



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.

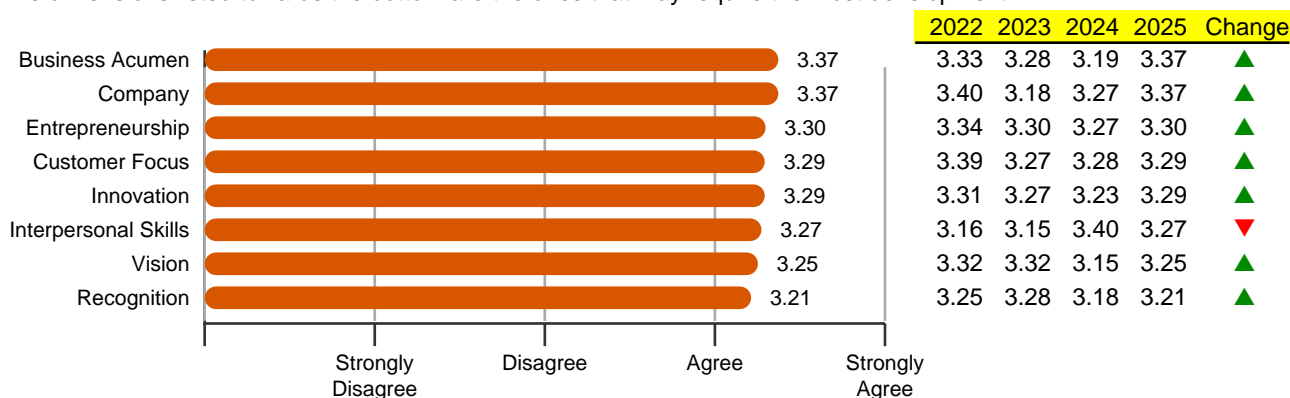
What to Do with Your Feedback

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

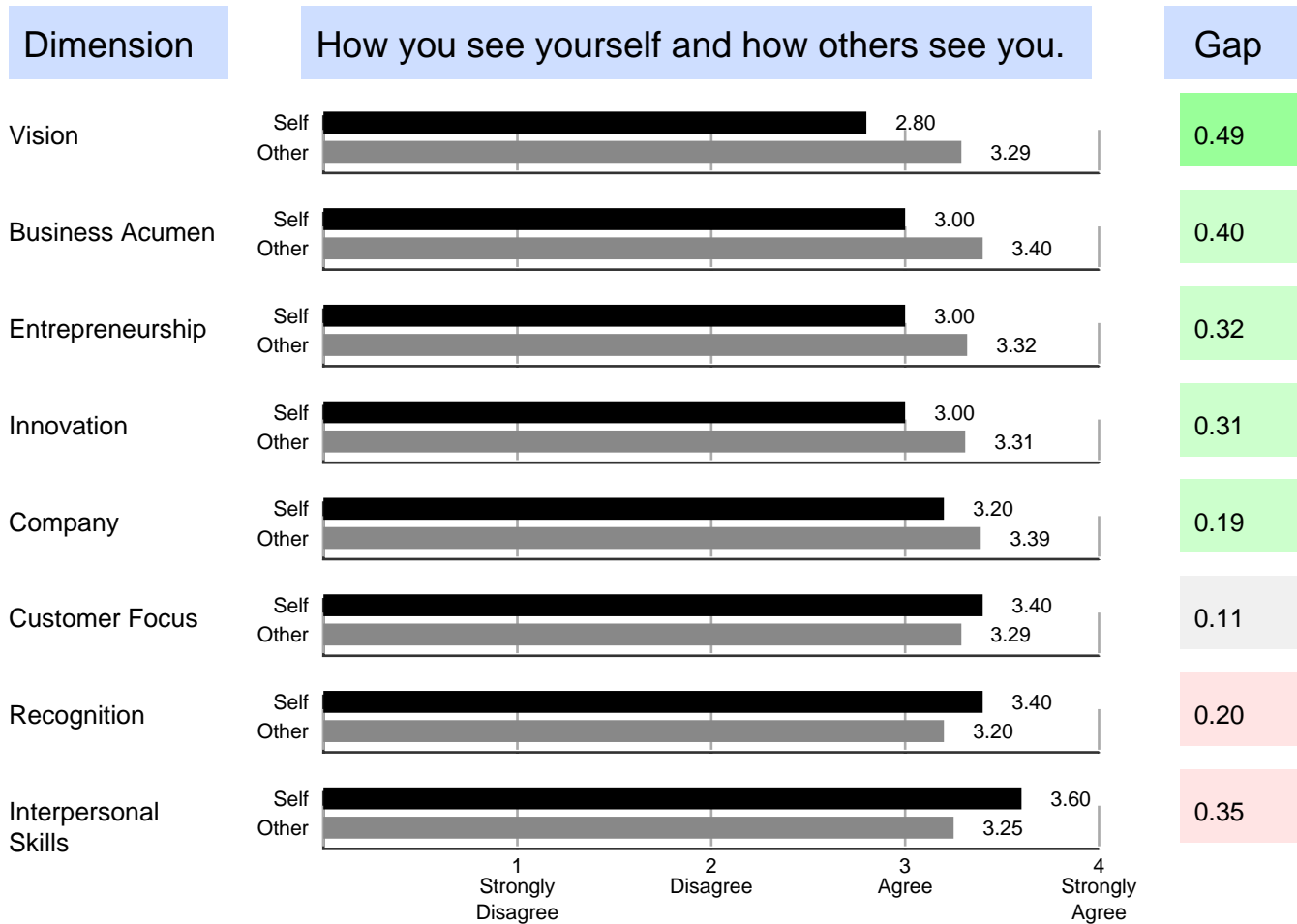
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Entrepreneurship

Ability to develop, manage, and expand business opportunities.

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. Can work effectively in an environment of uncertainty.	15	3.20	86.7	13%	53%	33%	
2. Encourages dynamic growth opportunities.	15	3.33	100.0		67%	33%	
3. Is comfortable operating in an environment of uncertainty.	15	3.33	93.3	7%	53%	40%	
4. Has a strategic awareness on how to promote the organization.	15	3.27	93.3	7%	60%	33%	
5. Devotes a certain amount of time and effort to developing new business opportunities.	14	3.21	85.7	14%	50%	36%	
6. Understands the processes and various stages of business development.	15	3.47	100.0		53%	47%	
7. Balances risks and rewards when making decisions.	15	3.40	93.3	7%	47%	47%	
8. Encourages risk taking for developing potential business opportunities.	15	3.20	86.7	13%	53%	33%	
9. Excellent at managing relationships with stakeholders.	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. Can work effectively in an environment of uncertainty.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Encourages dynamic growth opportunities.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Is comfortable operating in an environment of uncertainty.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Has a strategic awareness on how to promote the organization.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Devotes a certain amount of time and effort to developing new business opportunities.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Understands the processes and various stages of business development.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Balances risks and rewards when making decisions.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Encourages risk taking for developing potential business opportunities.	3.40	3.40	3.20	3.20	
9. Excellent at managing relationships with stakeholders.	3.53	3.40	3.60	3.27	-0.33 ▼

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
10. Sponsors and promotes business efficiency changes.	15	3.20	93.3	7%	67%	27%	
11. Accurately perceives potential risks to the business.	15	3.67	100.0	33%	67%		
12. Periodically assesses the current market environment.	15	3.40	93.3	7%	47%	47%	
13. Assists others in understanding business changes.	15	3.13	86.7	13%	60%	27%	
14. Possesses a clear grasp of the company's financial indicators.	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. Sponsors and promotes business efficiency changes.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Accurately perceives potential risks to the business.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Periodically assesses the current market environment.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Assists others in understanding business changes.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Possesses a clear grasp of the company's financial indicators.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Aims to cultivate a team culture where people genuinely enjoy showing up and contributing.	15	3.53	100.0			47%	53%
16. Sets the corporate strategic direction to reflect both ambition and responsibility.	15	3.47	93.3	7%	40%		53%
17. Maintains positive relationships between the [Company] and the community.	15	2.93	73.3	27%		53%	20%
18. Hires the right people in the right places.	15	3.40	93.3	7%	47%		47%
19. Designs workspaces that promote focus, collaboration, and well-being.	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. Aims to cultivate a team culture where people genuinely enjoy showing up and contributing.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Sets the corporate strategic direction to reflect both ambition and responsibility.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Maintains positive relationships between the [Company] and the community.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Hires the right people in the right places.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Designs workspaces that promote focus, collaboration, and well-being.	3.13	2.87	3.53	3.53	

Vision

Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal execution and team empowerment. Visionary leaders inspire and influence others by modeling consistency, celebrating progress, and fostering a growth-oriented environment that reflects organizational values. Through strategic clarity and motivational leadership, vision becomes a unifying force that drives innovation, alignment, and sustained 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
20. Entrusts team members with executing the vision.	15	3.47	100.0	53%		47%	
21. Provides vision and strategies to the team.	15	3.00	80.0	20%	60%		20%
22. Committed to turning the strategic vision into reality by meticulously planning, coordinating, and overseeing the implementation of an action plan.	15	3.53	100.0	47%		53%	
23. Creates and executes a strategic vision that drives the company's growth forward.	15	3.13	86.7	13%	60%		27%
24. Designs a forward-thinking strategy to achieve the department's growth goals.	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. Entrusts team members with executing the vision.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Provides vision and strategies to the team.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Committed to turning the strategic vision into reality by meticulously planning, coordinating, and overseeing the implementation of an action plan.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Creates and executes a strategic vision that drives the company's growth forward.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Designs a forward-thinking strategy to achieve the department's growth goals.	3.33	3.47	3.33	3.13	-0.20 ▼

Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

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. Equips employees with the necessary tools, technologies, and resources to explore new ideas.	15	3.07	86.7	13%	67%		20%
26. Fosters a creative and dynamic work environment where employees feel empowered to contribute to the company's growth and success.	15	3.20	93.3	7%	60%		33%
27. Implements best practices within the department.	15	3.40	93.3	7%	47%		47%
28. Cultivates a culture of open communication where all ideas, no matter how unconventional, are welcomed and valued.	15	3.60	93.3	7%	27%	67%	
29. Creates innovative solutions to critical problems facing the Company.	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. Equips employees with the necessary tools, technologies, and resources to explore new ideas.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Fosters a creative and dynamic work environment where employees feel empowered to contribute to the company's growth and success.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Implements best practices within the department.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Cultivates a culture of open communication where all ideas, no matter how unconventional, are welcomed and valued.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Creates innovative solutions to critical problems facing the Company.	3.21	3.20	3.20	3.20	

Interpersonal Skills

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

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. Promotes acceptance of diverse viewpoints from team members.	14	3.00	92.9	7%	79%		14%
31. Responds quickly to inquiries from potential customers.	15	3.33	93.3	7%	53%	40%	
32. Builds strong relationships with team members.	14	3.29	100.0		71%	29%	
33. Attends to both the content and the context of what was being said.	15	3.27	100.0		73%	27%	
34. Keeps commitments made with coworkers.	15	3.47	93.3	7%	40%	53%	

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Item	2022	2023	2024	2025	Change
30. Promotes acceptance of diverse viewpoints from team members.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Responds quickly to inquiries from potential customers.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Builds strong relationships with team members.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Attends to both the content and the context of what was being said.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Keeps commitments made with coworkers.	3.33	3.00	3.53	3.47	-0.07 ▼

Recognition

Recognition is the intentional acknowledgment and appreciation of employees' contributions, achievements, and performance, ensuring that praise is timely, meaningful, fair, and aligned with organizational values. Effective recognition fosters a supportive and engaging workplace by integrating structured programs, spontaneous appreciation, and impactful rewards-both formal and informal-while reinforcing positive behaviors and incentivizing success. By making recognition visible, systematic, and inclusive, leaders cultivate an environment where employees feel valued, motivated, and empowered to contribute to organizational growth and excellence.

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. Measures improvements in performance from recognition programs.	15	3.13	86.7	13%	60%	27%	
36. Uses Spot awards or Extra Effort awards to help motivate employees.	15	3.20	93.3	7%	67%	27%	
37. Encourages peers to recognize each other in real-time.	15	3.33	93.3	7%	53%	40%	
38. Lets employees know when they have done well	15	3.07	86.7	13%	67%	20%	
39. Gives recognition and appreciation fairly.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Measures improvements in performance from recognition programs.	3.20	3.27	3.13	3.13	
36. Uses Spot awards or Extra Effort awards to help motivate employees.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Encourages peers to recognize each other in real-time.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Lets employees know when they have done well	3.13	3.40	3.33	3.07	-0.27 ▼
39. Gives recognition and appreciation fairly.	3.20	3.27	3.00	3.33	+0.33 ▲

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
40. Spots emerging customer trends and responds quickly?	15	3.33	100.0		67%		33%
41. Responds to feedback from customers.	15	3.33	93.3	7%	53%		40%
42. Solves issues that customers may be having.	15	3.40	93.3	7%	47%		47%
43. Is competent in handling customer cases.	15	3.13	86.7	13%	60%		27%
44. Delivers high quality products to the customer.	15	3.27	100.0		73%		27%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
40. Spots emerging customer trends and responds quickly?	3.00	3.20	3.27	3.33	+0.07 ▲
41. Responds to feedback from customers.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Solves issues that customers may be having.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Is competent in handling customer cases.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Delivers high quality products to the customer.	3.33	3.27	3.87	3.27	-0.60 ▼