



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 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.

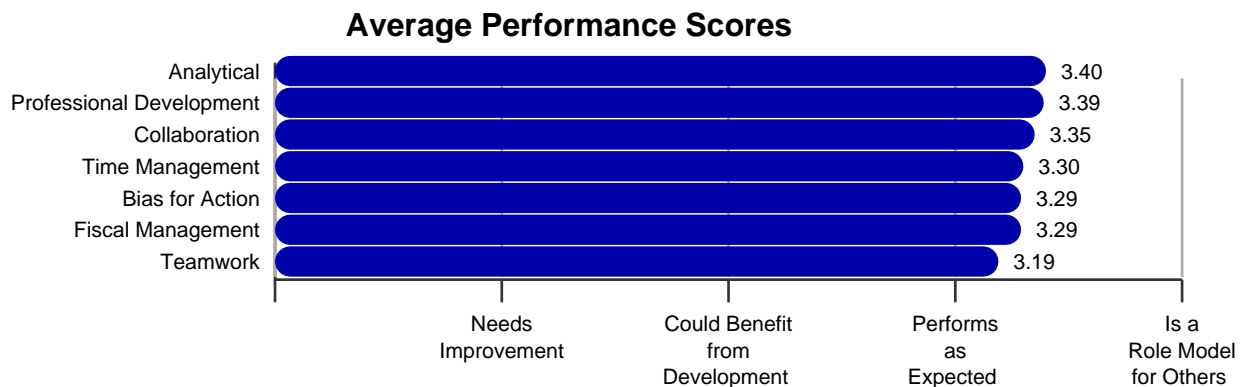
## What to Do with Your Feedback

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.



## Analytical

### 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. Makes graphs and charts to explain data clearly.	15	3.20	93.3	7%	67%		27%
2. Evaluate if information is detailed and relevant.	15	3.87	100.0	13%	87%		
3. Analyzes various legal and business situations to find patterns and draw conclusions that others might miss.	15	3.33	93.3	7%	53%		40%
4. Reviews contractual documents for clauses and specifications to ensure binding agreements are free from disputes.	15	3.60	93.3	7%	27%	67%	
5. Ensures financial transactions are recorded accurately and completely.	15	3.33	93.3	7%	53%		40%
6. Measures and assesses the potential loss in value of a portfolio under normal market conditions.	15	3.20	93.3	7%	60%		33%
7. Implements a variety of data gathering techniques.	15	3.20	86.7	13%	53%		33%
8. Prioritizes various actions to be taken when solving a problem.	15	3.40	93.3	7%	47%		47%
9. Looks beyond immediate cause-and-effect to understand deeper, systemic causes.	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. Makes graphs and charts to explain data clearly.	3.29	3.20	-0.09 ▼
2. Evaluate if information is detailed and relevant.	3.65	3.87	+0.22 ▲
3. Analyzes various legal and business situations to find patterns and draw conclusions that others might miss.	3.18	3.33	+0.16 ▲
4. Reviews contractual documents for clauses and specifications to ensure binding agreements are free from disputes.	3.41	3.60	+0.19 ▲
5. Ensures financial transactions are recorded accurately and completely.	3.24	3.33	+0.10 ▲
6. Measures and assesses the potential loss in value of a portfolio under normal market conditions.	3.24	3.20	-0.04 ▼
7. Implements a variety of data gathering techniques.	3.41	3.20	-0.21 ▼
8. Prioritizes various actions to be taken when solving a problem.	3.24	3.40	+0.16 ▲
9. Looks beyond immediate cause-and-effect to understand deeper, systemic causes.	3.18	3.47	+0.29 ▲

#### Comments:

- \_\_\_\_\_ manages everyone else time very well. He puts everything out there, his soul, his time and his energy all to ensure a good outcome.

- I like \_\_\_\_\_, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- I think \_\_\_\_\_ works really hard to engage with everyone of us.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- \_\_\_\_\_ has many responsibilities and at times needed direction is delayed as he sorts through his priorities.  
Responses via email can be slow, delaying action on my part while I wait direction.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.

## Time Management

### 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. Confronts significant problems directly to reduce their impact on the schedule.	15	3.47	93.3	7%	40%	53%	
11. Works at a quick pace to avoid getting behind in work.	15	3.53	100.0		47%	53%	
12. Is prompt and diligent in their work.	15	3.27	100.0		73%	27%	
13. Integrates automation into the process whenever feasible.	15	3.33	100.0		67%	33%	
14. Utilizes project planning tools and shared calendars to keep tasks transparent and coordinated.	15	3.13	86.7	13%	60%	27%	
15. Delegates tasks to those with free time to do them.	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. Confronts significant problems directly to reduce their impact on the schedule.	3.35	3.47	+0.11 ▲
11. Works at a quick pace to avoid getting behind in work.	3.47	3.53	+0.06 ▲
12. Is prompt and diligent in their work.	3.47	3.27	-0.20 ▼
13. Integrates automation into the process whenever feasible.	3.35	3.33	-0.02 ▼
14. Utilizes project planning tools and shared calendars to keep tasks transparent and coordinated.	3.18	3.13	-0.04 ▼
15. Delegates tasks to those with free time to do them.	3.00	3.07	+0.07 ▲

### Comments:

- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- \_\_\_\_\_ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- \_\_\_\_\_ has a clear process for hiring which has aided his in building an amazing team.
- \_\_\_\_\_ could also improve his ability to work with the framework of a team. \_\_\_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- He is very effective.

## 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
16. Consults with other partners on issues.	15	3.40	93.3	7%	47%	47%	
17. Promotes a culture of collaboration rather than rivalry.	15	3.27	93.3	7%	60%	33%	
18. Is tactful, compassionate and sensitive to the needs of others.	14	3.00	92.9	7%	79%	14%	
19. Rewards collaborative efforts of team members.	15	3.47	100.0		53%	47%	
20. Is comfortable working with employees from different departments/divisions.	15	3.40	93.3	7%	47%	47%	
21. Works with others to achieve common objectives.	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. Consults with other partners on issues.	3.65	3.40	-0.25 ▼
17. Promotes a culture of collaboration rather than rivalry.	3.47	3.27	-0.20 ▼
18. Is tactful, compassionate and sensitive to the needs of others.	3.12	3.00	-0.12 ▼
19. Rewards collaborative efforts of team members.	3.59	3.47	-0.12 ▼
20. Is comfortable working with employees from different departments/divisions.	3.29	3.40	+0.11 ▲
21. Works with others to achieve common objectives.	3.35	3.53	+0.18 ▲

### Comments:

- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- \_\_\_\_\_ has a good perspective on the organization as a whole.
- Timeliness and accountability of projects.
- His view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- \_\_\_\_\_ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- Sometimes his decisions aren't thought through from a financial perspective.

## 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
22. Reacts quickly to emerging situations and needs.	15	3.00	80.0	20%	60%		20%
23. Makes timely and confident decisions without overanalyzing.	15	2.87	80.0	20%	73%		7%
24. Uses creativity to solve problems, tackle obstacles and make progress.	15	3.47	100.0		53%	47%	
25. Makes decisions swiftly and confidently.	15	3.67	100.0		33%	67%	
26. Takes the initiative to get things done.	15	3.40	93.3	7%	47%	47%	
27. Consistently puts in effort and shows a dedication to seeing projects through to completion.	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. Reacts quickly to emerging situations and needs.	3.00	3.00	
23. Makes timely and confident decisions without overanalyzing.	2.88	2.87	-0.02 ▼
24. Uses creativity to solve problems, tackle obstacles and make progress.	3.00	3.47	+0.47 ▲
25. Makes decisions swiftly and confidently.	3.76	3.67	-0.10 ▼
26. Takes the initiative to get things done.	3.53	3.40	-0.13 ▼
27. Consistently puts in effort and shows a dedication to seeing projects through to completion.	3.12	3.33	+0.22 ▲

#### Comments:

- \_\_\_\_\_ has a good perspective on the organization as a whole.
- He has the desire and effort to get it right and continuously improve self and culture.
- Always appreciate \_\_\_\_\_'s organized approach to coordinating service opportunities between departments
- He is a great leader.
- While encouraging folks to continue with their education, he is also continuing with his education.
- I appreciate that \_\_\_\_\_ reaches out to communicate expected changes and organizational impact.

## Professional Development

### 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. Contributing fully to the extent of their skills	15	3.53	100.0	47%	53%		
29. Seeks opportunities for professional development.	15	3.67	100.0	33%	67%		
30. Allows employees to fully participate in employee training and professional development.	15	3.33	100.0	67%	33%		
31. Seeks opportunities for continuous learning.	15	3.20	86.7	13%	53%	33%	
32. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.40	100.0	60%	40%		
33. Keep themselves up-to-date of technical/professional issues	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. Contributing fully to the extent of their skills	3.41	3.53	+0.12 ▲
29. Seeks opportunities for professional development.	3.59	3.67	+0.08 ▲
30. Allows employees to fully participate in employee training and professional development.	3.41	3.33	-0.08 ▼
31. Seeks opportunities for continuous learning.	3.18	3.20	+0.02 ▲
32. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.35	3.40	+0.05 ▲
33. Keep themselves up-to-date of technical/professional issues	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- The role of interim director is new to \_\_\_\_\_ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- \_\_\_\_\_ takes some time to process new ideas and often reacts before considering the facts. Once \_\_\_\_\_ has had time to think about discussions, he is willing to work with other departments and staff. He can be stubborn at times.
- \_\_\_\_\_ is the right man for the job...there have been a couple of instances in which I feel that \_\_\_\_\_ has had tendency to lose staff or participants in his communication. To his merit, \_\_\_\_\_ will stop the conversation and clarify expectations or needs prior to moving forward.
- \_\_\_\_\_ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.

## Teamwork

### 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. Finds opportunities to recognize and reward team members.	15	3.27	93.3	7%	60%	33%	
35. Helps the team exercise good judgment by making sound and informed decisions.	15	3.00	80.0	20%	60%	20%	
36. Demonstrates an understanding of other team member's viewpoints.	15	3.20	93.3	7%	67%	27%	
37. Focuses on understanding the other team member's message.	15	3.27	93.3	7%	60%	33%	
38. Establishes good rapport with team members.	15	3.27	86.7	13%	47%	40%	
39. Works with other team members on the project.	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. Finds opportunities to recognize and reward team members.	2.88	3.27	+0.38 ▲
35. Helps the team exercise good judgment by making sound and informed decisions.	3.18	3.00	-0.18 ▼
36. Demonstrates an understanding of other team member's viewpoints.	3.18	3.20	+0.02 ▲
37. Focuses on understanding the other team member's message.	3.35	3.27	-0.09 ▼
38. Establishes good rapport with team members.	3.24	3.27	+0.03 ▲
39. Works with other team members on the project.	3.59	3.13	-0.45 ▼

### Comments:

- \_\_\_\_\_ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- Is reliable and keeps the team focused on the delivery of outcomes.
- \_\_\_\_\_ is a role model of a leader and I feel privileged to have \_\_\_\_\_ as a leader and a mentor.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- \_\_\_\_\_ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- I have had personal interactions with \_\_\_\_\_ and have received constructive assistance that was, in my opinion, instrumental in my decision making.

## Fiscal Management

### 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. Develops budgets and plans for various programs and initiatives.	15	3.40	93.3	7%	47%	47%	
41. Develops of the department's annual budget.	15	3.33	93.3	7%	53%	40%	
42. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.33	93.3	7%	53%	40%	
43. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.13	86.7	13%	60%	27%	
44. Keeps excellent records for financial transparency.	15	3.00	86.7	13%	73%	13%	
45. Monitors expenses and verifies the need for items purchased.	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. Develops budgets and plans for various programs and initiatives.	3.29	3.40	+0.11 ▲
41. Develops of the department's annual budget.	3.29	3.33	+0.04 ▲
42. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.41	3.33	-0.08 ▼
43. Ensures others follow the correct rules and regulations on fiscal matters.	3.35	3.13	-0.22 ▼
44. Keeps excellent records for financial transparency.	3.18	3.00	-0.18 ▼
45. Monitors expenses and verifies the need for items purchased.	3.35	3.53	+0.18 ▲

#### Comments:

- You can always count on \_\_\_\_\_ to respond to emails and telephone calls and follow through with commitments.
- Appreciate \_\_\_\_\_'s dedication to making the facilities cleaner. Results are evident.
- Is empathetic, understanding, and dependable.
- He is well respected.
- He is a great teammate.
- I am grateful for the knowledge, understanding and significant expertise he brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, he always seems to have an understanding that many other leaders do not have or cannot articulate in the same way \_\_\_\_\_ can.

## 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?

- \_\_\_\_\_ is a great team player with an employee safety and satisfaction focus.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- He strives to be an effective and available leader.
- Our department continues to have a very low loss rate.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when \_\_\_\_\_ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.

### What do you like best about working with this individual?

- \_\_\_\_\_ came to [CompanyName] and has done a wonderful job of getting the message out.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- He has taken his team to the next level.
- \_\_\_\_\_ listens to employees ideas and concerns and address the issues right away.
- \_\_\_\_\_ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.

### What do you like least about working with this individual?

- He has been a great addition to the company.
- I have observed that \_\_\_\_\_ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- \_\_\_\_\_ is an excellent manager, our dept.is a good place to work with his as a boss
- \_\_\_\_\_ continually is analyzing our current states and identifying areas that we can improve.
- Under his leadership, the department teams have become very cohesive.
- He is an advocate for [CompanyName].

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

- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- \_\_\_\_\_ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- \_\_\_\_\_ is a valued member of the department.
- I enjoy working with \_\_\_\_\_. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- \_\_\_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.

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

- \_\_\_\_\_ did a great job with the new employee program development and he should be proud of his accomplishments.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Professionalism is an area where I feel \_\_\_\_\_ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his 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 him.
- I believe \_\_\_\_\_ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- Experience, mentoring and self-confidence.

### Any final comments?

- He is willing to fill in with daily workload when we are short staffed.
- \_\_\_\_\_ is an excellent employee, I do not know of any areas that need improvement.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- He is very effective and he has learned so much about our product.
- \_\_\_\_\_ listens to employees ideas and concerns and address the issues right away.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.