



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.

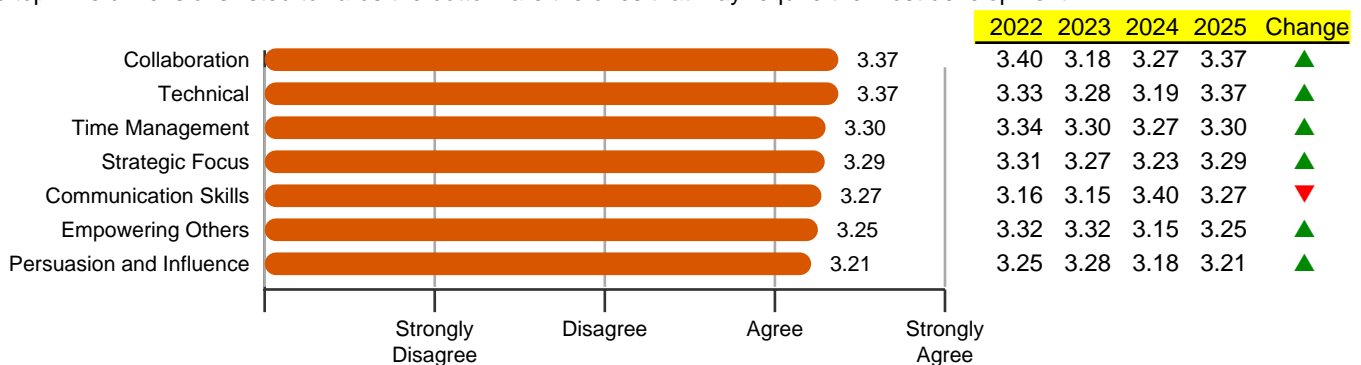
What to Do with Your Feedback

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

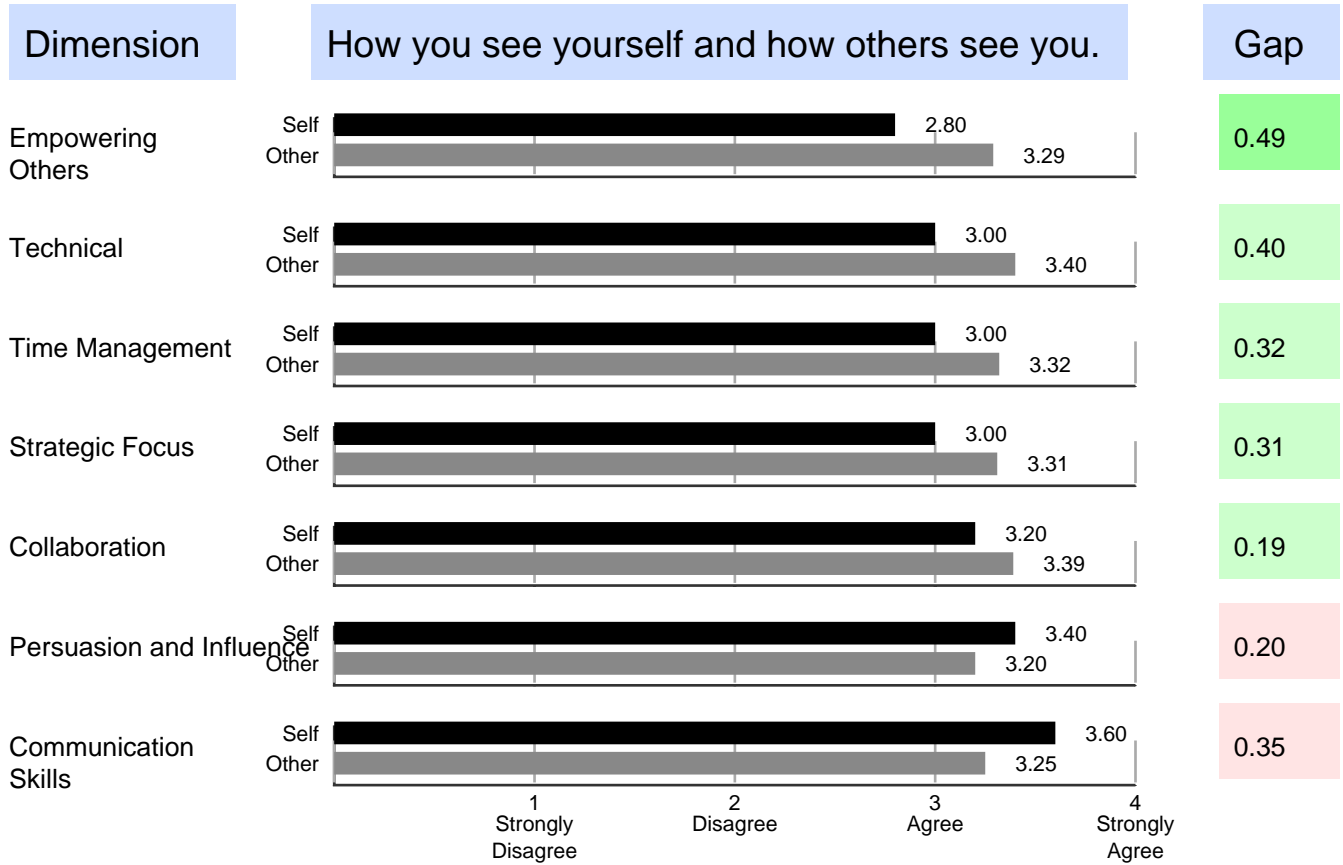
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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
1. Manages time effectively by focusing efforts on high value tasks.	15	3.20	86.7	13%	53%	33%	
2. Uses routines and visual cues to stay centered on task priorities.	15	3.33	100.0		67%	33%	
3. Accurately captures time across various tasks.	15	3.33	93.3	7%	53%	40%	
4. Sets clearly defined goals.	15	3.27	93.3	7%	60%	33%	
5. Acts promptly without delay.	14	3.21	85.7	14%	50%	36%	
6. Prioritizes high value tasks at work.	15	3.47	100.0		53%	47%	
7. Often arrives at work early to get the day started.	15	3.40	93.3	7%	47%	47%	
8. Is good at keeping track of time and avoiding getting behind schedule.	15	3.20	86.7	13%	53%	33%	
9. Implements automation wherever possible.	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. Manages time effectively by focusing efforts on high value tasks.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Uses routines and visual cues to stay centered on task priorities.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Accurately captures time across various tasks.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Sets clearly defined goals.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Acts promptly without delay.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Prioritizes high value tasks at work.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Often arrives at work early to get the day started.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Is good at keeping track of time and avoiding getting behind schedule.	3.40	3.40	3.20	3.20	
9. Implements automation wherever possible.	3.53	3.40	3.60	3.27	-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
10. Willingly shares his/her technical expertise; sought out as resource by others	15	3.20	93.3	7%	67%	27%	
11. Knows how to produce high quality products/work.	15	3.67	100.0		33%	67%	
12. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.40	93.3	7%	47%	47%	
13. Demonstrates mastery of the technical competencies required in his/her work.	15	3.13	86.7	13%	60%	27%	
14. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	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. Willingly shares his/her technical expertise; sought out as resource by others	3.33	3.47	3.27	3.20	-0.07 ▼
11. Knows how to produce high quality products/work.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Demonstrates mastery of the technical competencies required in his/her work.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.20	3.13	3.00	3.47	+0.47 ▲

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
15. Works with others to achieve common objectives.	15	3.53	100.0			47%	53%
16. Integrates digital tools to streamline the collaborative processes of Research and Development.	15	3.47	93.3	7%	40%		53%
17. Works to get buy-in of individuals based on common good of business.	15	2.93	73.3	27%		53%	20%
18. Creates an environment of open and transparent communication.	15	3.40	93.3	7%	47%		47%
19. Collaborates with team members to achieve common goals.	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. Works with others to achieve common objectives.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Integrates digital tools to streamline the collaborative processes of Research and Development.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Works to get buy-in of individuals based on common good of business.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Creates an environment of open and transparent communication.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Collaborates with team members to achieve common goals.	3.13	2.87	3.53	3.53	

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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. Trusts employees to complete tasks assigned.	15	3.47	100.0		53%	47%	
21. Allows employees to organize their schedule to best accomplish the job.	15	3.00	80.0	20%	60%		20%
22. Set clear goals for assignments.	15	3.53	100.0		47%	53%	
23. Allows employees to take ownership of their work.	15	3.13	86.7	13%	60%		27%
24. Encourages employees to take on greater responsibilities.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
20. Trusts employees to complete tasks assigned.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Allows employees to organize their schedule to best accomplish the job.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Set clear goals for assignments.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Allows employees to take ownership of their work.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Encourages employees to take on greater responsibilities.	3.33	3.47	3.33	3.13	-0.20 ▼

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
25. Detects changes in the environment and updates the strategic plan to address new opportunities or threats.	15	3.07	86.7	13%	67%	20%	
26. Undertakes a SWOT analysis to determine the best strategy to move forward.	15	3.20	93.3	7%	60%	33%	
27. Scans both the internal and external environment to identify strategic opportunities to improve the organization.	15	3.40	93.3	7%	47%	47%	
28. Identifies the role of each department in meeting the strategic goals.	15	3.60	93.3	7%	27%	67%	
29. Pursues strategic alliances with valued partners.	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. Detects changes in the environment and updates the strategic plan to address new opportunities or threats.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Undertakes a SWOT analysis to determine the best strategy to move forward.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Scans both the internal and external environment to identify strategic opportunities to improve the organization.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Identifies the role of each department in meeting the strategic goals.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Pursues strategic alliances with valued partners.	3.21	3.20	3.20	3.20	

Communication Skills

Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational 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
30. Uses polite language and shows respect for others' opinions and time.	14	3.00	92.9	7%	79%	14%	
31. Provides follow-up information and seeks to avoid misunderstandings.	15	3.33	93.3	7%	53%	40%	
32. Welcomes input and suggestions from others.	14	3.29	100.0		71%	29%	
33. Makes eye contact with the person they are speaking with.	15	3.27	100.0		73%	27%	
34. Accurately attends to/understands ideas which are exchanged.	15	3.47	93.3	7%	40%	53%	

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Item	2022	2023	2024	2025	Change
30. Uses polite language and shows respect for others' opinions and time.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Provides follow-up information and seeks to avoid misunderstandings.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Welcomes input and suggestions from others.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Makes eye contact with the person they are speaking with.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Accurately attends to/understands ideas which are exchanged.	3.33	3.00	3.53	3.47	-0.07 ▼

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
35. Leverages industry insights and benchmarks to support persuasive arguments and strategic recommendations.	15	3.13	86.7	13%	60%	27%	
36. Engages in constructive debate to clarify assumptions, challenge ideas, and co-create stronger solutions.	15	3.20	93.3	7%	67%	27%	
37. Is viewed as authoritative, professional, and experienced.	15	3.33	93.3	7%	53%	40%	
38. Anticipates objections and proactively adjusts messaging to address concerns while maintaining focus on desired outcomes.	15	3.07	86.7	13%	67%	20%	
39. Exhibits expertise in the matter and is able to convince others in the best course of action.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Leverages industry insights and benchmarks to support persuasive arguments and strategic recommendations.	3.20	3.27	3.13	3.13	
36. Engages in constructive debate to clarify assumptions, challenge ideas, and co-create stronger solutions.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Is viewed as authoritative, professional, and experienced.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Anticipates objections and proactively adjusts messaging to address concerns while maintaining focus on desired outcomes.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Exhibits expertise in the matter and is able to convince others in the best course of action.	3.20	3.27	3.00	3.33	+0.33 ▲