



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.

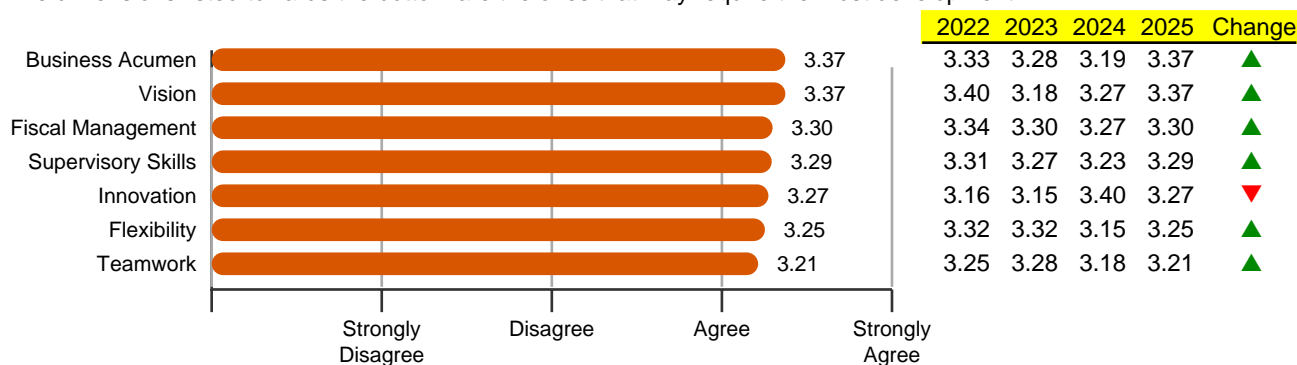
What to Do with Your Feedback

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

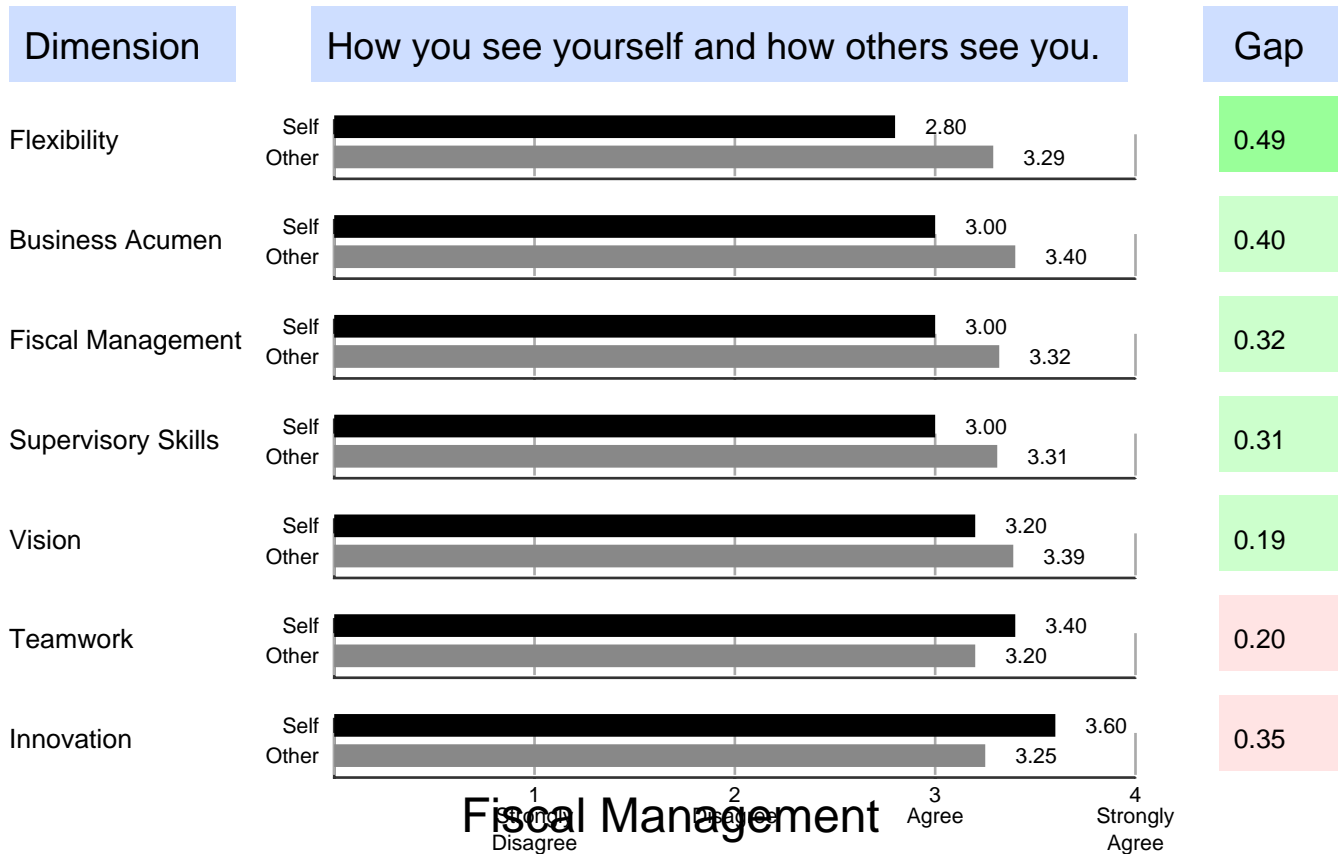
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Maintains appropriate financial controls and budgets.

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. Develops budgets and plans for various programs and initiatives.	15	3.20	86.7	13%	53%	33%	
2. Develops of the department's annual budget.	15	3.33	100.0		67%	33%	
3. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.33	93.3	7%	53%	40%	
4. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.27	93.3	7%	60%	33%	
5. Effective in using Company's resources.	14	3.21	85.7	14%	50%	36%	
6. Monitors spending.	15	3.47	100.0		53%	47%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
7. Monitors expenses and verifies the need for items purchased.	15	3.40	93.3	7%	47%	47%	
8. Provides budgeting and accounting support to the Company.	15	3.20	86.7	13%	53%	33%	
9. Keeps excellent records for financial transparency.	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. Develops budgets and plans for various programs and initiatives.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Develops of the department's annual budget.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Ensures others follow the correct rules and regulations on fiscal matters.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Effective in using Company's resources.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Monitors spending.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Monitors expenses and verifies the need for items purchased.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Provides budgeting and accounting support to the Company.	3.40	3.40	3.20	3.20	
9. Keeps excellent records for financial transparency.	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. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	15	3.67	100.0	33%	67%		
12. Anticipates business cycles and trends and makes strategic adjustments in a timely manner.	15	3.40	93.3	7%	47%	47%	
13. Shares information among teams and departments.	15	3.13	86.7	13%	60%	27%	
14. Is up-to-date with regulatory guidelines and policies.	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. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	3.40	3.40	3.27	3.67	+0.40 ▲
12. Anticipates business cycles and trends and makes strategic adjustments in a timely manner.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Shares information among teams and departments.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Is up-to-date with regulatory guidelines and policies.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Develops a schedule that outlines specific phases, measurables, and deadlines, ensuring that work is systematically aligned and coordinated with the organization's vision.	15	3.53	100.0		47%	53%	
16. Creates strategic initiatives that support the organization's common vision.	15	3.47	93.3	7%	40%	53%	
17. Envisions and articulates a clear path for the department's accelerated growth over the next year.	15	2.93	73.3	27%	53%		20%
18. Formulates strategies that reflect a shared vision for the organization.	15	3.40	93.3	7%	47%	47%	
19. Enables employees to commit to the departmental vision.	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. Develops a schedule that outlines specific phases, measurables, and deadlines, ensuring that work is systematically aligned and coordinated with the organization's vision.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Creates strategic initiatives that support the organization's common vision.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Envisions and articulates a clear path for the department's accelerated growth over the next year.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Formulates strategies that reflect a shared vision for the organization.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Enables employees to commit to the departmental vision.	3.13	2.87	3.53	3.53	

Flexibility

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

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. Shows a readiness to adapt and optimize.	15	3.47	100.0			53%	47%
21. Accommodates the needs of employees when requests for time off are made.	15	3.00	80.0	20%		60%	20%
22. Performs more and varied processes on the production line.	15	3.53	100.0			47%	53%
23. Is flexible in solving difficult problems.	15	3.13	86.7	13%		60%	27%
24. Able to adapt and tailor approaches based on the unique requirements of each scenario.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
20. Shows a readiness to adapt and optimize.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Accommodates the needs of employees when requests for time off are made.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Performs more and varied processes on the production line.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Is flexible in solving difficult problems.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Able to adapt and tailor approaches based on the unique requirements of each scenario.	3.33	3.47	3.33	3.13	-0.20 ▼

Supervisory Skills

Supervisory skills encompass a broad set of leadership competencies that enable managers to effectively guide and support their teams. These skills involve clear communication, decision-making, and interpersonal abilities to foster collaboration, accountability, and professional growth, while also ensuring structured performance management, disciplinary action, and conflict resolution when necessary. Strong supervisors lead by example, empower employees through delegation, provide constructive feedback, and create a positive, high-performing work environment built on teamwork, recognition, and stability.

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. Fosters an environment that supports open communication.	15	3.07	86.7	13%	67%		20%
26. Makes sure employees are accomplishing important objectives.	15	3.20	93.3	7%	60%		33%
27. Communicates effectively with employees.	15	3.40	93.3	7%	47%		47%
28. Conducts regular progress meetings to ensure adherence to the schedule.	15	3.60	93.3	7%	27%	67%	
29. Provides detailed feedback to employees.	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. Fosters an environment that supports open communication.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Makes sure employees are accomplishing important objectives.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Communicates effectively with employees.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Conducts regular progress meetings to ensure adherence to the schedule.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Provides detailed feedback to employees.	3.21	3.20	3.20	3.20	

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
30. Fine-tunes innovative strategies to maximize resource utilization and achieve desired outcomes.	14	3.00	92.9	7%	79%		14%
31. Offers innovative solutions to Company problems.	15	3.33	93.3	7%	53%		40%
32. Empowers employees to create innovative solutions to problems.	14	3.29	100.0		71%		29%
33. Creates new ways of doing routine tasks.	15	3.27	100.0		73%		27%
34. Transforms raw ideas into actionable plans with a higher likelihood of successful implementation.	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. Fine-tunes innovative strategies to maximize resource utilization and achieve desired outcomes.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Offers innovative solutions to Company problems.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Empowers employees to create innovative solutions to problems.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Creates new ways of doing routine tasks.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Transforms raw ideas into actionable plans with a higher likelihood of successful implementation.	3.33	3.00	3.53	3.47	-0.07 ▼

Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building.

To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members.

Some teams have a specified leader to help supervise or coach other team members.

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. Facilitates effective decision-making practices to further develop the team.	15	3.13	86.7	13%	60%	27%	
36. Encourages others to share ideas to develop team cohesion	15	3.20	93.3	7%	67%	27%	
37. Able to work closely other team members who are considered to be difficult to work with.	15	3.33	93.3	7%	53%	40%	
38. Expresses appreciation for the work of other team members.	15	3.07	86.7	13%	67%	20%	
39. Helps the team make good decisions even under conditions of uncertainty.	15	3.33	100.0		67%	33%	

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
35. Facilitates effective decision-making practices to further develop the team.	3.20	3.27	3.13	3.13	
36. Encourages others to share ideas to develop team cohesion	3.53	3.20	3.33	3.20	-0.13 ▼
37. Able to work closely other team members who are considered to be difficult to work with.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Expresses appreciation for the work of other team members.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Helps the team make good decisions even under conditions of uncertainty.	3.20	3.27	3.00	3.33	+0.33 ▲