



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.

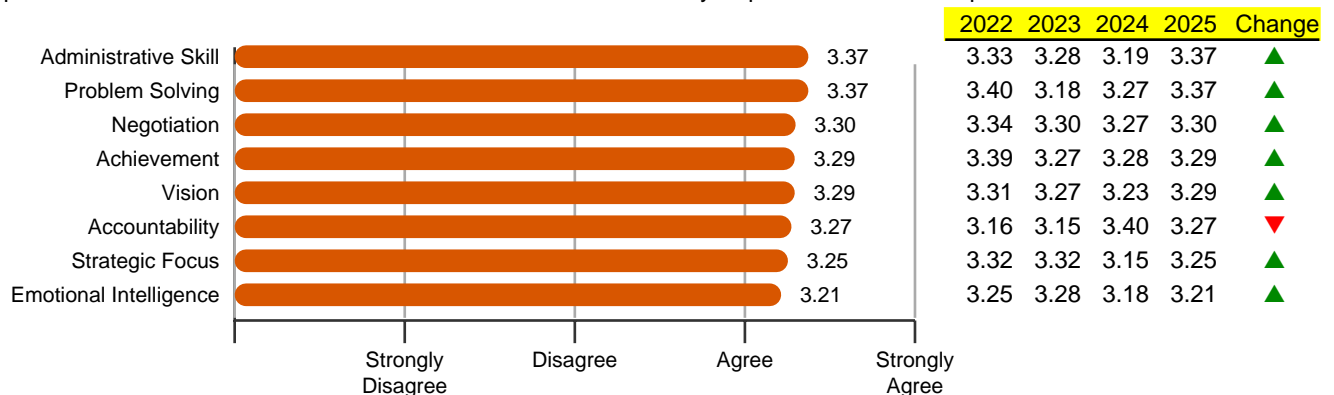
What to Do with Your Feedback

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

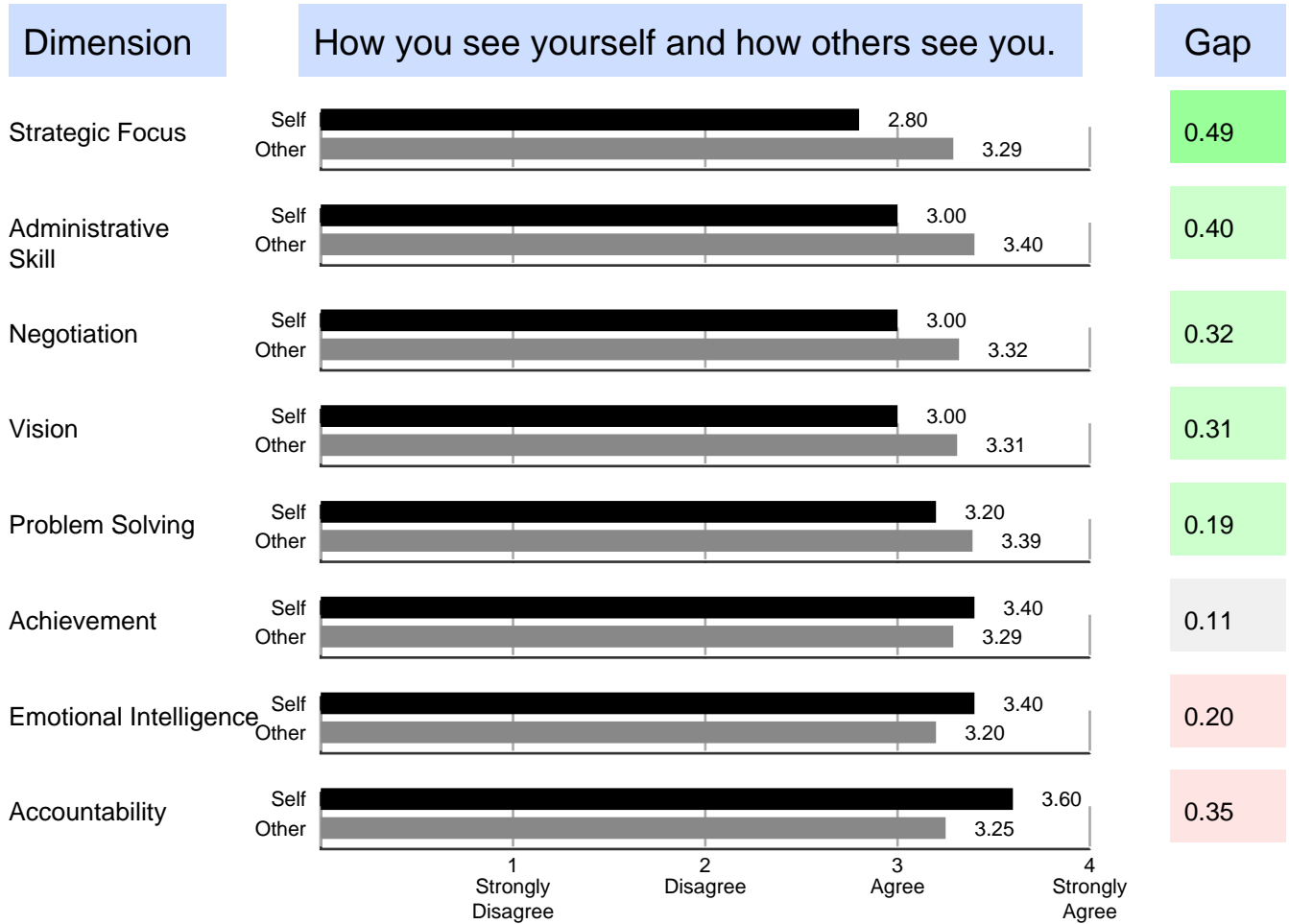
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

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. Maintains a calm demeanor, even when discussions get heated.	15	3.20	86.7	13%	53%	33%	
2. Finds shared interests and solutions that benefit all parties involved.	15	3.33	100.0		67%	33%	
3. Knows the current business/market environment.	15	3.33	93.3	7%	53%	40%	
4. Understands the expectations of other parties in the negotiation.	15	3.27	93.3	7%	60%	33%	
5. Identifies verbal and nonverbal cues to help interpret actions and messages.	14	3.21	85.7	14%	50%	36%	
6. Identifies tradeable interests that could facilitate reaching a consensus.	15	3.47	100.0		53%	47%	
7. Maintains communication channels between parties in the negotiation.	15	3.40	93.3	7%	47%	47%	
8. Keeps the negotiations constructive and focused on problem-solving rather than conflict.	15	3.20	86.7	13%	53%	33%	
9. Prepares thoroughly by analyzing and understanding each party's interests, alternatives, and options.	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. Maintains a calm demeanor, even when discussions get heated.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Finds shared interests and solutions that benefit all parties involved.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Knows the current business/market environment.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Understands the expectations of other parties in the negotiation.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Identifies verbal and nonverbal cues to help interpret actions and messages.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Identifies tradeable interests that could facilitate reaching a consensus.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Maintains communication channels between parties in the negotiation.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Keeps the negotiations constructive and focused on problem-solving rather than conflict.	3.40	3.40	3.20	3.20	
9. Prepares thoroughly by analyzing and understanding each party's interests, alternatives, and options.	3.53	3.40	3.60	3.27	-0.33 ▼

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Enters data as needed.	15	3.20	93.3	7%	67%	27%	
11. Classifies files logically based on content, project, department, or priority to ensure easy accessibility.	15	3.67	100.0		33%	67%	
12. Follows company guidelines, policies, regulations, procedures, and work ethics.	15	3.40	93.3	7%	47%	47%	
13. Prepares and reviews operational reports and schedules to ensure accuracy and efficiency.	15	3.13	86.7	13%	60%	27%	
14. Accurately implements contract provisions.	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. Enters data as needed.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Classifies files logically based on content, project, department, or priority to ensure easy accessibility.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Follows company guidelines, policies, regulations, procedures, and work ethics.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Prepares and reviews operational reports and schedules to ensure accuracy and efficiency.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Accurately implements contract provisions.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Keeps a positive outlook and perseveres through challenges.	15	3.53	100.0		47%	53%	
16. Identifies potential courses of action.	15	3.47	93.3	7%	40%	53%	
17. Engages employees in the decision-making process to ensure their support before introducing a solution to a major problem.	15	2.93	73.3	27%	53%		20%
18. Ensures that team members stay on track to implementing the solution and address any issues that arise.	15	3.40	93.3	7%	47%	47%	
19. Pinpoints the origins of the issue to tackle the root causes and solve the problem at its source.	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. Keeps a positive outlook and perseveres through challenges.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Identifies potential courses of action.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Engages employees in the decision-making process to ensure their support before introducing a solution to a major problem.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Ensures that team members stay on track to implementing the solution and address any issues that arise.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Pinpoints the origins of the issue to tackle the root causes and solve the problem at its source.	3.13	2.87	3.53	3.53	

Strategic Focus

Strategic focus is the ability to analyze complex challenges, determine the best approach to achieving organizational goals, and proactively address risks that impact operations. It involves scanning internal and external environments, formulating corporate-level strategies, and aligning projects with the company's vision, mission, and values to ensure long-term success. Effective strategic focus mobilizes leadership to implement change, coordinate cross-functional teams, and leverage SWOT analysis to refine decision-making and drive sustainable growth.

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. Implements and executes the company's strategy for advancing production capabilities.	15	3.47	100.0		53%	47%	
21. Determines the best strategy for achieving elevated levels of performance.	15	3.00	80.0	20%	60%	20%	
22. Develops strategies to effectively use company resources and exploit potential opportunities.	15	3.53	100.0		47%	53%	
23. Aligns projects to the strategic goals of the company.	15	3.13	86.7	13%	60%	27%	
24. Analyzes the environment to develop strategies to achieve competitive advantage in the marketplace.	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. Implements and executes the company's strategy for advancing production capabilities.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Determines the best strategy for achieving elevated levels of performance.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Develops strategies to effectively use company resources and exploit potential opportunities.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Aligns projects to the strategic goals of the company.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Analyzes the environment to develop strategies to achieve competitive advantage in the marketplace.	3.33	3.47	3.33	3.13	-0.20 ▼

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
25. Identifies emerging trends and anticipates future market shifts.	15	3.07	86.7	13%	67%	20%	
26. Reinforces the departmental vision through daily decisions and prioritization.	15	3.20	93.3	7%	60%	33%	
27. Invites employees to co-create strategies that bring the vision to life, fostering shared ownership.	15	3.40	93.3	7%	47%	47%	
28. Effectively communicates the vision to employees.	15	3.60	93.3	7%	27%	67%	
29. Shares personal reflections or experiences that illustrate commitment to the vision.	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. Identifies emerging trends and anticipates future market shifts.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Reinforces the departmental vision through daily decisions and prioritization.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Invites employees to co-create strategies that bring the vision to life, fostering shared ownership.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Effectively communicates the vision to employees.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Shares personal reflections or experiences that illustrate commitment to the vision.	3.21	3.20	3.20	3.20	

Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

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. Takes responsibility for errors and actively works to correct them.	14	3.00	92.9	7%	79%		14%
31. Welcomes the responsibility for meeting the broad range of needs of stakeholders and clients.	15	3.33	93.3	7%	53%		40%
32. Aware of the consequences for failure to complete the project.	14	3.29	100.0		71%		29%
33. Establishes performance standards for the team/department.	15	3.27	100.0		73%		27%
34. Takes responsibility for the team's actions and results.	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. Takes responsibility for errors and actively works to correct them.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Welcomes the responsibility for meeting the broad range of needs of stakeholders and clients.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Aware of the consequences for failure to complete the project.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Establishes performance standards for the team/department.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Takes responsibility for the team's actions and results.	3.33	3.00	3.53	3.47	-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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Accurately perceives the emotional reactions of others.	15	3.13	86.7	13%	60%	27%	
36. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.20	93.3	7%	67%	27%	
37. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.33	93.3	7%	53%	40%	
38. Is able to manage their own emotions.	15	3.07	86.7	13%	67%	20%	
39. Is able to express themselves clearly.	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. Accurately perceives the emotional reactions of others.	3.20	3.27	3.13	3.13	
36. Is attentive to emotional cues and interprets others' feelings correctly.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Is able to manage their own emotions.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Is able to express themselves clearly.	3.20	3.27	3.00	3.33	+0.33 ▲

Achievement

Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's progress.

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. Operates with relentless drive, consistently meeting and surpassing deadlines.	15	3.33	100.0		67%		33%
41. Commits to methodical execution, ensuring accountability and sustainable progress toward objectives.	15	3.33	93.3	7%	53%		40%
42. Makes use of talents of others to help achieve a high level of performance.	15	3.40	93.3	7%	47%		47%
43. Rapidly completes tasks and assignments.	15	3.13	86.7	13%	60%		27%
44. Leads with structure, ensuring good execution of initiatives and alignment with organizational objectives.	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. Operates with relentless drive, consistently meeting and surpassing deadlines.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Commits to methodical execution, ensuring accountability and sustainable progress toward objectives.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Makes use of talents of others to help achieve a high level of performance.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Rapidly completes tasks and assignments.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Leads with structure, ensuring good execution of initiatives and alignment with organizational objectives.	3.33	3.27	3.87	3.27	-0.60 ▼