



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 contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

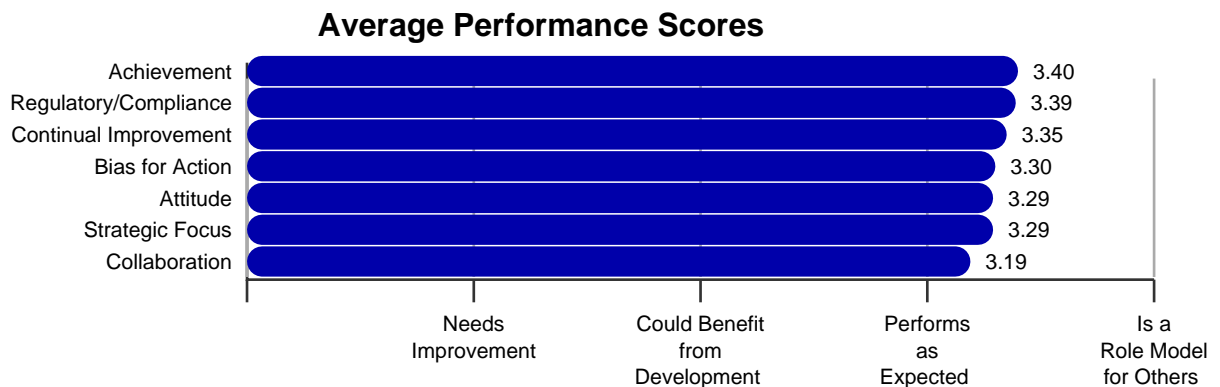
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

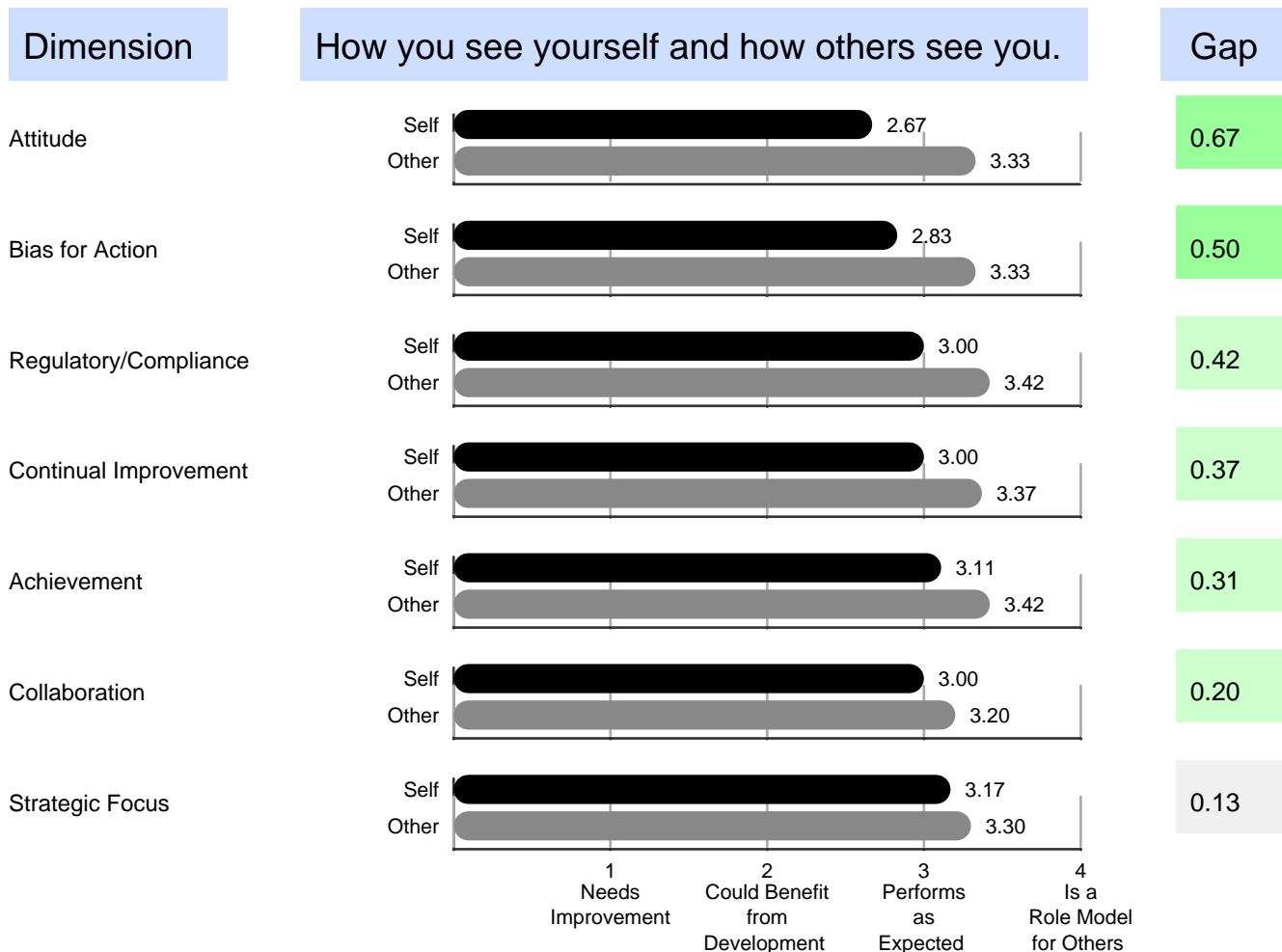
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Achievement

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 (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Adheres to established guidelines and best practices to drive consistent, high-quality performance.	15	3.20	93.3	7%	67%		27%
2. <u>Establishes</u> Specific Measurable Achievable Realistic and Timed (SMART) goals.	15	3.87	100.0	13%	87%		
3. Follows-up and takes action when goals are not met to ensure better results in the future.	15	3.33	93.3	7%	53%		40%
4. Allocates resources as needed to accomplish organizational goals.	15	3.60	93.3	7%	27%	67%	
5. Always sets high standards for their work and the work of their colleagues.	15	3.33	93.3	7%	53%		40%
6. Navigates heavy workloads with agility, balancing speed and accuracy.	15	3.20	93.3	7%	60%		33%
7. Demonstrates a well-organized and timely approach to achieve desired results	15	3.20	86.7	13%	53%		33%
8. Takes reasonable risks to achieve desired results.	15	3.40	93.3	7%	47%		47%
9. Champions process improvements that enhance productivity, compliance, and overall success.	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	2024	2025	Change
1. Adheres to established guidelines and best practices to drive consistent, high-quality performance.	3.29	3.20	-0.09 ▼
2. <u>Establishes</u> Specific Measurable Achievable Realistic and Timed (SMART) goals.	3.65	3.87	+0.22 ▲
3. Follows-up and takes action when goals are not met to ensure better results in the future.	3.18	3.33	+0.16 ▲
4. Allocates resources as needed to accomplish organizational goals.	3.41	3.60	+0.19 ▲
5. Always sets high standards for their work and the work of their colleagues.	3.24	3.33	+0.10 ▲
6. Navigates heavy workloads with agility, balancing speed and accuracy.	3.24	3.20	-0.04 ▼
7. Demonstrates a well-organized and timely approach to achieve desired results	3.41	3.20	-0.21 ▼
8. Takes reasonable risks to achieve desired results.	3.24	3.40	+0.16 ▲
9. Champions process improvements that enhance productivity, compliance, and overall success.	3.18	3.47	+0.29 ▲

Comments:

- She is a high energy individual, with a level of integrity that goes above and beyond.
-

___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.

- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance through the entire process.
- She encourages teammates more as a peer than a coach.
- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- ___ is always willing and routinely seeks opportunities to work with other departments.

Bias for Action

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 (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Proactively addresses potential problems.	15	3.47	93.3	7%	40%	53%	
11. Is not afraid to take corrective action when necessary.	15	3.53	100.0		47%	53%	
12. Compiles lists of all steps that need to be completed for a project.	15	3.27	100.0		73%		27%
13. Makes decisions promptly, without getting bogged down by overthinking or unnecessary delays.	15	3.33	100.0		67%		33%
14. Helps others to contribute to the team's overall efficiency and effectiveness.	15	3.13	86.7	13%	60%		27%
15. Positively motivates others to achieve or exceed goals	15	3.07	80.0	20%	53%		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	2024	2025	Change
10. Proactively addresses potential problems.	3.35	3.47	+0.11 ▲
11. Is not afraid to take corrective action when necessary.	3.47	3.53	+0.06 ▲
12. Compiles lists of all steps that need to be completed for a project.	3.47	3.27	-0.20 ▼
13. Makes decisions promptly, without getting bogged down by overthinking or unnecessary delays.	3.35	3.33	-0.02 ▼
14. Helps others to contribute to the team's overall efficiency and effectiveness.	3.18	3.13	-0.04 ▼
15. Positively motivates others to achieve or exceed goals	3.00	3.07	+0.07 ▲

Comments:

- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- She is very customer focused and this reflects in her division leadership and performance.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- ___ has done a wonderful job in supporting her team and making herself available.

Continual Improvement

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 (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.40	93.3	7%	47%	47%	
17. Promotes training and development opportunities to enhance job performance.	15	3.27	93.3	7%	60%	33%	
18. Looks for ways to improve work processes and procedures.	14	3.00	92.9	7%	79%	14%	
19. Looks for ways to expand current job responsibilities.	15	3.47	100.0		53%	47%	
20. Open to the suggestions from others.	15	3.40	93.3	7%	47%	47%	
21. Fosters a culture of open communication and continuous improvement.	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	2024	2025	Change
16. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.65	3.40	-0.25 ▼
17. Promotes training and development opportunities to enhance job performance.	3.47	3.27	-0.20 ▼
18. Looks for ways to improve work processes and procedures.	3.12	3.00	-0.12 ▼
19. Looks for ways to expand current job responsibilities.	3.59	3.47	-0.12 ▼
20. Open to the suggestions from others.	3.29	3.40	+0.11 ▲
21. Fosters a culture of open communication and continuous improvement.	3.35	3.53	+0.18 ▲

Comments:

- Could be more self-aware of impact on other team members
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- Need to continue to take action when needed, although have improved. . .
- Expectations are not always clearly communicated/outlined.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.

Attitude

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 (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Creates space for constructive dialogue around mistakes, viewing them as learning opportunities.	15	3.00	80.0	20%	60%		20%
23. Uses affirming language that emphasizes strengths, possibilities, and momentum.	15	2.87	80.0	20%	73%		7%
24. Frames setbacks as temporary and treatable, helping the team stay focused on solutions.	15	3.47	100.0		53%		47%
25. Expresses belief in the team's ability to overcome obstacles and deliver results.	15	3.67	100.0		33%		67%
26. Approachable and easy to talk to.	15	3.40	93.3	7%	47%		47%
27. Approaches setbacks with a positive attitude.	15	3.33	93.3	7%	53%		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	2024	2025	Change
22. Creates space for constructive dialogue around mistakes, viewing them as learning opportunities.	3.00	3.00	
23. Uses affirming language that emphasizes strengths, possibilities, and momentum.	2.88	2.87	-0.02 ▼
24. Frames setbacks as temporary and treatable, helping the team stay focused on solutions.	3.00	3.47	+0.47 ▲
25. Expresses belief in the team's ability to overcome obstacles and deliver results.	3.76	3.67	-0.10 ▼
26. Approachable and easy to talk to.	3.53	3.40	-0.13 ▼
27. Approaches setbacks with a positive attitude.	3.12	3.33	+0.22 ▲

Comments:

- She has integrity, dependability, and a desire to constantly improve.
- Is viewed by many as a strong organizational resource.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- It's been great working with her.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.

Regulatory/Compliance

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 (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Conducts periodic audits of reporting systems to identify discrepancies and improve data integrity.	15	3.53	100.0	47%	53%		
29. Interacts with auditors and regulators on a professional basis.	15	3.67	100.0	33%	67%		
30. Reviews operations and work flows to ensure compliance with standards.	15	3.33	100.0		67%	33%	
31. Effectively manages a department of compliance officers.	15	3.20	86.7	13%	53%	33%	
32. Maintains compliance with federal, state, and local laws.	15	3.40	100.0		60%	40%	
33. Tracks employee participation in development opportunities as required by industry regulations.	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	2024	2025	Change
28. Conducts periodic audits of reporting systems to identify discrepancies and improve data integrity.	3.41	3.53	+0.12 ▲
29. Interacts with auditors and regulators on a professional basis.	3.59	3.67	+0.08 ▲
30. Reviews operations and work flows to ensure compliance with standards.	3.41	3.33	-0.08 ▼
31. Effectively manages a department of compliance officers.	3.18	3.20	+0.02 ▲
32. Maintains compliance with federal, state, and local laws.	3.35	3.40	+0.05 ▲
33. Tracks employee participation in development opportunities as required by industry regulations.	3.18	3.20	+0.02 ▲

Comments:

- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- She is a joy to work for.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- ___ has a good perspective on the organization as a whole.

Collaboration

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 (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Readily shares information with other group members.	15	3.27	93.3	7%	60%	33%	
35. Clearly articulates the importance of collaboration in the department's values and vision.	15	3.00	80.0	20%	60%	20%	
36. Listens and attends to the ideas from others.	15	3.20	93.3	7%	67%	27%	
37. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	15	3.27	93.3	7%	60%	33%	
38. Works with others to develop strategies to identify needs and priorities.	15	3.27	86.7	13%	47%	40%	
39. Considers the views of other colleagues and associates.	15	3.13	86.7	13%	60%	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	2024	2025	Change
34. Readily shares information with other group members.	2.88	3.27	+0.38 ▲
35. Clearly articulates the importance of collaboration in the department's values and vision.	3.18	3.00	-0.18 ▼
36. Listens and attends to the ideas from others.	3.18	3.20	+0.02 ▲
37. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	3.35	3.27	-0.09 ▼
38. Works with others to develop strategies to identify needs and priorities.	3.24	3.27	+0.03 ▲
39. Considers the views of other colleagues and associates.	3.59	3.13	-0.45 ▼

Comments:

- ___ is very sharp and plays a vital role in this organization
- Constantly working on improving the customer experience.
- She gives you confidence knowing she always has your back.
- She is becoming more comfortable to deliver critical feedback.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- She is, quite simply, the best boss I've ever had.

Strategic Focus

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 (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Identifies areas where return on investment can be improved.	15	3.40	93.3	7%	47%	47%	
41. Creates values statement to ensure all employees are working under the same guiding principles.	15	3.33	93.3	7%	53%	40%	
42. Makes sure employees understand the strategy and goals.	15	3.33	93.3	7%	53%	40%	
43. Makes strategic decisions to optimize the returns on capital investments.	15	3.13	86.7	13%	60%	27%	
44. Creates measures of performance and profitability to assess financial objectives.	15	3.00	86.7	13%	73%	13%	
45. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	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	2024	2025	Change
40. Identifies areas where return on investment can be improved.	3.29	3.40	+0.11 ▲
41. Creates values statement to ensure all employees are working under the same guiding principles.	3.29	3.33	+0.04 ▲
42. Makes sure employees understand the strategy and goals.	3.41	3.33	-0.08 ▼
43. Makes strategic decisions to optimize the returns on capital investments.	3.35	3.13	-0.22 ▼
44. Creates measures of performance and profitability to assess financial objectives.	3.18	3.00	-0.18 ▼
45. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.35	3.53	+0.18 ▲

Comments:

- ___ has great insights regarding individuals and relationships, as well as good ideas about processes.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- ___ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- She does follow up and follow through.
- She gives you confidence knowing she always has your back.
- Dependability, with whatever is needed.

What do you like best about working with this individual?

- I look forward to learning and improving with her and the other members in the division.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- Job performance is excellent. Lucky to have ___ on our team.
- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- She provides essential data in order to help explain decisions.
- ___ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.

What do you like least about working with this individual?

- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.

What do you see as this person's most important leadership-related strengths?

- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- I garner ideas from her regularly and look to her as a mentor.
- I do very much appreciate that ___ will support me in a decision when needed.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- She is someone that has proven she can be trusted to do what is right.
- Willingness to pitch in, desire to grow, and a great attitude.

What do you see as this person's most important leadership-related areas for improvement?

- She is a fantastic resource.
- ___ does a great job investigating an issue thinking it through before she takes action.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- I wish I had 5 more years to learn from ___. She teaches me with every interaction.
- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.

Any final comments?

- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- The progress with customer satisfaction within the division exemplifies ___'s leadership style. The Department has come a long way with ___ as manager and I admire the way ___ and ___ work together. ___ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- I admire ___'s decision making skills when it comes to hiring new employees for our department.