



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.

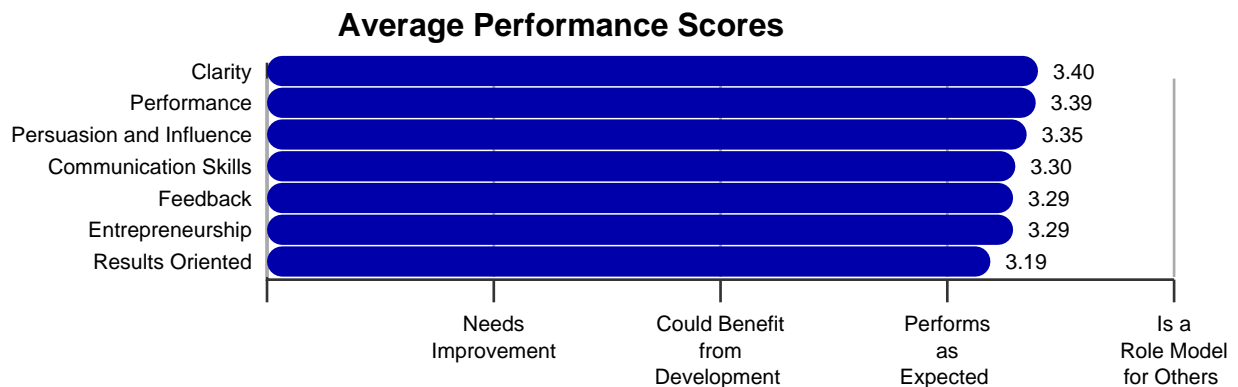
## What to Do with Your Feedback

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

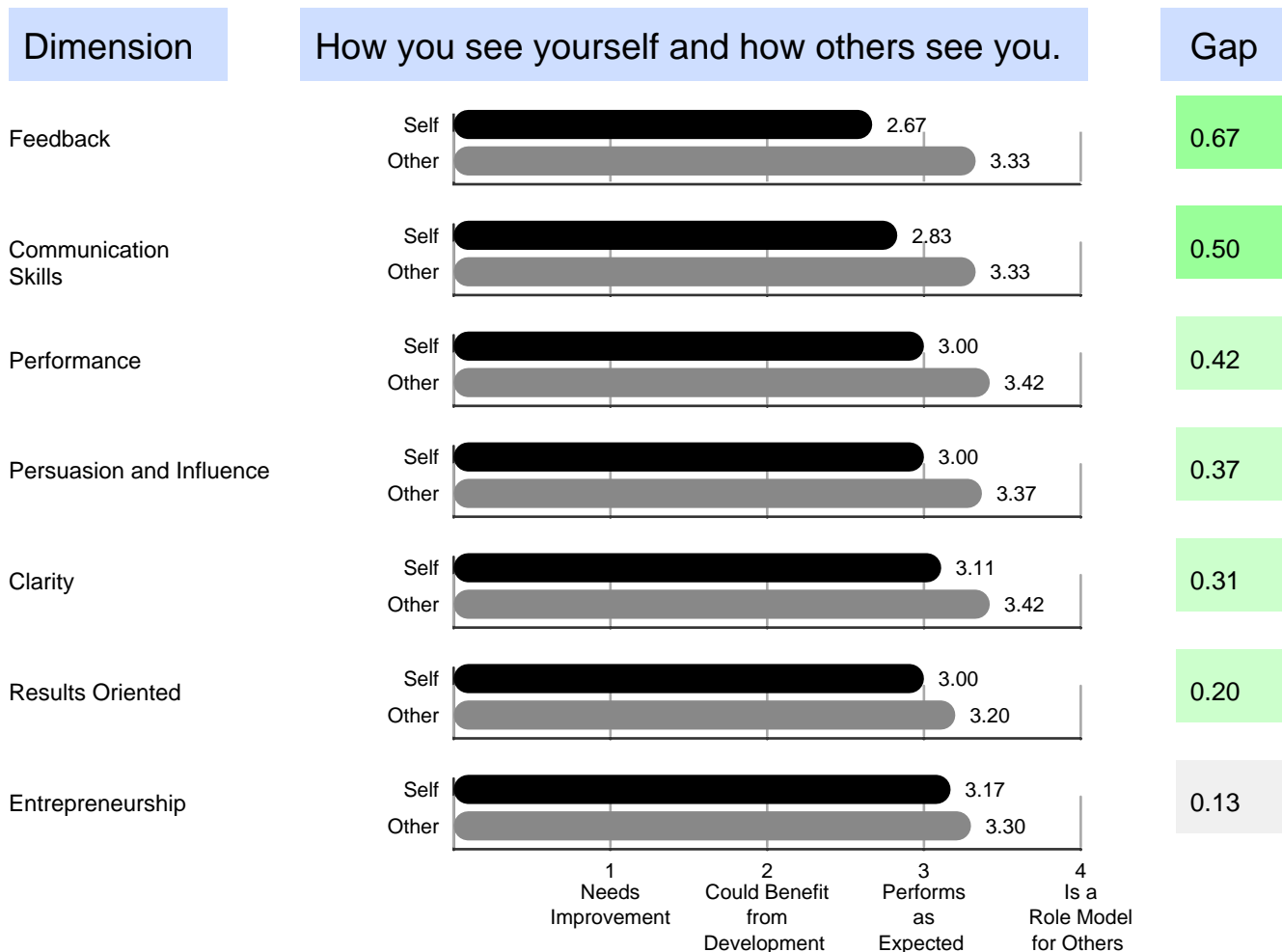
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



# Clarity

## 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 sure employees understand why they were given certain assignments.	15	3.20	93.3	7%	67%		27%
2. Writes clear job descriptions for positions in the organization.	15	3.87	100.0	13%	87%		
3. Clearly defines work objectives for employees.	15	3.33	93.3	7%	53%		40%
4. Avoids stating unclear or conflicting goals.	15	3.60	93.3	7%	27%	67%	
5. Clarifies problems and their causes to help employees correct them.	15	3.33	93.3	7%	53%		40%
6. Adjusts communication methods to the needs of the audience.	15	3.20	93.3	7%	60%		33%
7. Seeks to reduce ambiguity in messaging and documents.	15	3.20	86.7	13%	53%		33%
8. Is clear about goals that need to be achieved.	15	3.40	93.3	7%	47%		47%
9. Avoids creating ambiguity or mixed messages.	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 sure employees understand why they were given certain assignments.	3.29	3.20	-0.09 ▼
2. Writes clear job descriptions for positions in the organization.	3.65	3.87	+0.22 ▲
3. Clearly defines work objectives for employees.	3.18	3.33	+0.16 ▲
4. Avoids stating unclear or conflicting goals.	3.41	3.60	+0.19 ▲
5. Clarifies problems and their causes to help employees correct them.	3.24	3.33	+0.10 ▲
6. Adjusts communication methods to the needs of the audience.	3.24	3.20	-0.04 ▼
7. Seeks to reduce ambiguity in messaging and documents.	3.41	3.20	-0.21 ▼
8. Is clear about goals that need to be achieved.	3.24	3.40	+0.16 ▲
9. Avoids creating ambiguity or mixed messages.	3.18	3.47	+0.29 ▲

### Comments:

- \_\_\_\_\_ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_\_\_ surpasses anyone I met before.
- he has patience.
-

\_\_\_\_\_ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and too the point.

- When \_\_\_\_\_ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. \_\_\_\_\_ is an engaged Leader.
- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.

## Communication Skills

### 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. Communicates regularly with the department.	15	3.47	93.3	7%	40%	53%	
11. Willing to communicate issues and concerns to colleagues.	15	3.53	100.0		47%	53%	
12. Discusses ideas and concepts with peers.	15	3.27	100.0		73%	27%	
13. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	3.33	100.0		67%	33%	
14. Recaps action steps from meetings to ensure clarity and execution.	15	3.13	86.7	13%	60%	27%	
15. Faces the person when speaking or listening to engage in direct communication.	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. Communicates regularly with the department.	3.35	3.47	+0.11 ▲
11. Willing to communicate issues and concerns to colleagues.	3.47	3.53	+0.06 ▲
12. Discusses ideas and concepts with peers.	3.47	3.27	-0.20 ▼
13. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	3.35	3.33	-0.02 ▼
14. Recaps action steps from meetings to ensure clarity and execution.	3.18	3.13	-0.04 ▼
15. Faces the person when speaking or listening to engage in direct communication.	3.00	3.07	+0.07 ▲

### Comments:

- He has been influential in our focus on the future.
- One of the best supervisors that I have had.
- \_\_\_\_\_ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_\_\_ and get an honest response.
- I appreciate his commitment in this area.
- \_\_\_\_\_ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.

## Persuasion and Influence

### 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. Monitors cues - verbal, nonverbal, and organizational - to adjust strategy in real time.	15	3.40	93.3	7%	47%	47%	
17. Convinces department employees of the soundness of a strategic plan.	15	3.27	93.3	7%	60%	33%	
18. Encourages employees to consider the merits of an unpopular change recently implemented.	14	3.00	92.9	7%	79%	14%	
19. Skilled in shaping the opinions of others.	15	3.47	100.0		53%	47%	
20. Maintains strong convictions to convey the importance of their beliefs/values.	15	3.40	93.3	7%	47%	47%	
21. Models moral clarity by making decisions that reflect personal and organizational identity.	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. Monitors cues - verbal, nonverbal, and organizational - to adjust strategy in real time.	3.65	3.40	-0.25 ▼
17. Convinces department employees of the soundness of a strategic plan.	3.47	3.27	-0.20 ▼
18. Encourages employees to consider the merits of an unpopular change recently implemented.	3.12	3.00	-0.12 ▼
19. Skilled in shaping the opinions of others.	3.59	3.47	-0.12 ▼
20. Maintains strong convictions to convey the importance of their beliefs/values.	3.29	3.40	+0.11 ▲
21. Models moral clarity by making decisions that reflect personal and organizational identity.	3.35	3.53	+0.18 ▲

### Comments:

- He is a team player and willing to help other departments and staff when needed.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- I think \_\_\_\_\_ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.
- \_\_\_\_\_ meets and exceeds all of these leadership roles.
- He is a real advocate for the customers. Excellent department and computer skills
- Does above and beyond work consistently

## Feedback

### 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. Actively seeks and incorporates feedback from various sources.	15	3.00	80.0	20%	60%		20%
23. Sees feedback as an opportunity for growth.	15	2.87	80.0	20%	73%		7%
24. Helps employees to thoroughly understand the feedback they receive, identifying key takeaways, and determining specific steps they can take to address any areas for improvement.	15	3.47	100.0		53%		47%
25. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.	15	3.67	100.0		33%		67%
26. Creates an atmosphere that supports and encourages dialogue, enabling employees to develop the necessary skills to effectively seek, provide, and receive feedback.	15	3.40	93.3	7%	47%		47%
27. Proactively seeks input from diverse sources to ensure all perspectives are acknowledged and different viewpoints are taken into account.	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. Actively seeks and incorporates feedback from various sources.	3.00	3.00	
23. Sees feedback as an opportunity for growth.	2.88	2.87	-0.02 ▼
24. Helps employees to thoroughly understand the feedback they receive, identifying key takeaways, and determining specific steps they can take to address any areas for improvement.	3.00	3.47	+0.47 ▲
25. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.	3.76	3.67	-0.10 ▼
26. Creates an atmosphere that supports and encourages dialogue, enabling employees to develop the necessary skills to effectively seek, provide, and receive feedback.	3.53	3.40	-0.13 ▼
27. Proactively seeks input from diverse sources to ensure all perspectives are acknowledged and different viewpoints are taken into account.	3.12	3.33	+0.22 ▲

#### Comments:

- \_\_\_\_\_ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- He's a very hard worker and always helping out when needed.
- \_\_\_\_\_ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- Does excellent job, always.
- just know going through the hiring process with him.

- \_\_\_\_\_ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.

## Performance

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (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. ...Produce Quality	15	3.53	100.0	47%	53%		
29. Effectively organizes resources and plans	15	3.67	100.0	33%	67%		
30. Listens and responds to issues and problems	15	3.33	100.0	67%	33%		
31. Works well in this position.	15	3.20	86.7	13%	53%	33%	
32. Effective in performing his/her job.	15	3.40	100.0	60%	40%		
33. ...Overall Performance	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. ...Produce Quality	3.41	3.53	+0.12 ▲
29. Effectively organizes resources and plans	3.59	3.67	+0.08 ▲
30. Listens and responds to issues and problems	3.41	3.33	-0.08 ▼
31. Works well in this position.	3.18	3.20	+0.02 ▲
32. Effective in performing his/her job.	3.35	3.40	+0.05 ▲
33. ...Overall Performance	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_\_\_ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- \_\_\_\_\_ has excellent communication skills.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- He is well respected.
- Demonstrates an ability to remain focused on outcomes.

## Results Oriented

### 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. Exceeds performance requirements.	15	3.27	93.3	7%	60%	33%	
35. Steps in to cover responsibilities during peak workloads or staff shortages.	15	3.00	80.0	20%	60%	20%	
36. Demonstrates gratitude and recognition for team contributions.	15	3.20	93.3	7%	67%	27%	
37. Excels in dynamic environments.	15	3.27	93.3	7%	60%	33%	
38. Adjusts plans based on performance trends, stakeholder feedback, or changing conditions.	15	3.27	86.7	13%	47%	40%	
39. Measures progress toward the goal.	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. Exceeds performance requirements.	2.88	3.27	+0.38 ▲
35. Steps in to cover responsibilities during peak workloads or staff shortages.	3.18	3.00	-0.18 ▼
36. Demonstrates gratitude and recognition for team contributions.	3.18	3.20	+0.02 ▲
37. Excels in dynamic environments.	3.35	3.27	-0.09 ▼
38. Adjusts plans based on performance trends, stakeholder feedback, or changing conditions.	3.24	3.27	+0.03 ▲
39. Measures progress toward the goal.	3.59	3.13	-0.45 ▼

#### Comments:

- \_\_\_\_\_ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- \_\_\_\_\_ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- \_\_\_\_\_ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- Great addition to our team!
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.

## 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
40. Balances risks and rewards when making decisions.	15	3.40	93.3	7%	47%	47%	
41. Encourages risk taking for developing potential business opportunities.	15	3.33	93.3	7%	53%	40%	
42. Exhibits determination and passion in completion of goals.	15	3.33	93.3	7%	53%	40%	
43. Able to adapt the department to changing business demands and climate.	15	3.13	86.7	13%	60%	27%	
44. Takes the initiative to complete tasks.	15	3.00	86.7	13%	73%	13%	
45. Is comfortable operating in an environment of uncertainty.	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. Balances risks and rewards when making decisions.	3.29	3.40	+0.11 ▲
41. Encourages risk taking for developing potential business opportunities.	3.29	3.33	+0.04 ▲
42. Exhibits determination and passion in completion of goals.	3.41	3.33	-0.08 ▼
43. Able to adapt the department to changing business demands and climate.	3.35	3.13	-0.22 ▼
44. Takes the initiative to complete tasks.	3.18	3.00	-0.18 ▼
45. Is comfortable operating in an environment of uncertainty.	3.35	3.53	+0.18 ▲

### Comments:

- 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.
- Improvement should come over time. There is potential which is present.
- \_\_\_\_\_ does an excellent job in his role.
- \_\_\_\_\_ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- 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.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.

## 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 also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- \_\_\_\_\_ does a great job investigating an issue thinking it through before he takes action.
- Show others it is possible to understand both sides without having to agree all the time.
- \_\_\_\_\_ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- \_\_\_\_\_ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- \_\_\_\_\_ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.

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

- he has patience.
- \_\_\_\_\_ has demonstrated the ability to manage significant changes in his area with great skill.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- Even though he is part-time, I don't like the minimal face-to-face exposure.
- \_\_\_\_\_ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- I feel that we would not be such a great place if it wasn't for \_\_\_\_\_. \_\_\_\_\_ is the best!!!!!!

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

- \_\_\_\_\_, more than most, takes what we've learned and implements changes.
- By applying vision, strategy and activation in his day to day decisions he inspires us to be the best leaders we can be.
- \_\_\_\_\_ is an amazing manager. He genuinely cares about his staff.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is an excellent leader. He seeks input from everyone involved to solve an issue.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.

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

- \_\_\_\_\_ excels at keeping in touch with all aspects of their job, and our jobs.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- Employees were not encouraged to do anything besides come to work.
- \_\_\_\_\_'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 am having a hard time evaluating the last four. \_\_\_\_\_ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.

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

- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- He has the ability to look at the system as a whole and make solid long range decisions.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- \_\_\_\_\_ always remembers the customer is at the center of what we do.
- His quality of work is good.

### Any final comments?

- \_\_\_\_\_ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. \_\_\_\_\_ invests in the projects he leds and follows them through to completion. \_\_\_\_\_ always maintains a focus on the customers and how we as an organization can best serve our customers.
- \_\_\_\_\_ has been an excellent assistant manager.
- Appreciate \_\_\_\_\_'s dedication to making the facilities cleaner. Results are evident.
- \_\_\_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- Willingness to pitch in, desire to grow, and a great attitude.