



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.

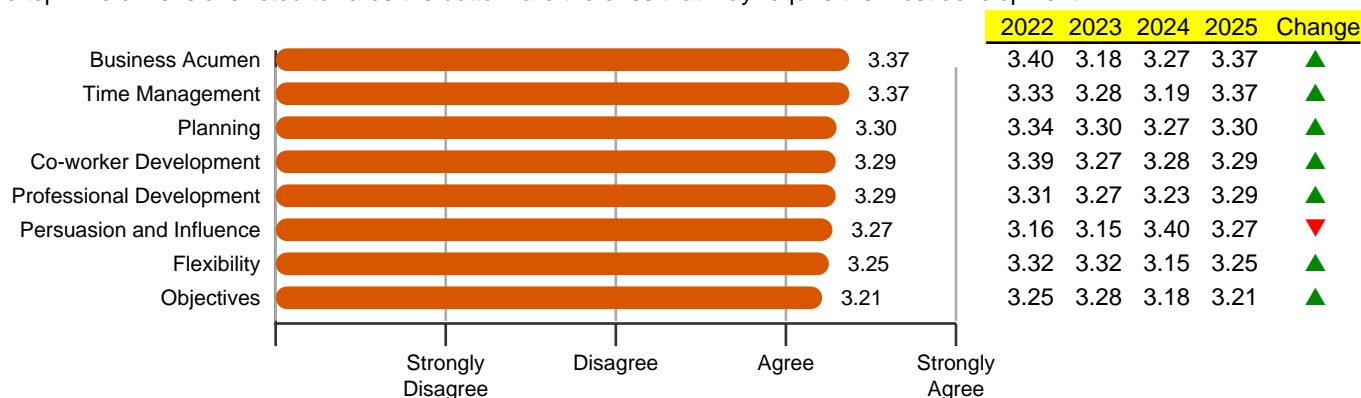
What to Do with Your Feedback

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

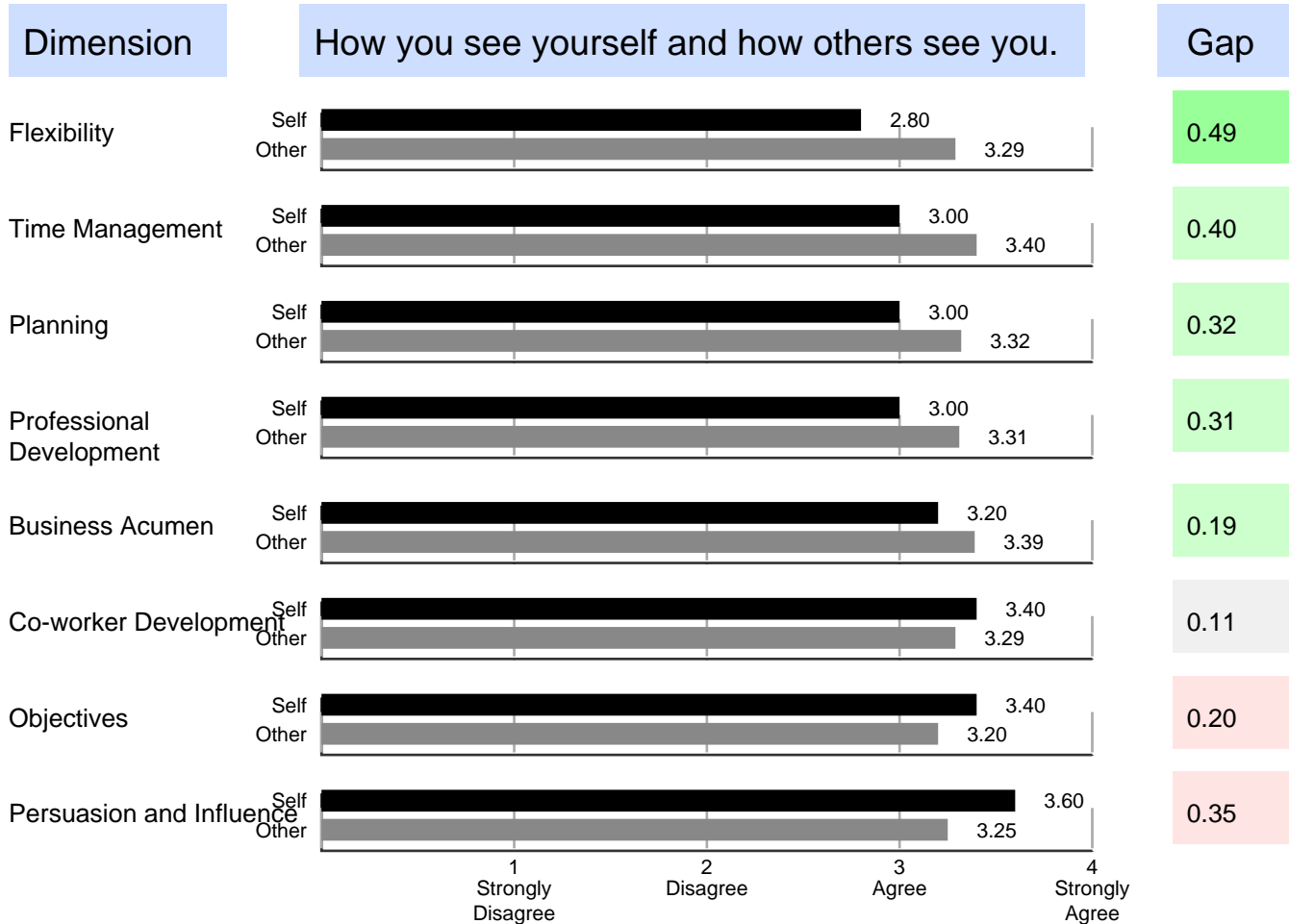
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Planning

Planning is a comprehensive process that integrates strategic foresight, organization, and adaptability to ensure efficient execution and resource utilization. It involves forecasting future needs, prioritizing tasks, managing logistics and time constraints, and adjusting strategies in response to evolving circumstances. Effective planning aligns departmental goals with stakeholder expectations while optimizing staffing, scheduling, and implementation to drive sustained success.

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. Determines the allocation of funds based on plans for future development.	15	3.20	86.7	13%	53%	33%	
2. Prioritizes plans based on a cost/benefit analysis.	15	3.33	100.0		67%	33%	
3. Schedules staff based on seasonal needs.	15	3.33	93.3	7%	53%	40%	
4. Accurately estimates the amount of materials/supplies needed for the project.	15	3.27	93.3	7%	60%	33%	
5. Understands what equipment will be needed for the project.	14	3.21	85.7	14%	50%	36%	
6. Purchases equipment and software that will be needed in the future.	15	3.47	100.0		53%	47%	
7. Assigns the right tasks to the right people and holds them accountable.	15	3.40	93.3	7%	47%	47%	
8. Develops strategic plans for the company/organization.	15	3.20	86.7	13%	53%	33%	
9. Makes strategic and tactical decisions to guide the logistics process.	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. Determines the allocation of funds based on plans for future development.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Prioritizes plans based on a cost/benefit analysis.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Schedules staff based on seasonal needs.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Accurately estimates the amount of materials/supplies needed for the project.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Understands what equipment will be needed for the project.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Purchases equipment and software that will be needed in the future.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Assigns the right tasks to the right people and holds them accountable.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Develops strategic plans for the company/organization.	3.40	3.40	3.20	3.20	
9. Makes strategic and tactical decisions to guide the logistics process.	3.53	3.40	3.60	3.27	-0.33 ▼

Time Management

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

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. Creates structured daily and weekly planning routines to track priorities.	15	3.20	93.3	7%	67%	27%	
11. Ensures timely completion of critical assignments.	15	3.67	100.0		33%	67%	
12. Is prompt and diligent in their work.	15	3.40	93.3	7%	47%	47%	
13. Keeps and maintains a To-Do list.	15	3.13	86.7	13%	60%	27%	
14. Sets target due dates or times for tasks to be completed by.	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. Creates structured daily and weekly planning routines to track priorities.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Ensures timely completion of critical assignments.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is prompt and diligent in their work.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Keeps and maintains a To-Do list.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Sets target due dates or times for tasks to be completed by.	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Identifies new business opportunities.	15	3.53	100.0			47%	53%
16. Assists others in understanding business changes.	15	3.47	93.3	7%	40%		53%
17. Establishes key performance indicators (KPIs) to measure progress and success.	15	2.93	73.3	27%		53%	20%
18. Able to align resources to meet the business needs of the company.	15	3.40	93.3	7%	47%		47%
19. Collects valuable customer insights to ensure our services meet their needs.	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. Identifies new business opportunities.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Assists others in understanding business changes.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Establishes key performance indicators (KPIs) to measure progress and success.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Able to align resources to meet the business needs of the company.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Collects valuable customer insights to ensure our services meet their needs.	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. Is flexible to manage uncertain changes in technology.	15	3.47	100.0		53%	47%	
21. Creates innovative solutions to unforeseen problems.	15	3.00	80.0	20%	60%	20%	
22. Able to make changes to their leadership style after receiving constructive feedback through the performance review.	15	3.53	100.0		47%	53%	
23. Can seamlessly transition between various environments and situations.	15	3.13	86.7	13%	60%	27%	
24. Able to increase output to meet increased demand.	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. Is flexible to manage uncertain changes in technology.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Creates innovative solutions to unforeseen problems.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Able to make changes to their leadership style after receiving constructive feedback through the performance review.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Can seamlessly transition between various environments and situations.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Able to increase output to meet increased demand.	3.33	3.47	3.33	3.13	-0.20 ▼

Professional Development

Improvement through specialized training and participating in advanced professional courses.

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. Seeks opportunities for continuous learning.	15	3.07	86.7	13%	67%	20%	
26. Keep themselves up-to-date of technical/professional issues	15	3.20	93.3	7%	60%	33%	
27. Seeks opportunities for professional development.	15	3.40	93.3	7%	47%	47%	
28. Quickly acquire and apply new knowledge and skills when needed	15	3.60	93.3	7%	27%	67%	
29. Allows employees to fully participate in employee training and professional development.	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. Seeks opportunities for continuous learning.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Keep themselves up-to-date of technical/professional issues	3.53	3.33	3.33	3.20	-0.13 ▼
27. Seeks opportunities for professional development.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Quickly acquire and apply new knowledge and skills when needed	3.33	3.13	3.40	3.60	+0.20 ▲
29. Allows employees to fully participate in employee training and professional development.	3.21	3.20	3.20	3.20	

Persuasion and Influence

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational goals.

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. Prepares thoroughly for negotiations by anticipating objections, identifying leverage points, and mapping paths to agreement.	14	3.00	92.9	7%	79%		14%
31. Able to deliver extemporaneous speeches to influence employees.	15	3.33	93.3	7%	53%		40%
32. Reframes disagreements as a path to better understanding, clarity and trust.	14	3.29	100.0		71%		29%
33. Anticipates questions and provides well-reasoned, evidence-backed responses that reinforce the strength of their position.	15	3.27	100.0		73%		27%
34. Serves as a go-to resource within the organization, shaping opinions through consistent, reliable expertise.	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. Prepares thoroughly for negotiations by anticipating objections, identifying leverage points, and mapping paths to agreement.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Able to deliver extemporaneous speeches to influence employees.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Reframes disagreements as a path to better understanding, clarity and trust.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Anticipates questions and provides well-reasoned, evidence-backed responses that reinforce the strength of their position.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Serves as a go-to resource within the organization, shaping opinions through consistent, reliable expertise.	3.33	3.00	3.53	3.47	-0.07 ▼

Objectives

Establishes and completes objectives.

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. Assures [Company] principles are understood, employed & pursued.	15	3.13	86.7	13%	60%	27%	
36. Communicates goals and objectives to employees.	15	3.20	93.3	7%	67%	27%	
37. Sets long-term and short-term goals.	15	3.33	93.3	7%	53%	40%	
38. Able to organize work.	15	3.07	86.7	13%	67%	20%	
39. Organizes and schedules events, activities, and resources.	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. Assures [Company] principles are understood, employed & pursued.	3.20	3.27	3.13	3.13	
36. Communicates goals and objectives to employees.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Sets long-term and short-term goals.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Able to organize work.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Organizes and schedules events, activities, and resources.	3.20	3.27	3.00	3.33	+0.33 ▲

Co-worker Development

Invests in the professional development 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
40. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.33	100.0		67%		33%
41. Works to identify root causes of performance problems	15	3.33	93.3	7%	53%		40%
42. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.40	93.3	7%	47%		47%
43. Provides ongoing feedback to co-workers on their development progress	15	3.13	86.7	13%	60%		27%
44. Gives others development opportunities through project assignments and increased job responsibilities	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. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.00	3.20	3.27	3.33	+0.07 ▲
41. Works to identify root causes of performance problems	3.47	3.20	2.93	3.33	+0.40 ▲
42. Sets and clearly communicates expectations, performance goals, and measurements to others	3.27	3.53	3.13	3.40	+0.27 ▲
43. Provides ongoing feedback to co-workers on their development progress	3.87	3.13	3.20	3.13	-0.07 ▼
44. Gives others development opportunities through project assignments and increased job responsibilities	3.33	3.27	3.87	3.27	-0.60 ▼