

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.

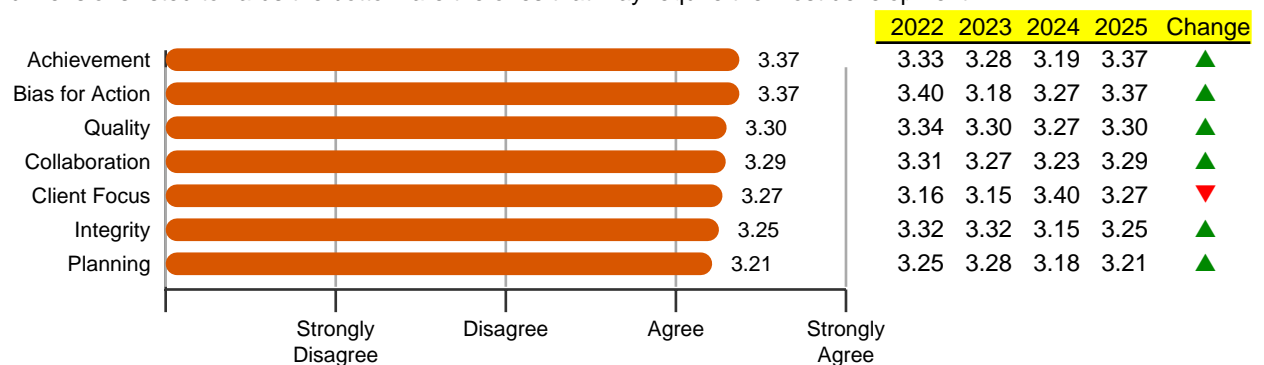
What to Do with Your Feedback

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.



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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Demonstrates a strong commitment to achieving quality goals.	15	3.20	86.7	13%	53%	33%	
2. Develops and maintains quality control checklists for the manufacturing department.	15	3.33	100.0		67%	33%	
3. Maintains detailed instructions to ensure consistency and quality in the production line.	15	3.33	93.3	7%	53%	40%	
4. Creates a culture of excellence and high standards.	15	3.27	93.3	7%	60%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
5. Guides the department in achieving high quality standards.	14	3.21	85.7	14%	50%	36%	
6. Ensures high consistency across batches or production runs.	15	3.47	100.0		53%	47%	
7. Addresses issues soon after they are detected.	15	3.40	93.3	7%	47%	47%	
8. Effectively works with Quality Control (QC) engineers.	15	3.20	86.7	13%	53%	33%	
9. Provides advice and guidance to team members on improving quality controls.	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. Demonstrates a strong commitment to achieving quality goals.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Develops and maintains quality control checklists for the manufacturing department.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Maintains detailed instructions to ensure consistency and quality in the production line.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Creates a culture of excellence and high standards.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Guides the department in achieving high quality standards.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Ensures high consistency across batches or production runs.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Addresses issues soon after they are detected.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Effectively works with Quality Control (QC) engineers.	3.40	3.40	3.20	3.20	
9. Provides advice and guidance to team members on improving quality controls.	3.53	3.40	3.60	3.27	-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
10. Takes calculated risks to achieve higher levels of performance.	15	3.20	93.3	7%	67%		27%
11. Always sets high standards for their work and the work of their colleagues.	15	3.67	100.0		33%	67%	
12. Executes tasks with precision and speed.	15	3.40	93.3	7%	47%		47%
13. Holds others to high standards of achievement.	15	3.13	86.7	13%	60%		27%
14. Has an intense drive to exceed expectations.	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. Takes calculated risks to achieve higher levels of performance.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Always sets high standards for their work and the work of their colleagues.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Executes tasks with precision and speed.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Holds others to high standards of achievement.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Has an intense drive to exceed expectations.	3.20	3.13	3.00	3.47	+0.47 ▲

Bias for Action

Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

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. Takes the initiative and is proactive.	15	3.53	100.0			47%	53%
16. Takes purposeful and persistent action to achieve goals.	15	3.47	93.3	7%	40%		53%
17. Is concerned about getting things done on time and within budget	15	2.93	73.3	27%		53%	20%
18. Does not wait for approvals unless absolutely necessary.	15	3.40	93.3	7%	47%		47%
19. Helps the team to stay focused on what tasks need to be completed.	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. Takes the initiative and is proactive.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Takes purposeful and persistent action to achieve goals.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Is concerned about getting things done on time and within budget	3.40	3.20	3.33	2.93	-0.40 ▼
18. Does not wait for approvals unless absolutely necessary.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Helps the team to stay focused on what tasks need to be completed.	3.13	2.87	3.53	3.53	

Integrity

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. Maintains strong relationships with others.	15	3.47	100.0		53%	47%	
21. Consistently delivers high-quality work, ensuring that every task is completed to the best of their ability.	15	3.00	80.0	20%	60%		20%
22. Pays attention to the "little things" to help maintain a positive reputation.	15	3.53	100.0		47%	53%	
23. Demonstrates sincerity in actions with others.	15	3.13	86.7	13%	60%		27%
24. Is consistent in ethical behavior, demonstrating professionalism and a commitment to the company's values.	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. Maintains strong relationships with others.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Consistently delivers high-quality work, ensuring that every task is completed to the best of their ability.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Pays attention to the "little things" to help maintain a positive reputation.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Demonstrates sincerity in actions with others.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Is consistent in ethical behavior, demonstrating professionalism and a commitment to the company's values.	3.33	3.47	3.33	3.13	-0.20 ▼

Collaboration

Collaboration is the process of fostering open communication, building trust-based relationships, and promoting a cooperative environment where information is shared freely and all team members contribute to shared goals. It involves active participation, consensus-building, and shared decision-making, ensuring diverse perspectives are valued while addressing challenges through teamwork and problem-solving. Strong collaboration is rooted in mutual respect, commitment, and the effective use of digital tools to enhance efficiency, minimize misunderstandings, and create a culture of transparency and innovation.

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. Integrates digital tools to streamline the collaborative processes of Research and Development.	15	3.07	86.7	13%	67%		20%
26. Encourages working together to achieve shared goals.	15	3.20	93.3	7%	60%		33%
27. Involves others in reaching a consensus during group activities.	15	3.40	93.3	7%	47%		47%
28. Listens to the ideas and suggestions from others.	15	3.60	93.3	7%	27%	67%	
29. Guides team members to reconcile their differences and collaborate effectively.	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. Integrates digital tools to streamline the collaborative processes of Research and Development.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Encourages working together to achieve shared goals.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Involves others in reaching a consensus during group activities.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Listens to the ideas and suggestions from others.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Guides team members to reconcile their differences and collaborate effectively.	3.21	3.20	3.20	3.20	

Client Focus

Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving services to enhance the client experience. A client-focused approach builds trust, ensures positive interactions, and demonstrates long-term commitment by consistently adapting to evolving expectations and providing high-quality service.

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. Responds to the needs of the client.	14	3.00	92.9	7%	79%		14%
31. Forms strong client relationships	15	3.33	93.3	7%	53%		40%
32. Delivers on commitments made to clients.	14	3.29	100.0		71%		29%
33. Builds long term relationships with clients.	15	3.27	100.0		73%		27%
34. Is competent in handling client cases.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	2024	2025	Change
30. Responds to the needs of the client.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Forms strong client relationships	3.13	3.07	3.47	3.33	-0.13 ▼
32. Delivers on commitments made to clients.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Builds long term relationships with clients.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Is competent in handling client cases.	3.33	3.00	3.53	3.47	-0.07 ▼

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
35. Is good at planning for the "unexpected".	15	3.13	86.7	13%	60%	27%	
36. Sets the appropriate sequence of tasks to efficiently achieve the goal.	15	3.20	93.3	7%	67%	27%	
37. Establishes and monitors timeframes and timelines.	15	3.33	93.3	7%	53%	40%	
38. Develops effective plans to deal with unforeseen circumstances.	15	3.07	86.7	13%	67%	20%	
39. Anticipates the impacts of strategic plans.	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. Is good at planning for the "unexpected".	3.20	3.27	3.13	3.13	
36. Sets the appropriate sequence of tasks to efficiently achieve the goal.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Establishes and monitors timeframes and timelines.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Develops effective plans to deal with unforeseen circumstances.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Anticipates the impacts of strategic plans.	3.20	3.27	3.00	3.33	+0.33 ▲