



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.

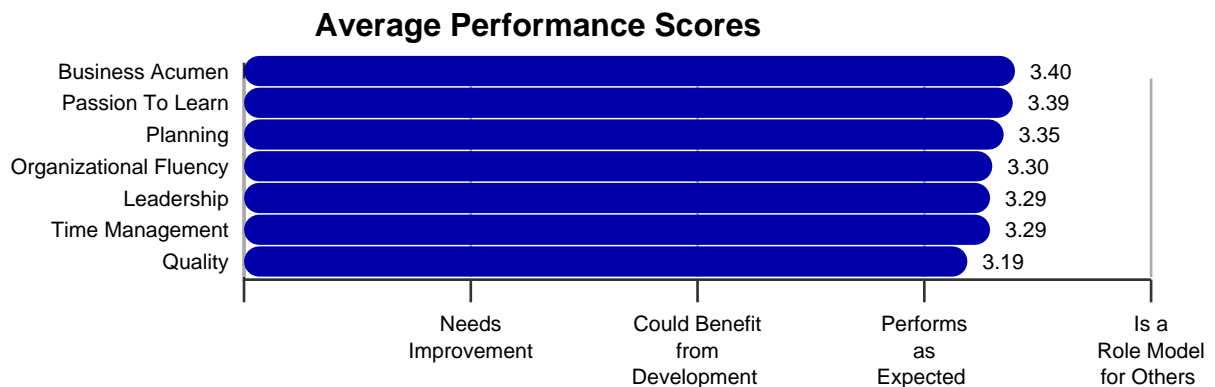
## What to Do with Your Feedback

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

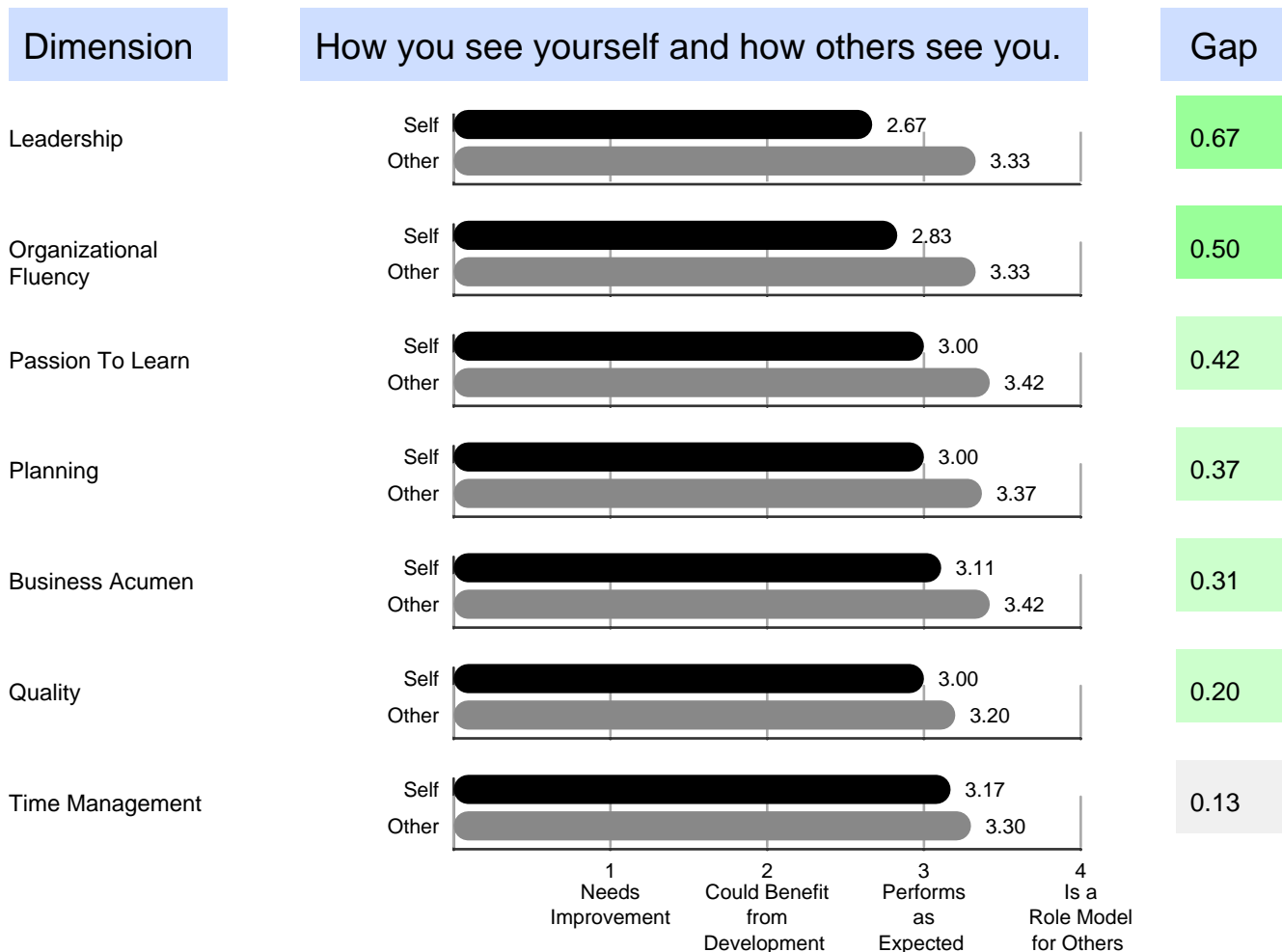
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



## Business Acumen

### 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. Uses risk management to make more effective business decisions.	15	3.20	93.3	7%	67%		27%
2. Able to decipher complex data making it easier to generate new insights.	15	3.87	100.0	13%	87%		
3. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	15	3.33	93.3	7%	53%		40%
4. Recognizes patterns and trends in the business.	15	3.60	93.3	7%	27%	67%	
5. Understands financial terminology, statements.	15	3.33	93.3	7%	53%		40%
6. Keeps informed of current income and expenses.	15	3.20	93.3	7%	60%		33%
7. Provides a high level of business services to customers.	15	3.20	86.7	13%	53%		33%
8. Recognizes the potential business impact of specific risks.	15	3.40	93.3	7%	47%		47%
9. Develops strategic plans to promote business and organizational strengths.	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. Uses risk management to make more effective business decisions.	3.29	3.20	-0.09 ▼
2. Able to decipher complex data making it easier to generate new insights.	3.65	3.87	+0.22 ▲
3. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	3.18	3.33	+0.16 ▲
4. Recognizes patterns and trends in the business.	3.41	3.60	+0.19 ▲
5. Understands financial terminology, statements.	3.24	3.33	+0.10 ▲
6. Keeps informed of current income and expenses.	3.24	3.20	-0.04 ▼
7. Provides a high level of business services to customers.	3.41	3.20	-0.21 ▼
8. Recognizes the potential business impact of specific risks.	3.24	3.40	+0.16 ▲
9. Develops strategic plans to promote business and organizational strengths.	3.18	3.47	+0.29 ▲

#### Comments:

- \_\_\_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- \_\_\_\_\_ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- \_\_\_\_\_ is professional, collaborative. . . a great team member.
- Thoroughness, accuracy, professionalism.

- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- \_\_\_\_\_ is smart, detailed and committed. I appreciate having his on our team.

## Organizational Fluency

### 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. Understands departmental policies and procedures.	15	3.47	93.3	7%	40%	53%	
11. Anticipates problems that may affect the department.	15	3.53	100.0		47%	53%	
12. Gets things done through the department.	15	3.27	100.0		73%	27%	
13. Adept at navigating within the culture of the department.	15	3.33	100.0		67%	33%	
14. Able to use corporate politics to advance department objectives.	15	3.13	86.7	13%	60%	27%	
15. Able to explain departmental policies and procedures to others.	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. Understands departmental policies and procedures.	3.35	3.47	+0.11 ▲
11. Anticipates problems that may affect the department.	3.47	3.53	+0.06 ▲
12. Gets things done through the department.	3.47	3.27	-0.20 ▼
13. Adept at navigating within the culture of the department.	3.35	3.33	-0.02 ▼
14. Able to use corporate politics to advance department objectives.	3.18	3.13	-0.04 ▼
15. Able to explain departmental policies and procedures to others.	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_\_\_ has a strong knowledge base and willingly shares information.
- He also has always been thankful for any help that I have given his.
- I have observed that \_\_\_\_\_ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- \_\_\_\_\_ is committed to our organization and leads by example.
- One of the things I appreciate about \_\_\_\_\_ as a leader is his willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been his involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- \_\_\_\_\_ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.

## 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 (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. Encourages others to follow the plan.	15	3.40	93.3	7%	47%	47%	
17. Makes plans and follows through.	15	3.27	93.3	7%	60%	33%	
18. Develops effective plans to deal with unforeseen circumstances.	14	3.00	92.9	7%	79%	14%	
19. Determines what supplies/equipment will be needed for the department.	15	3.47	100.0		53%	47%	
20. Schedules staff based on seasonal needs.	15	3.40	93.3	7%	47%	47%	
21. Able to stay organized and focused using excellent planning skills.	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. Encourages others to follow the plan.	3.65	3.40	-0.25 ▼
17. Makes plans and follows through.	3.47	3.27	-0.20 ▼
18. Develops effective plans to deal with unforeseen circumstances.	3.12	3.00	-0.12 ▼
19. Determines what supplies/equipment will be needed for the department.	3.59	3.47	-0.12 ▼
20. Schedules staff based on seasonal needs.	3.29	3.40	+0.11 ▲
21. Able to stay organized and focused using excellent planning skills.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- \_\_\_\_\_ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- He will always be able to state that he did everything he could, he gives this job his all!
- \_\_\_\_\_ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- \_\_\_\_\_ analyzes all situations before making a decision.

## Leadership

### 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. Says "no" to goals that will detract from the organization's objectives.	15	3.00	80.0	20%	60%		20%
23. Promotes a culture where everyone is expected to raise the bar for the group.	15	2.87	80.0	20%	73%		7%
24. Upholds ethical standards despite pressure to compromise for short-term gain.	15	3.47	100.0		53%		47%
25. Effective in selecting and retaining high performing employees.	15	3.67	100.0		33%		67%
26. Is able to decline bad ideas to avoid making poor decisions.	15	3.40	93.3	7%	47%		47%
27. Can influence and persuade others to a course of action.	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. Says "no" to goals that will detract from the organization's objectives.	3.00	3.00	
23. Promotes a culture where everyone is expected to raise the bar for the group.	2.88	2.87	-0.02 ▼
24. Upholds ethical standards despite pressure to compromise for short-term gain.	3.00	3.47	+0.47 ▲
25. Effective in selecting and retaining high performing employees.	3.76	3.67	-0.10 ▼
26. Is able to decline bad ideas to avoid making poor decisions.	3.53	3.40	-0.13 ▼
27. Can influence and persuade others to a course of action.	3.12	3.33	+0.22 ▲

#### Comments:

- He seems to be well respected from members of his own team as well.
- As a new manager he is progressing very well.
- Loyalty. Willingness to get it right.
- \_\_\_\_\_ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.
- \_\_\_\_\_ takes pride in his department. His follow through is excellent. \_\_\_\_\_ leads by example.

## 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
28. Exhibits willingness to upgrade skills through additional training and education.	15	3.53	100.0	47%	53%		
29. Will participate in training classes even if offered outside of normal working hours.	15	3.67	100.0	33%	67%		
30. Creates an environment that supports personal development and exploration.	15	3.33	100.0	67%	33%		
31. Is open to feedback from others.	15	3.20	86.7	13%	53%	33%	
32. Enhances value to the company through additional training and development.	15	3.40	100.0	60%	40%		
33. Embraces new technology and procedures.	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. Exhibits willingness to upgrade skills through additional training and education.	3.41	3.53	+0.12 ▲
29. Will participate in training classes even if offered outside of normal working hours.	3.59	3.67	+0.08 ▲
30. Creates an environment that supports personal development and exploration.	3.41	3.33	-0.08 ▼
31. Is open to feedback from others.	3.18	3.20	+0.02 ▲
32. Enhances value to the company through additional training and development.	3.35	3.40	+0.05 ▲
33. Embraces new technology and procedures.	3.18	3.20	+0.02 ▲

### Comments:

- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- \_\_\_\_\_ has made good judgements in hiring top notch employees.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- \_\_\_\_\_ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- He is someone that has proven he can be trusted to do what is right.

## Quality

### 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. Maintains detailed instructions to ensure consistency and quality in the production line.	15	3.27	93.3	7%	60%	33%	
35. Consistently provides timely, accurate, and reliable information on quality measures.	15	3.00	80.0	20%	60%	20%	
36. Promotes an environment that fosters quality and safety.	15	3.20	93.3	7%	67%	27%	
37. Addresses barriers to successfully implementing quality standards.	15	3.27	93.3	7%	60%	33%	
38. Is preventative in dealing with quality issues.	15	3.27	86.7	13%	47%	40%	
39. Works with precision and attention to detail.	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. Maintains detailed instructions to ensure consistency and quality in the production line.	2.88	3.27	+0.38 ▲
35. Consistently provides timely, accurate, and reliable information on quality measures.	3.18	3.00	-0.18 ▼
36. Promotes an environment that fosters quality and safety.	3.18	3.20	+0.02 ▲
37. Addresses barriers to successfully implementing quality standards.	3.35	3.27	-0.09 ▼
38. Is preventative in dealing with quality issues.	3.24	3.27	+0.03 ▲
39. Works with precision and attention to detail.	3.59	3.13	-0.45 ▼

### Comments:

- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- \_\_\_\_\_ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- \_\_\_\_\_ 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.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- \_\_\_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- He strives to be an effective and available leader.

## 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
40. Uses a journal, log, or schedule to keep track of how much time is spent doing each task.	15	3.40	93.3	7%	47%	47%	
41. Manages inbox items promptly.	15	3.33	93.3	7%	53%	40%	
42. Achieves high output to meet deadlines.	15	3.33	93.3	7%	53%	40%	
43. Zeroes in on high-impact deliverables, bypassing low-value distractions.	15	3.13	86.7	13%	60%	27%	
44. Prioritizes new tasks according to their relative importance.	15	3.00	86.7	13%	73%	13%	
45. Establishes recurring checkpoints to review progress and adjust 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	2024	2025	Change
40. Uses a journal, log, or schedule to keep track of how much time is spent doing each task.	3.29	3.40	+0.11 ▲
41. Manages inbox items promptly.	3.29	3.33	+0.04 ▲
42. Achieves high output to meet deadlines.	3.41	3.33	-0.08 ▼
43. Zeroes in on high-impact deliverables, bypassing low-value distractions.	3.35	3.13	-0.22 ▼
44. Prioritizes new tasks according to their relative importance.	3.18	3.00	-0.18 ▼
45. Establishes recurring checkpoints to review progress and adjust timelines.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ works very well with other departments.
- Communication to entire team is excellent and helps engage all staff. \_\_\_\_\_'s visibility to his team has been very positive.
- I will always welcome \_\_\_\_\_'s direct, honest, caring feedback.
- \_\_\_\_\_ has grown and proven himself to be an effective leader in the imaging department.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.

## 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?

- 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.
- \_\_\_\_\_ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- He has been both a great co-worker and mentor to me.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.

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

- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- 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 has grown as a manager in the last few months and it shows.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- When in meetings in \_\_\_\_\_'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.

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

- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- 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.
- It has been a pleasure working with \_\_\_\_\_. His interactions with customers have improved over the last year.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- \_\_\_\_\_ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- I have observed \_\_\_\_\_ work with his staff and team on improvement activities. He has assigned" lead people to work on projects given their strengths. \_\_\_\_\_ does take action when there are employees who do not fit with the organization mission and values.

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

- It's been great working with him.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- 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.
- \_\_\_\_\_ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and \_\_\_\_\_ is able to tie it into our work so it makes sense. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- \_\_\_\_\_'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate \_\_\_\_\_'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- I truly appreciate \_\_\_\_\_'s knowledge, his professionalism, and his reliability.

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

- He has positive energy, leads by example, and cares about teammates.
- \_\_\_\_\_ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.
- Thoroughness, accuracy, professionalism.
- Unfortunately there has been inconsistency in actions and results.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for \_\_\_\_\_ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.

### Any final comments?

- I admire \_\_\_\_\_ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- \_\_\_\_\_ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- His communication techniques are clear and to the point which is very much appreciated.
- Provide regular updates on the progress of work/tasks/projects.
- \_\_\_\_\_ is an excellent manager, our dept.is a good place to work with his as a boss
- He is a high energy individual, with a level of integrity that goes above and beyond.