



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

February 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.

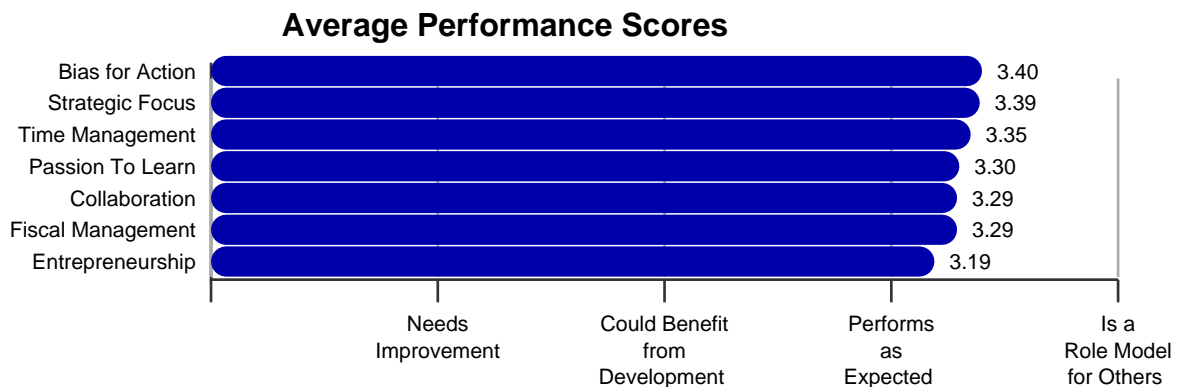
## What to Do with Your Feedback

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.



## 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
1. Encourages risk taking and experimentation to improve performance	15	3.20	93.3	7%	67%		27%
2. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.87	100.0	13%	87%		
3. Motivates others to achieve or exceed goals	15	3.33	93.3	7%	53%		40%
4. Conveys a sense of urgency about addressing problems and opportunities	15	3.60	93.3	7%	27%	67%	
5. Completes a large volume of work.	15	3.33	93.3	7%	53%		40%
6. Displays high energy and enthusiasm on consistent basis.	15	3.20	93.3	7%	60%		33%
7. Completes work on time	15	3.20	86.7	13%	53%		33%
8. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.40	93.3	7%	47%		47%
9. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	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	2023	2024	Change
1. Encourages risk taking and experimentation to improve performance	3.29	3.20	-0.09 ▼
2. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.65	3.87	+0.22 ▲
3. Motivates others to achieve or exceed goals	3.18	3.33	+0.16 ▲
4. Conveys a sense of urgency about addressing problems and opportunities	3.41	3.60	+0.19 ▲
5. Completes a large volume of work.	3.24	3.33	+0.10 ▲
6. Displays high energy and enthusiasm on consistent basis.	3.24	3.20	-0.04 ▼
7. Completes work on time	3.41	3.20	-0.21 ▼
8. Seeks and utilizes opportunities for continuous learning and self-development.	3.24	3.40	+0.16 ▲
9. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.18	3.47	+0.29 ▲

#### Comments:

- \_\_\_\_\_ addresses questions/concerns quickly and listens to staffs' needs.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- \_\_\_\_\_ has my back and breaks down the barriers when I let him know that need his support.

- \_\_\_\_\_ is a very effective communicator and I always felt very well informed as his direct report.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- He is open to feedback and actively tries to improve.

## Passion To Learn

### 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. Enhances value to the company through additional training and development.	15	3.47	93.3	7%	40%	53%	
11. Inspires others to learn new things.	15	3.53	100.0		47%	53%	
12. Demonstrates a willingness to participate in continuing education courses.	15	3.27	100.0		73%	27%	
13. Is committed to enhancing their own knowledge and skills.	15	3.33	100.0		67%	33%	
14. Embraces new technology and procedures.	15	3.13	86.7	13%	60%	27%	
15. Takes advantage of training opportunities when they arise.	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	2023	2024	Change
10. Enhances value to the company through additional training and development.	3.35	3.47	+0.11 ▲
11. Inspires others to learn new things.	3.47	3.53	+0.06 ▲
12. Demonstrates a willingness to participate in continuing education courses.	3.47	3.27	-0.20 ▼
13. Is committed to enhancing their own knowledge and skills.	3.35	3.33	-0.02 ▼
14. Embraces new technology and procedures.	3.18	3.13	-0.04 ▼
15. Takes advantage of training opportunities when they arise.	3.00	3.07	+0.07 ▲

### Comments:

- He holds everyone to such a high standard, you don't want to disappoint him.
- \_\_\_\_\_ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. \_\_\_\_\_ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. \_\_\_\_\_ is a role model for communication with staff, customers as well as community members.
- The Core Competency Training has been a great success. \_\_\_\_\_ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- Is a fantastic source of feedback and growth development.
- \_\_\_\_\_ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- He is such a positive person and always willing to pitch in where help is needed.

## 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
16. Does not procrastinate.	15	3.40	93.3	7%	47%	47%	
17. Achieves more work within the limited time constraints.	15	3.27	93.3	7%	60%		33%
18. Prioritizes critical tasks for the beginning of the shift.	14	3.00	92.9	7%	79%		14%
19. Is prompt and diligent in their work.	15	3.47	100.0		53%		47%
20. Ranks tasks based on importance to maximize available time.	15	3.40	93.3	7%	47%		47%
21. Completes high-priority work within required timelines.	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	2023	2024	Change
16. Does not procrastinate.	3.65	3.40	-0.25 ▼
17. Achieves more work within the limited time constraints.	3.47	3.27	-0.20 ▼
18. Prioritizes critical tasks for the beginning of the shift.	3.12	3.00	-0.12 ▼
19. Is prompt and diligent in their work.	3.59	3.47	-0.12 ▼
20. Ranks tasks based on importance to maximize available time.	3.29	3.40	+0.11 ▲
21. Completes high-priority work within required timelines.	3.35	3.53	+0.18 ▲

#### Comments:

- Even though he is part-time, I don't like the minimal face-to-face exposure.
- I would encourage \_\_\_\_\_ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- He is effective and his knowledge of processes is invaluable.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- \_\_\_\_\_ is a definite asset to the organization. He is a creative thinker and a strong leader.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.

## 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
22. Creates an environment to support free exchange of information.	15	3.00	80.0	20%	60%		20%
23. Works to create innovative ideas from the collaboration with others.	15	2.87	80.0	20%	73%		7%
24. Maintains strong relationships with suppliers to ensure quality standards are met.	15	3.47	100.0		53%		47%
25. Promotes a culture of collaboration rather than rivalry.	15	3.67	100.0		33%		67%
26. Displays a high degree of trust and credibility.	15	3.40	93.3	7%	47%		47%
27. Builds strong interpersonal relationships for more effective collaboration.	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	2023	2024	Change
22. Creates an environment to support free exchange of information.	3.00	3.00	
23. Works to create innovative ideas from the collaboration with others.	2.88	2.87	-0.02 ▼
24. Maintains strong relationships with suppliers to ensure quality standards are met.	3.00	3.47	+0.47 ▲
25. Promotes a culture of collaboration rather than rivalry.	3.76	3.67	-0.10 ▼
26. Displays a high degree of trust and credibility.	3.53	3.40	-0.13 ▼
27. Builds strong interpersonal relationships for more effective collaboration.	3.12	3.33	+0.22 ▲

### Comments:

- he understands where our opportunities for savings in the employee benefits plan may be.
- Again, \_\_\_\_\_ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- Experience, mentoring and self-confidence.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- Could be more self-aware of impact on other team members
- 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.



## 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
28. Assigns individuals the responsibility of keeping track of progress toward achieving milestones.	15	3.53	100.0	47%	53%		
29. Monitors company performance and makes adjustments to the strategic plan as needed.	15	3.67	100.0	33%	67%		
30. Makes sure that all departments/teams are contributing toward the success of the strategy.	15	3.33	100.0	67%		33%	
31. Develops strategies to effectively use company resources and exploit potential opportunities.	15	3.20	86.7	13%	53%	33%	
32. Inspires employees to adopt the strategic plan.	15	3.40	100.0	60%		40%	
33. Makes sure the objectives are clearly communicated and understood.	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	2023	2024	Change
28. Assigns individuals the responsibility of keeping track of progress toward achieving milestones.	3.41	3.53	+0.12 ▲
29. Monitors company performance and makes adjustments to the strategic plan as needed.	3.59	3.67	+0.08 ▲
30. Makes sure that all departments/teams are contributing toward the success of the strategy.	3.41	3.33	-0.08 ▼
31. Develops strategies to effectively use company resources and exploit potential opportunities.	3.18	3.20	+0.02 ▲
32. Inspires employees to adopt the strategic plan.	3.35	3.40	+0.05 ▲
33. Makes sure the objectives are clearly communicated and understood.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_\_\_ provides the appropriate amount of direction without being too hands-off or overbearing.
- I appreciate \_\_\_\_\_'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- \_\_\_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- \_\_\_\_\_ always presents himself in the most professional manner.
- \_\_\_\_\_ has been an excellent assistant manager.

## Entrepreneurship

### 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. Able to adapt the department to changing business demands and climate.	15	3.27	93.3	7%	60%	33%	
35. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.00	80.0	20%	60%	20%	
36. Can work effectively in an environment of uncertainty.	15	3.20	93.3	7%	67%	27%	
37. Has a strategic awareness on how to promote the organization.	15	3.27	93.3	7%	60%	33%	
38. Exhibits determination and passion in completion of goals.	15	3.27	86.7	13%	47%	40%	
39. Finds unique ways to go around barriers to success.	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	2023	2024	Change
34. Able to adapt the department to changing business demands and climate.	2.88	3.27	+0.38 ▲
35. Devotes a certain amount of time and effort to developing new business opportunities.	3.18	3.00	-0.18 ▼
36. Can work effectively in an environment of uncertainty.	3.18	3.20	+0.02 ▲
37. Has a strategic awareness on how to promote the organization.	3.35	3.27	-0.09 ▼
38. Exhibits determination and passion in completion of goals.	3.24	3.27	+0.03 ▲
39. Finds unique ways to go around barriers to success.	3.59	3.13	-0.45 ▼

### Comments:

- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- \_\_\_\_\_ is highly professional in his everyday work.
- \_\_\_\_\_ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- He is effective and his knowledge of processes is invaluable.
- \_\_\_\_\_ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.

## 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. Keeps excellent records for financial transparency.	15	3.40	93.3	7%	47%	47%	
41. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.33	93.3	7%	53%	40%	
42. Effective in using Company's resources.	15	3.33	93.3	7%	53%	40%	
43. Develops of the department's annual budget.	15	3.13	86.7	13%	60%	27%	
44. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	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	2023	2024	Change
40. Keeps excellent records for financial transparency.	3.29	3.40	+0.11 ▲
41. Ensures others follow the correct rules and regulations on fiscal matters.	3.29	3.33	+0.04 ▲
42. Effective in using Company's resources.	3.41	3.33	-0.08 ▼
43. Develops of the department's annual budget.	3.35	3.13	-0.22 ▼
44. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.18	3.00	-0.18 ▼
45. Monitors expenses and verifies the need for items purchased.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ is a great listener and leader for the department.
- He is decisive about budgets, emergency preparedness, and safety.
- I am VERY fortunate to be on his team and part of this division.
- \_\_\_\_\_ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- \_\_\_\_\_ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.

## 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?

- Timely follow through.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- One of the main reasons I am here is because of \_\_\_\_\_.
- \_\_\_\_\_ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- \_\_\_\_\_ is fully engaged in his unit. He took on the position and jumped in with both feet.
- You can count on \_\_\_\_\_ to be honest and stay true to commitments.

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

- I have had personal interactions with \_\_\_\_\_ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- \_\_\_\_\_ 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.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- Provides coaching for developing team leaders to help them meet their goals.
- Overall \_\_\_\_\_ is highly competent and brings a fresh perspective to the Engineering department.
- \_\_\_\_\_ has a lot of knowledge in competency models and is passing that on to his teams.

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

- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.
- \_\_\_\_\_ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (\_\_\_\_\_) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- he understands where our opportunities for savings in the employee benefits plan may be.
- \_\_\_\_\_ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.
- \_\_\_\_\_ is very professional in dealing with his peers and the staff.

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

- \_\_\_\_\_ has a strong knowledge base and willingly shares information.
- What I like is his standard line what resources do you need from me to make this work?
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what \_\_\_\_\_ is trying to communicate with them, I also understand why \_\_\_\_\_ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that \_\_\_\_\_ does a good job.
- He is open to feedback and actively tries to improve.
- \_\_\_\_\_ is a tremendous leader in our organization.
- He consistently helps us in problem solving a variety of issues.

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

- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable
- 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.
- \_\_\_\_\_ has been in a challenging role this past year with a lot of change and transitions.
- \_\_\_\_\_ is a solid performer knows his stuff.
- He can ask a question and truly listen to the answer before giving feedback.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.

### Any final comments?

- \_\_\_\_\_ has been very supportive as a supervisor.
- He is a strong leader complemented with sound judgement
- \_\_\_\_\_ is an extremely competent leader and I am enjoying learning by his example.
- Improve communication delivery. Acknowledge what others are saying.
- Works hard to build a team environment.
- He collaborates with all departments and operates under shared governance.