

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.

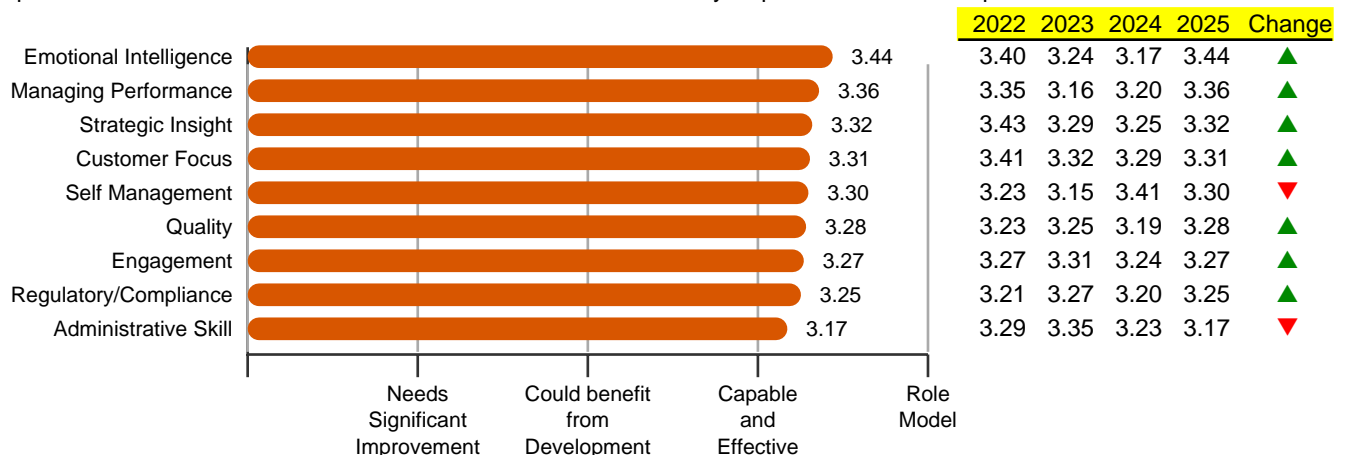
What to Do with Your Feedback

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

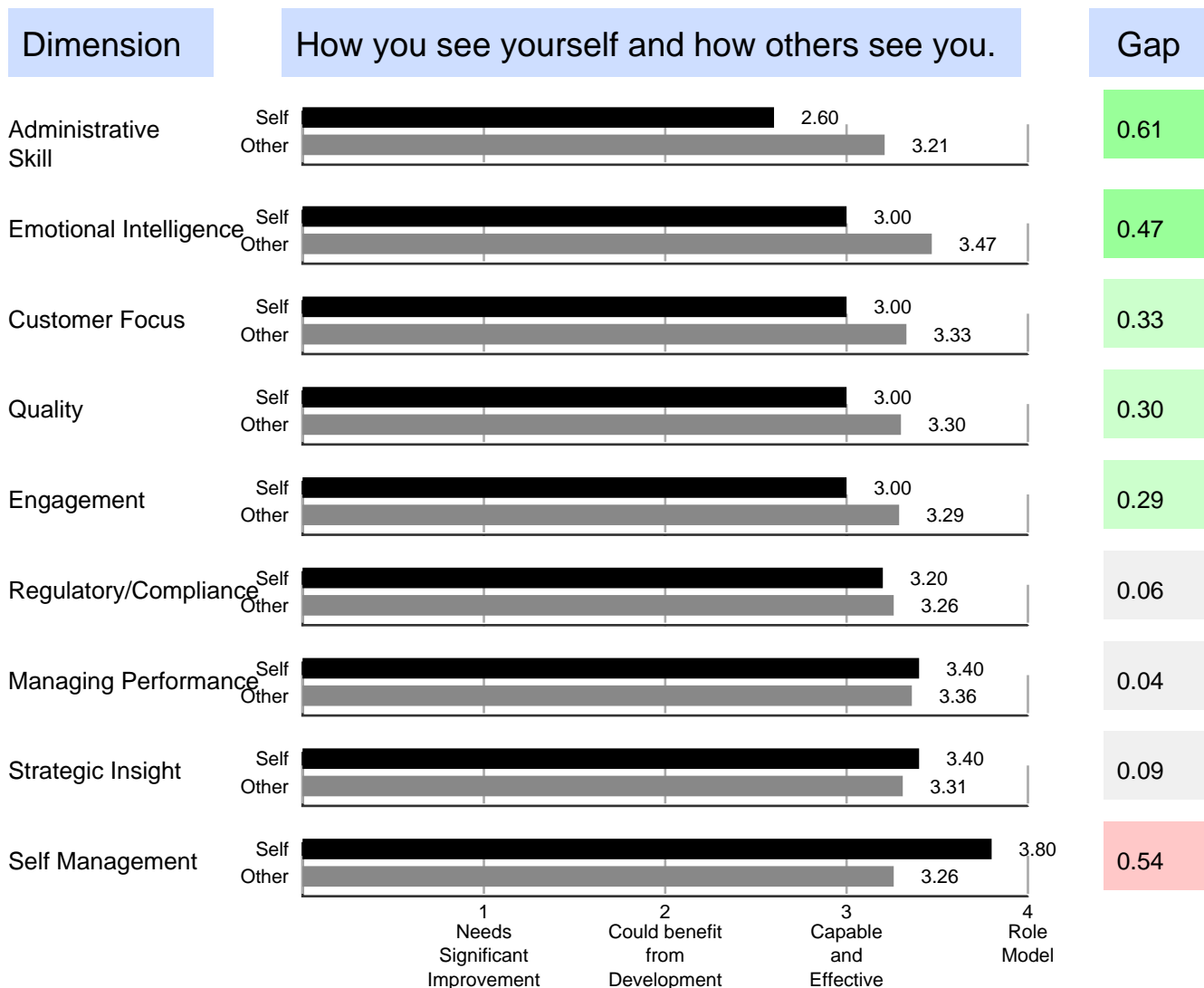
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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.



Engagement

Engagement is the deep connection employees feel to their work, demonstrated through involvement, high energy, enthusiasm, and commitment to organizational success. It is strengthened when employees are aligned with company values and goals, understand their roles, remain aware of changes, and exercise autonomy while contributing meaningful impact through accountability and innovation. Engagement thrives in environments that support employee development, encourage input, provide feedback and recognition, and foster satisfaction, interpersonal relations, and trust between supervisors and teams. Ultimately, engagement reflects a culture where employees feel valued, supported, and inspired, creating both individual fulfillment 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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Able to make decisions that have an impact on the department.	15	3.20	86.7	13%	53%		33%
2. Has work, decisions, and attitudes that are connected to the broader mission, vision, and strategic direction of the organization.	15	3.33	100.0		67%		33%
3. Engages with team members at a high level.	15	3.33	93.3	7%	53%		40%
4. Builds trusted friendships at work that strengthen collaboration and morale.	15	3.27	93.3	7%	60%		33%
5. Is committed to working for the Company.	14	3.21	85.7	14%	50%		36%

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. Able to make decisions that have an impact on the department.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Has work, decisions, and attitudes that are connected to the broader mission, vision, and strategic direction of the organization.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Engages with team members at a high level.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Builds trusted friendships at work that strengthen collaboration and morale.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Is committed to working for the Company.	3.00	3.20	3.13	3.21	+0.08 ▲

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Coaches team members to continuously improve their customer interactions.	15	3.47	100.0		53%	47%	
7. Consistently meets customer's needs.	15	3.40	93.3	7%	47%	47%	
8. Helps customers to feel satisfied with our work/services.	15	3.20	86.7	13%	53%	33%	
9. Builds long term relationships with customers.	15	3.27	86.7	13%	47%	40%	
10. Has received good feedback from customers.	15	3.20	93.3	7%	67%	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
6. Coaches team members to continuously improve their customer interactions.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Consistently meets customer's needs.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Helps customers to feel satisfied with our work/services.	3.40	3.40	3.20	3.20	
9. Builds long term relationships with customers.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Has received good feedback from customers.	3.33	3.47	3.27	3.20	-0.07 ▼

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Is able to manage their own emotions.	15	3.67	100.0	33%	67%		
12. Accurately perceives the emotional reactions of others.	15	3.40	93.3	7%	47%	47%	
13. Is able to control their own emotions.	15	3.13	86.7	13%	60%	27%	
14. Is able to express themselves clearly.	15	3.47	100.0	53%	47%		
15. Is attentive to emotional cues and interprets others' feelings correctly.	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
11. Is able to manage their own emotions.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Accurately perceives the emotional reactions of others.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Is able to control their own emotions.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Is able to express themselves clearly.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Is attentive to emotional cues and interprets others' feelings correctly.	3.67	3.27	3.20	3.53	+0.33 ▲

Managing Performance

Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Holds the team accountable for meeting objectives.	15	3.47	93.3	7%	40%	53%	
17. Requires employees to participate in additional job training as part of a remediation program.	15	2.93	73.3	27%	53%		20%
18. Clearly articulates the performance requirements for the position.	15	3.40	93.3	7%	47%	47%	
19. Uses timely and appropriate corrective/disciplinary actions.	15	3.53	100.0		47%	53%	
20. Ensures the eligibility of the proposed award recipient.	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
16. Holds the team accountable for meeting objectives.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Requires employees to participate in additional job training as part of a remediation program.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Clearly articulates the performance requirements for the position.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Uses timely and appropriate corrective/disciplinary actions.	3.13	2.87	3.53	3.53	
20. Ensures the eligibility of the proposed award recipient.	3.40	3.20	2.87	3.47	+0.60 ▲

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Implements automated or manual records management procedures/systems.	15	3.00	80.0	20%	60%		20%
22. Inventories and documents current supplies and resources.	15	3.53	100.0		47%	53%	
23. Reads and understands information and ideas presented in writing.	15	3.13	86.7	13%	60%		27%
24. Screens calls.	15	3.13	80.0	7%	13%	40%	40%
25. Researches travel options finding the most cost-effective or time-efficient transportation methods, such as flights, trains, or car rentals.	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
21. Implements automated or manual records management procedures/systems.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Inventories and documents current supplies and resources.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Reads and understands information and ideas presented in writing.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Screens calls.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Researches travel options finding the most cost-effective or time-efficient transportation methods, such as flights, trains, or car rentals.	3.27	3.33	3.27	3.07	-0.20 ▼

Quality

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Is innovative and creative in response to issues involving quality of the products.	15	3.20	93.3	7%	60%		33%
27. Addresses barriers to successfully implementing quality standards.	15	3.40	93.3	7%	47%		47%
28. Encourages others to produce the highest quality work products.	15	3.60	93.3	7%	27%	67%	
29. Ensures the hiring of employees that have a quality focus.	15	3.20	86.7	13%	53%		33%
30. Leads by example showing others how to achieve high quality.	14	3.00	92.9	7%	79%		14%

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
26. Is innovative and creative in response to issues involving quality of the products.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Addresses barriers to successfully implementing quality standards.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Encourages others to produce the highest quality work products.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Ensures the hiring of employees that have a quality focus.	3.21	3.20	3.20	3.20	
30. Leads by example showing others how to achieve high quality.	2.87	3.27	3.07	3.00	-0.07 ▼

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Steps away from a situation to process appropriate response.	15	3.33	93.3	7%	53%	40%	
32. Does not allow own emotions to interfere with the performance of others.	14	3.29	100.0		71%	29%	
33. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.27	100.0		73%	27%	
34. Uses patience and self-control in working with customers and associates.	15	3.47	93.3	7%	40%	53%	
35. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	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
31. Steps away from a situation to process appropriate response.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Does not allow own emotions to interfere with the performance of others.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Uses patience and self-control in working with customers and associates.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.20	3.27	3.13	3.13	

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Effectively manages a department of compliance officers.	15	3.20	93.3	7%	67%		27%
37. Performs regulatory risk management to manage the risks of compliance (or non-compliance).	15	3.33	93.3	7%	53%		40%
38. Appoints a supervisory committee to ensure effective oversight of the organization.	15	3.07	86.7	13%	67%		20%
39. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	15	3.33	100.0		67%		33%
40. Maintains a compliance data recordkeeping system.	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
36. Effectively manages a department of compliance officers.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Performs regulatory risk management to manage the risks of compliance (or non-compliance).	3.20	3.27	3.07	3.33	+0.26 ▲
38. Appoints a supervisory committee to ensure effective oversight of the organization.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Maintains a compliance data recordkeeping system.	3.00	3.20	3.27	3.33	+0.07 ▲

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Recognizes the needs of customers.	15	3.33	93.3	7%	53%	40%	
42. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	15	3.40	93.3	7%	47%	47%	
43. Develops a strategic vision for the future.	15	3.13	86.7	13%	60%	27%	
44. Uses knowledge, benchmarking and performance metrics to evaluate strategic effectiveness and identify areas for improvement.	15	3.27	100.0		73%	27%	
45. Formulates policies and strategies for addressing the Company's important challenges.	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
41. Recognizes the needs of customers.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Develops a strategic vision for the future.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Uses knowledge, benchmarking and performance metrics to evaluate strategic effectiveness and identify areas for improvement.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Formulates policies and strategies for addressing the Company's important challenges.	3.20	3.33	3.13	3.47	+0.33 ▲