



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.

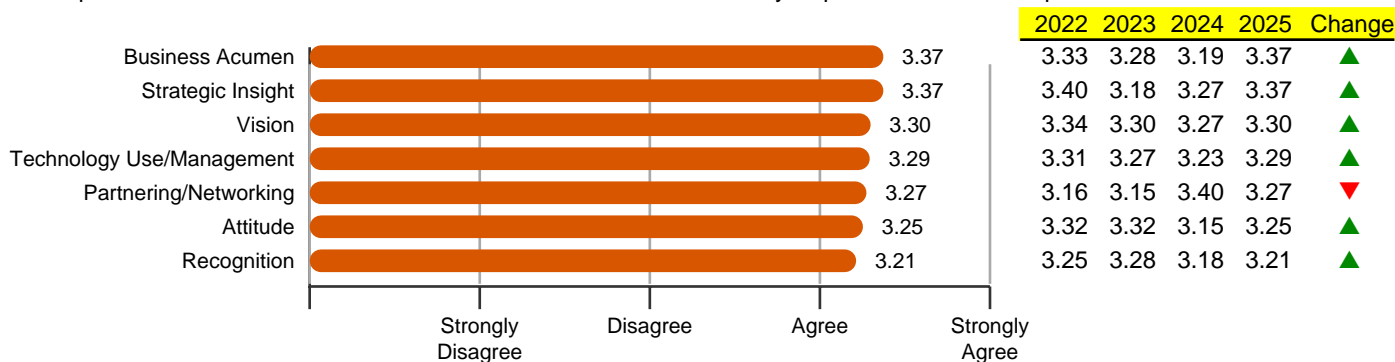
What to Do with Your Feedback

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

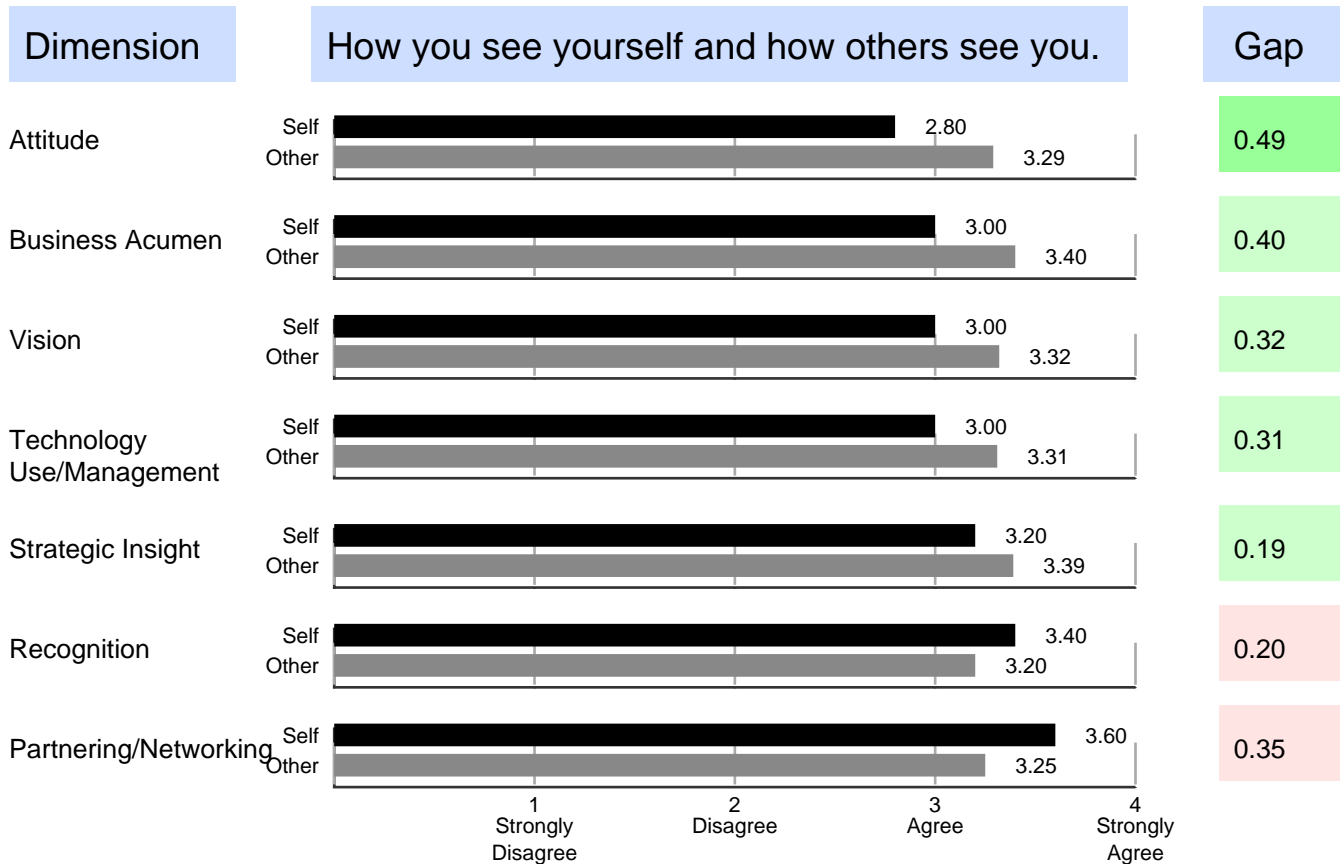
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



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
1. Develops a vision to inspire collective action.	15	3.20	86.7	13%	53%	33%	
2. Develops and executes a strategic vision for the organization.	15	3.33	100.0		67%	33%	
3. Builds a culture that reinforces the manager's vision.	15	3.33	93.3	7%	53%	40%	
4. Cultivates an environment that embodies the department's vision.	15	3.27	93.3	7%	60%	33%	
5. Provides the vision needed to help the organization remain competitive and adaptable in a dynamic market.	14	3.21	85.7	14%	50%	36%	
6. Articulates the vision in a way that resonates with diverse stakeholders, adapting language to audience needs.	15	3.47	100.0		53%	47%	
7. Focuses subordinates' work on critical aspects of the vision.	15	3.40	93.3	7%	47%	47%	
8. Communicates the vision and strategy of [Company]	15	3.20	86.7	13%	53%	33%	
9. Fosters a culture that aligns with the organization's vision.	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. Develops a vision to inspire collective action.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Develops and executes a strategic vision for the organization.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Builds a culture that reinforces the manager's vision.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Cultivates an environment that embodies the department's vision.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Provides the vision needed to help the organization remain competitive and adaptable in a dynamic market.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Articulates the vision in a way that resonates with diverse stakeholders, adapting language to audience needs.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Focuses subordinates' work on critical aspects of the vision.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Communicates the vision and strategy of [Company]	3.40	3.40	3.20	3.20	
9. Fosters a culture that aligns with the organization's vision.	3.53	3.40	3.60	3.27	-0.33 ▼

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
10. Sponsors and promotes business efficiency changes.	15	3.20	93.3	7%	67%	27%	
11. Understands complex issues and problems.	15	3.67	100.0	33%	67%		
12. Implements long-term strategic solutions to critical problems.	15	3.40	93.3	7%	47%	47%	
13. Effectively troubleshoots customer business issues.	15	3.13	86.7	13%	60%	27%	
14. Gathers important information from customers to make sure our products are relevant and useful.	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. Sponsors and promotes business efficiency changes.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Understands complex issues and problems.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Implements long-term strategic solutions to critical problems.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Effectively troubleshoots customer business issues.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Gathers important information from customers to make sure our products are relevant and useful.	3.20	3.13	3.00	3.47	+0.47 ▲

Strategic Insight

Strategic Insight is the ability to synthesize observations, data, and interactions into forward-looking decisions that align organizational goals with evolving market and stakeholder needs. It requires a deep understanding of business cycles, customer expectations, and internal dynamics--supported by analytical rigor, clear communication, and collaborative engagement across diverse groups. Managers with strategic insight anticipate challenges, adjust plans responsively, and foster innovation through creative problem solving and informed planning.

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. Creates a mission statement describing the purpose for the organization.	15	3.53	100.0		47%	53%	
16. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	15	3.47	93.3	7%	40%	53%	
17. Identifies root causes of problems.	15	2.93	73.3	27%	53%		20%
18. Creates strategies that significantly benefit the Company.	15	3.40	93.3	7%	47%	47%	
19. Strategically aligns projects to the goals of the company.	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. Creates a mission statement describing the purpose for the organization.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Identifies root causes of problems.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Creates strategies that significantly benefit the Company.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Strategically aligns projects to the goals of the company.	3.13	2.87	3.53	3.53	

Attitude

Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

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. Contributes to a positive work environment.	15	3.47	100.0		53%	47%	
21. Speaks with civility and kindness, even under pressure or during disagreement.	15	3.00	80.0	20%	60%		20%
22. Highlights progress and effort, even if outcomes are still emerging.	15	3.53	100.0		47%	53%	
23. Approaches failures as stepping stones toward improvement.	15	3.13	86.7	13%	60%		27%
24. Views every interaction as an opportunity to grow and refine perspective.	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. Contributes to a positive work environment.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Speaks with civility and kindness, even under pressure or during disagreement.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Highlights progress and effort, even if outcomes are still emerging.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Approaches failures as stepping stones toward improvement.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Views every interaction as an opportunity to grow and refine perspective.	3.33	3.47	3.33	3.13	-0.20 ▼

Technology Use/Management

Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

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. Proficient in the use of technical systems and processes.	15	3.07	86.7	13%	67%		20%
26. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.20	93.3	7%	60%		33%
27. Maximizes the use of new technology to deliver products and services.	15	3.40	93.3	7%	47%		47%
28. Supports employee training and development initiatives regarding implementation of technology.	15	3.60	93.3	7%	27%	67%	
29. Supports technical training and development of employees.	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. Proficient in the use of technical systems and processes.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Maximizes the use of new technology to deliver products and services.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Supports employee training and development initiatives regarding implementation of technology.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Supports technical training and development of employees.	3.21	3.20	3.20	3.20	

Partnering/Networking

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication. Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry impact.

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. Exchanges ideas, resources, plans, and technologies with colleagues.	14	3.00	92.9	7%	79%		14%
31. Communicates with others in an open manner.	15	3.33	93.3	7%	53%		40%
32. Fosters cross-department collaboration, facilitates information sharing, and establishes common objectives.	14	3.29	100.0		71%		29%
33. Seeks to avoid conflicts by clarifying problems early on and working quickly to resolve those issues.	15	3.27	100.0		73%		27%
34. Ensures that lessons learned from the partnership are disseminated and built upon.	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. Exchanges ideas, resources, plans, and technologies with colleagues.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Communicates with others in an open manner.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Fosters cross-department collaboration, facilitates information sharing, and establishes common objectives.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Seeks to avoid conflicts by clarifying problems early on and working quickly to resolve those issues.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Ensures that lessons learned from the partnership are disseminated and built upon.	3.33	3.00	3.53	3.47	-0.07 ▼

Recognition

Recognition is the intentional acknowledgment and appreciation of employees' contributions, achievements, and performance, ensuring that praise is timely, meaningful, fair, and aligned with organizational values. Effective recognition fosters a supportive and engaging workplace by integrating structured programs, spontaneous appreciation, and impactful rewards-both formal and informal-while reinforcing positive behaviors and incentivizing success. By making recognition visible, systematic, and inclusive, leaders cultivate an environment where employees feel valued, motivated, and empowered to contribute to organizational growth and excellence.

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. Recognizes the team at the end of long/difficult projects.	15	3.13	86.7	13%	60%	27%	
36. Matches the reward to the person being recognized.	15	3.20	93.3	7%	67%	27%	
37. Implements formal and informal recognition practices within the department.	15	3.33	93.3	7%	53%	40%	
38. Keenly aware of performance of employees to know when and where recognition may be warranted.	15	3.07	86.7	13%	67%	20%	
39. Says "thank you" to show appreciation for work of others.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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Item	2022	2023	2024	2025	Change
35. Recognizes the team at the end of long/difficult projects.	3.20	3.27	3.13	3.13	
36. Matches the reward to the person being recognized.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Implements formal and informal recognition practices within the department.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Keenly aware of performance of employees to know when and where recognition may be warranted.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Says "thank you" to show appreciation for work of others.	3.20	3.27	3.00	3.33	+0.33 ▲