



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

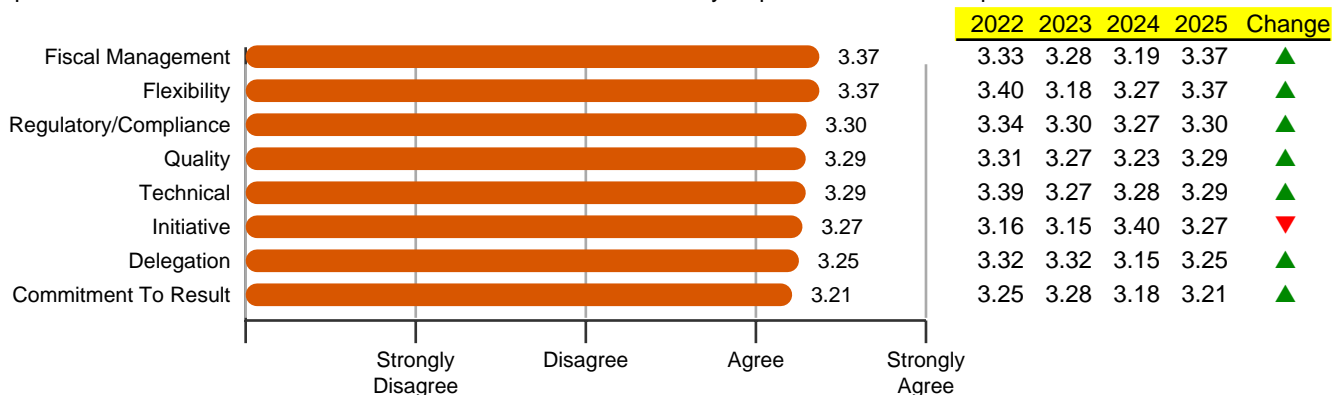
## What to Do with Your Feedback

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

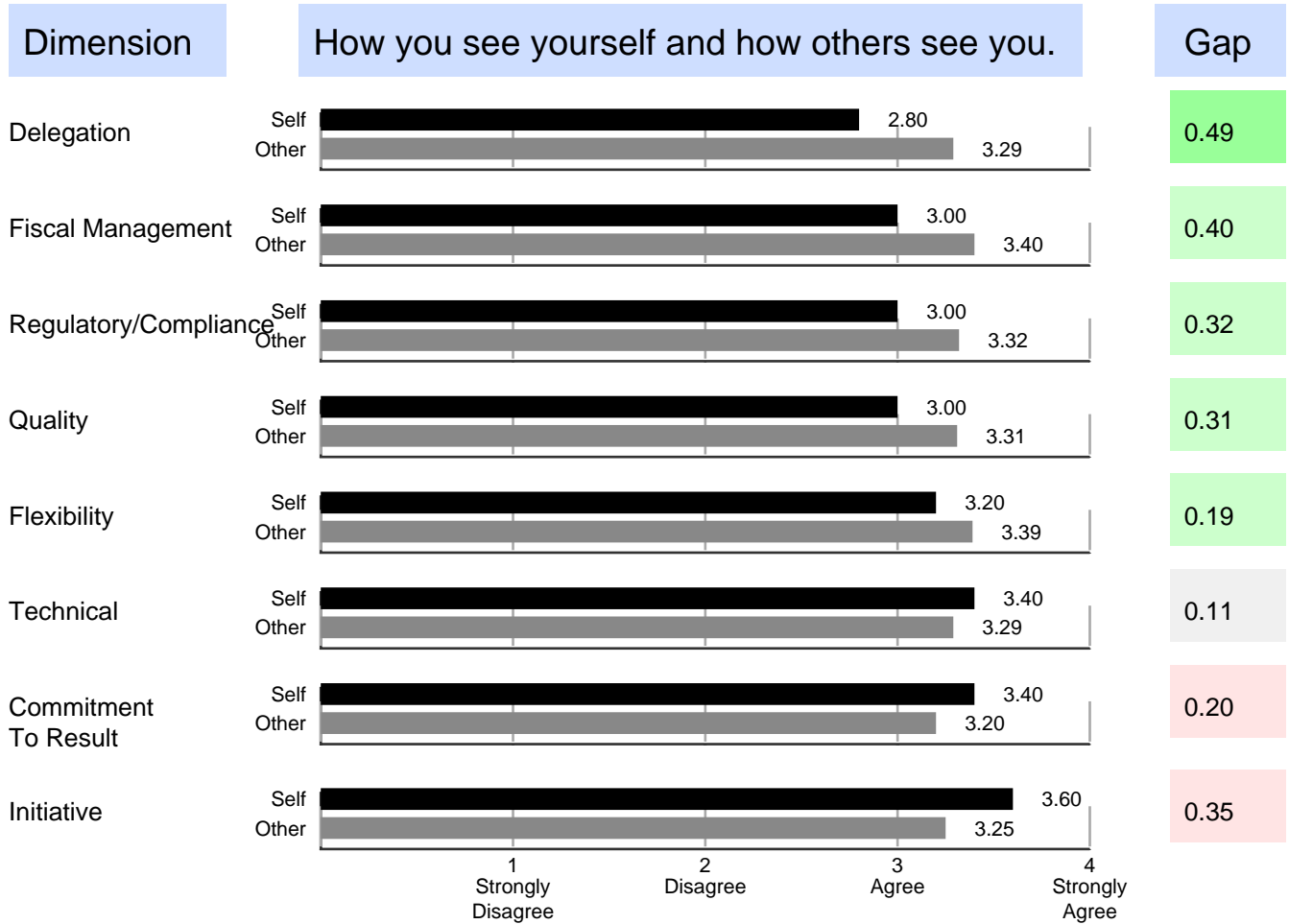
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



## Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

### 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. Aligns reporting systems with risk management frameworks to proactively flag compliance gaps.	15	3.20	86.7	13%	53%	33%	
2. Interacts with auditors and regulators on a professional basis.	15	3.33	100.0		67%	33%	
3. Responds accurately and completely to questions from regulators.	15	3.33	93.3	7%	53%	40%	
4. Formulates compliance policies and procedures.	15	3.27	93.3	7%	60%	33%	
5. Benchmarks reporting system performance against peer organizations to identify improvement opportunities.	14	3.21	85.7	14%	50%	36%	
6. Creates an oversight panel to provide comprehensive supervision for the organization.	15	3.47	100.0		53%	47%	
7. Implements regulatory compliance strategies.	15	3.40	93.3	7%	47%	47%	
8. Designs automated workflows to streamline compliance data collection and reporting.	15	3.20	86.7	13%	53%	33%	
9. Prepares and presents annual reports as required.	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. Aligns reporting systems with risk management frameworks to proactively flag compliance gaps.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Interacts with auditors and regulators on a professional basis.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Responds accurately and completely to questions from regulators.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Formulates compliance policies and procedures.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Benchmarks reporting system performance against peer organizations to identify improvement opportunities.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Creates an oversight panel to provide comprehensive supervision for the organization.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Implements regulatory compliance strategies.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Designs automated workflows to streamline compliance data collection and reporting.	3.40	3.40	3.20	3.20	
9. Prepares and presents annual reports as required.	3.53	3.40	3.60	3.27	-0.33 ▼

## Fiscal Management

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
10. Provides budgeting and accounting support to the Company.	15	3.20	93.3	7%	67%	27%	
11. Monitors expenses and verifies the need for items purchased.	15	3.67	100.0		33%	67%	
12. Monitors spending.	15	3.40	93.3	7%	47%	47%	
13. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.13	86.7	13%	60%	27%	
14. Effective in using Company's resources.	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. Provides budgeting and accounting support to the Company.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Monitors expenses and verifies the need for items purchased.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Monitors spending.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Ensures others follow the correct rules and regulations on fiscal matters.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Effective in using Company's resources.	3.20	3.13	3.00	3.47	+0.47 ▲

## 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
15. Solves problems using innovative solutions by keeping an open mind and considering the input from others.	15	3.53	100.0			47%	53%
16. Faces the unknown head-on, turning challenges into opportunities for growth and innovation.	15	3.47	93.3	7%	40%	53%	
17. Supports a culture that values flexibility, continuous improvement and innovation.	15	2.93	73.3	27%	53%	20%	
18. Adapts to circumstances as needed.	15	3.40	93.3	7%	47%	47%	
19. Is flexible to manage uncertain changes in technology.	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. Solves problems using innovative solutions by keeping an open mind and considering the input from others.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Faces the unknown head-on, turning challenges into opportunities for growth and innovation.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Supports a culture that values flexibility, continuous improvement and innovation.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Adapts to circumstances as needed.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Is flexible to manage uncertain changes in technology.	3.13	2.87	3.53	3.53	

## Delegation

Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

### 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. Delegates tasks in a way that fits best with the employees skills and interests.	15	3.47	100.0		53%	47%	
21. Strategically distributes work by considering employees' mastery in key disciplines or skill sets.	15	3.00	80.0	20%	60%	20%	
22. Encourages the employee to take ownership of the responsibility.	15	3.53	100.0		47%	53%	
23. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	3.13	86.7	13%	60%	27%	
24. Develops a team of trusted employees that work can be delegated to.	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. Delegates tasks in a way that fits best with the employees skills and interests.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Strategically distributes work by considering employees' mastery in key disciplines or skill sets.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Encourages the employee to take ownership of the responsibility.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Develops a team of trusted employees that work can be delegated to.	3.33	3.47	3.33	3.13	-0.20 ▼

## Quality

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
25. Investigates critical incidents that impact quality.	15	3.07	86.7	13%	67%	20%	
26. Communicates quality standards that are easily by employees.	15	3.20	93.3	7%	60%	33%	
27. Reflects on what is working and what could be improved.	15	3.40	93.3	7%	47%	47%	
28. Addresses issues as soon as possible.	15	3.60	93.3	7%	27%	67%	
29. Encourages employees to produce the best quality products.	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. Investigates critical incidents that impact quality.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Communicates quality standards that are easily by employees.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Reflects on what is working and what could be improved.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Addresses issues as soon as possible.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Encourages employees to produce the best quality products.	3.21	3.20	3.20	3.20	

## Initiative

Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

## 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. Builds strong interpersonal relationships upon first meeting.	14	3.00	92.9	7%	79%		14%
31. Updates the documentation as soon as the situation changes.	15	3.33	93.3	7%	53%		40%
32. Immediately works to complete goals well before their deadline.	14	3.29	100.0		71%		29%
33. Empowers team members to quickly take ownership of problems and propose impactful solutions.	15	3.27	100.0		73%		27%
34. Confronts problems immediately without supervisor instructions.	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. Builds strong interpersonal relationships upon first meeting.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Updates the documentation as soon as the situation changes.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Immediately works to complete goals well before their deadline.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Empowers team members to quickly take ownership of problems and propose impactful solutions.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Confronts problems immediately without supervisor instructions.	3.33	3.00	3.53	3.47	-0.07 ▼

## Commitment To Result

Committed to successfully achieving results. Goes above and beyond as needed.

### 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. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.13	86.7	13%	60%	27%	
36. Coordinates all department activities into a cohesive team effort.	15	3.20	93.3	7%	67%	27%	
37. Able to focus on a task even when working alone.	15	3.33	93.3	7%	53%	40%	
38. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.07	86.7	13%	67%	20%	
39. Committed to the team.	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. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.20	3.27	3.13	3.13	
36. Coordinates all department activities into a cohesive team effort.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Able to focus on a task even when working alone.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Committed to the team.	3.20	3.27	3.00	3.33	+0.33 ▲

## Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

### 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. Demonstrates mastery of the technical competencies required in his/her work.	15	3.33	100.0		67%		33%
41. Knows how to produce high quality products/work.	15	3.33	93.3	7%	53%		40%
42. Willingly shares information and expertise; sought out as resource by others	15	3.40	93.3	7%	47%		47%
43. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.13	86.7	13%	60%		27%
44. Seeks information from others as needed.	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. Demonstrates mastery of the technical competencies required in his/her work.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Knows how to produce high quality products/work.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Willingly shares information and expertise; sought out as resource by others	3.27	3.53	3.13	3.40	+0.27 ▲
43. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Seeks information from others as needed.	3.33	3.27	3.87	3.27	-0.60 ▼