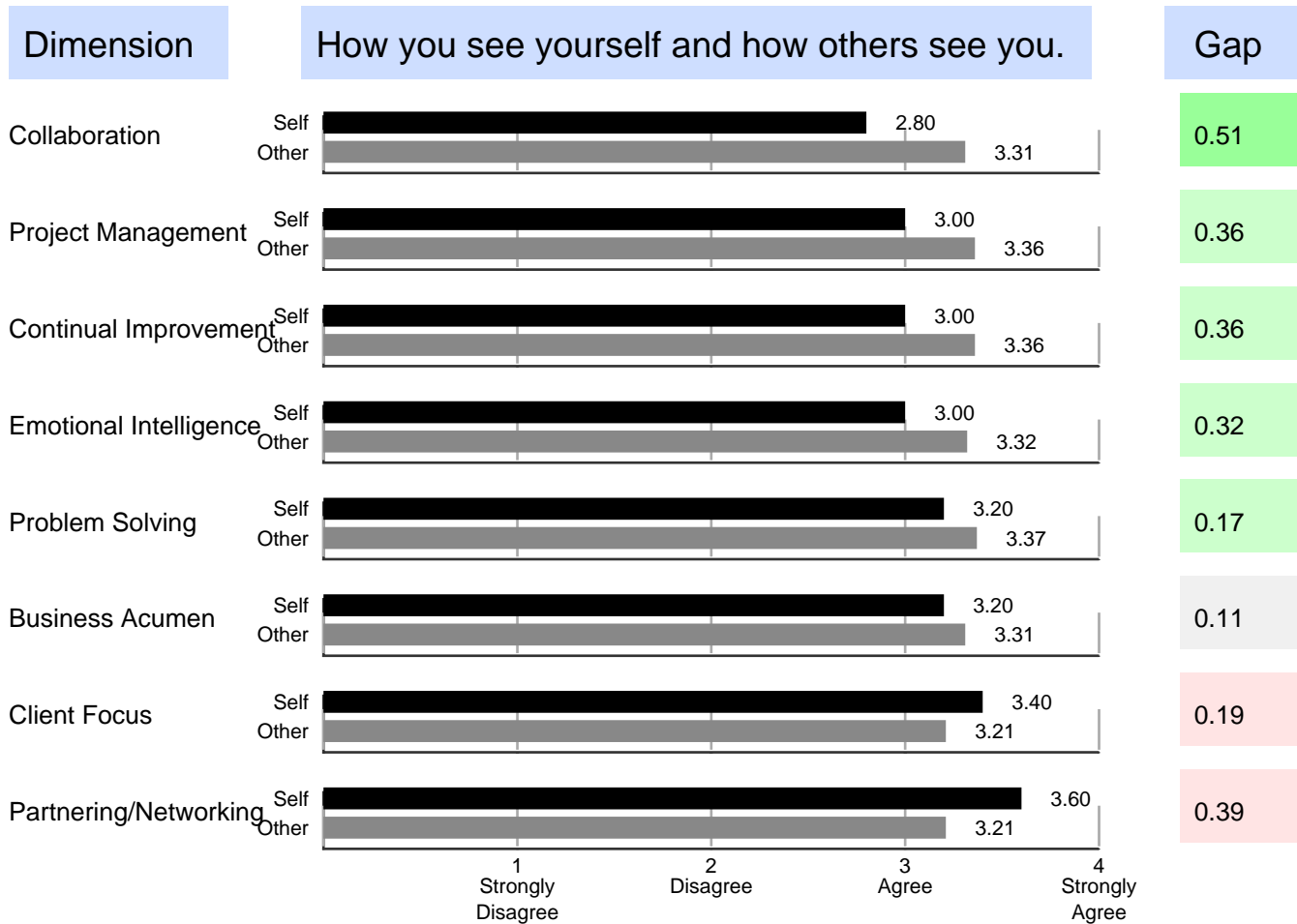
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Emotional Intelligence

Ability to perceive, interpret, and understand the emotions 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
1. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.20	86.7	13%	53%	33%	
2. Is able to control their own emotions.	15	3.33	100.0		67%	33%	
3. Able to understand others' points of view.	15	3.33	93.3	7%	53%	40%	
4. Accurately perceives the emotional reactions of others.	15	3.27	93.3	7%	60%	33%	
5. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	14	3.21	85.7	14%	50%	36%	
6. Is able to express themselves clearly.	15	3.47	100.0		53%	47%	
7. Is able to manage their own emotions.	15	3.40	93.3	7%	47%	47%	
8. Is attentive to emotional cues and interprets others' feelings correctly.	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
1. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Is able to control their own emotions.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Able to understand others' points of view.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Accurately perceives the emotional reactions of others.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Is able to express themselves clearly.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Is able to manage their own emotions.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Is attentive to emotional cues and interprets others' feelings correctly.	3.40	3.40	3.20	3.20	

Project Management

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.

Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

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
9. Ensures work is completed to the appropriate standards.	15	3.27	86.7	13%	47%	40%	
10. Implements project metrics to track progress.	15	3.20	93.3	7%	67%	27%	
11. Interacts with stakeholders regarding the outcomes required by the project.	15	3.67	100.0		33%	67%	
12. Assesses the ability of the organization to handle the project.	15	3.40	93.3	7%	47%	47%	
13. Develops a plan for resource management.	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
9. Ensures work is completed to the appropriate standards.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Implements project metrics to track progress.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Interacts with stakeholders regarding the outcomes required by the project.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Assesses the ability of the organization to handle the project.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Develops a plan for resource management.	3.20	3.21	3.40	3.13	-0.27 ▼

Problem Solving

Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated for practicality, efficiency, and feasibility. Additionally, the needs and constraints imposed by the organization are balanced. The information gathered is analyzed to determine the best strategy for addressing the problem, which is then effectively implemented.

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
14. Identifies all stakeholders who need to be kept informed about the action plan and its progress.	15	3.47	100.0		53%	47%	
15. Asks the right questions to size up or evaluate situations.	15	3.53	100.0		47%	53%	
16. Focuses solutions on closing the gap between expected outcomes and the current situation.	15	3.47	93.3	7%	40%	53%	
17. Measures the solution's impact on the desired outcomes and identifies any deviations from the expected performance.	15	2.93	73.3	27%	53%		20%
18. Identifies and assesses all potential responses to a problem.	15	3.40	93.3	7%	47%	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
14. Identifies all stakeholders who need to be kept informed about the action plan and its progress.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Asks the right questions to size up or evaluate situations.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Focuses solutions on closing the gap between expected outcomes and the current situation.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Measures the solution's impact on the desired outcomes and identifies any deviations from the expected performance.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Identifies and assesses all potential responses to a problem.	3.47	3.53	3.20	3.40	+0.20 ▲

Continual Improvement

Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

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
19. Looks for ways to expand current job responsibilities.	15	3.53	100.0	47%	53%		
20. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.47	100.0	53%	47%		
21. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.00	80.0	20%	60%	20%	
22. Fosters a culture of open communication and continuous improvement.	15	3.53	100.0	47%	53%		
23. Looks for ways to improve work processes and procedures.	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
19. Looks for ways to expand current job responsibilities.	3.13	2.87	3.53	3.53	
20. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Fosters a culture of open communication and continuous improvement.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Looks for ways to improve work processes and procedures.	3.20	3.47	3.27	3.13	-0.13 ▼

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
24. Works cooperatively with others to solve problems.	15	3.13	80.0	7% 13%	40%	40%	
25. Consults with other partners on issues.	15	3.07	86.7	13%	67%	20%	
26. Builds consensus among partners.	15	3.20	93.3	7%	60%	33%	
27. Contributes resources and knowledge to support others' success.	15	3.40	93.3	7%	47%	47%	
28. Equip the team with the right tools and technologies to facilitate collaboration.	15	3.60	93.3	7%	27%	67%	

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
24. Works cooperatively with others to solve problems.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Consults with other partners on issues.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Builds consensus among partners.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Contributes resources and knowledge to support others' success.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Equip the team with the right tools and technologies to facilitate collaboration.	3.33	3.13	3.40	3.60	+0.20 ▲

Client Focus

Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving services to enhance the client experience. A client-focused approach builds trust, ensures positive interactions, and demonstrates long-term commitment by consistently adapting to evolving expectations and providing high-quality service.

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
29. Provides a high level of service to clients.	15	3.20	86.7	13%	53%	33%	
30. Fulfills commitments made to clients.	14	3.00	92.9	7%	79%	14%	
31. Exceeds expectations of the clients.	15	3.33	93.3	7%	53%	40%	
32. Tailors solutions to meet the specific needs of each client.	14	3.29	100.0		71%	29%	
33. Meets with clients on a regular basis.	15	3.27	100.0		73%	27%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
29. Provides a high level of service to clients.	3.21	3.20	3.20	3.20	
30. Fulfills commitments made to clients.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Exceeds expectations of the clients.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Tailors solutions to meet the specific needs of each client.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Meets with clients on a regular basis.	3.07	3.33	3.33	3.27	-0.07 ▼

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
34. Synchronizes efforts, processes, and resources with partners to enhance strategic opportunities.	15	3.47	93.3	7%	40%	53%	
35. Can perform a risk assessment to show a balanced view of the partnership's potential outcomes.	15	3.13	86.7	13%	60%	27%	
36. Networks with others in the company to better understand the workflows and operational requirements.	15	3.20	93.3	7%	67%	27%	
37. Collaborates effectively with team members to achieve shared objectives and meet collective needs.	15	3.33	93.3	7%	53%	40%	
38. Develops trust in others to form partnerships and networks.	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
34. Synchronizes efforts, processes, and resources with partners to enhance strategic opportunities.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Can perform a risk assessment to show a balanced view of the partnership's potential outcomes.	3.20	3.27	3.13	3.13	
36. Networks with others in the company to better understand the workflows and operational requirements.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Collaborates effectively with team members to achieve shared objectives and meet collective needs.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Develops trust in others to form partnerships and networks.	3.13	3.40	3.33	3.07	-0.27 ▼

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
39. Understands how strategic decisions impact constituents within the Company.	15	3.33	100.0		67%		33%
40. Calculates return on investment (ROI) for various business projects.	15	3.33	100.0		67%		33%
41. Bases decisions on business data rather than on intuition or hunches.	15	3.33	93.3	7%	53%		40%
42. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.40	93.3	7%	47%		47%
43. Recognizes trends in underlying data.	15	3.13	86.7	13%	60%		27%

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
39. Understands how strategic decisions impact constituents within the Company.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Calculates return on investment (ROI) for various business projects.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Bases decisions on business data rather than on intuition or hunches.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.27	3.53	3.13	3.40	+0.27 ▲
43. Recognizes trends in underlying data.	3.87	3.13	3.20	3.13	-0.07 ▼