



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

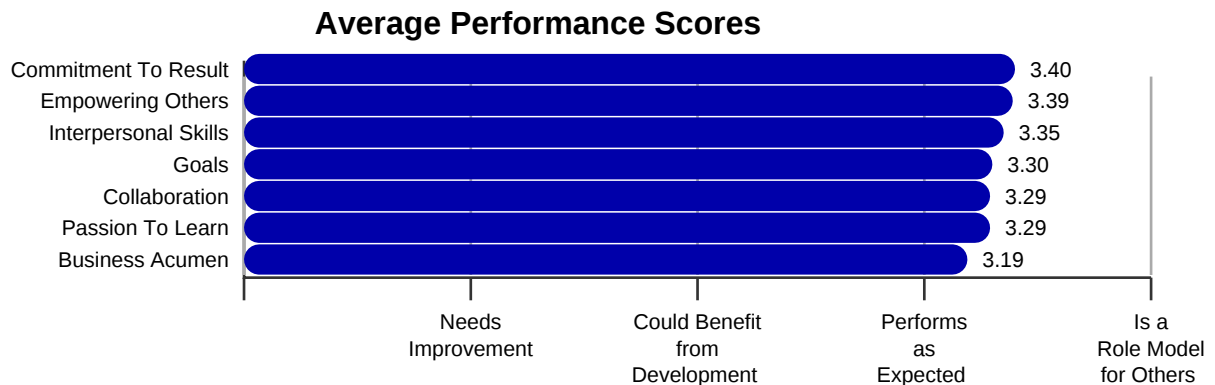
What to Do with Your Feedback

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

Summary

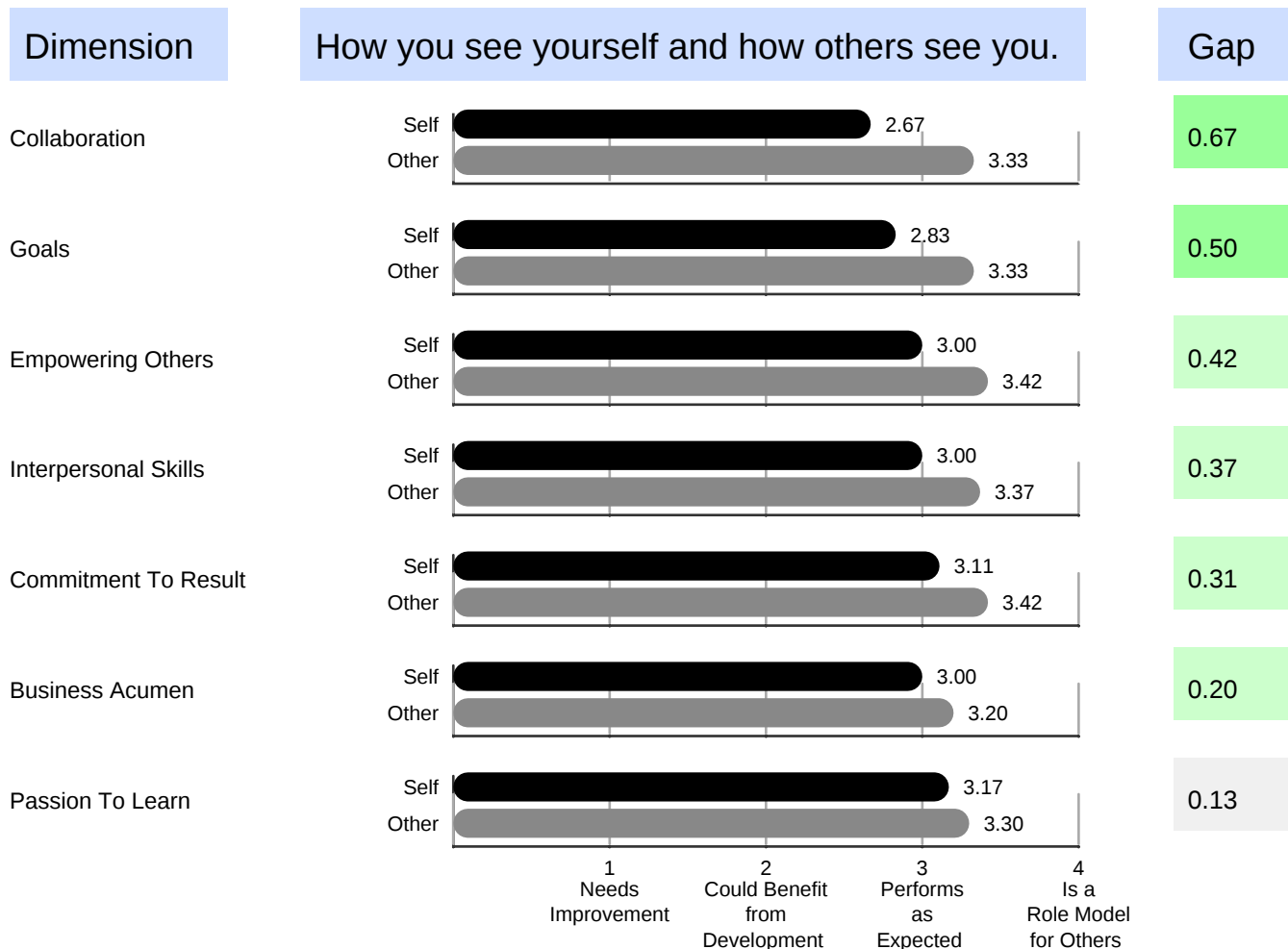
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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



Gap Analysis

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



Commitment To Result

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. Coordinates all department activities into a cohesive team effort.	15	3.20	93.3	7%	67%		27%
2. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.87	100.0	13%	87%		
3. Maintains persistence and dedication to achieving results.	15	3.33	93.3	7%	53%		40%
4. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.60	93.3	7%	27%	67%	
5. Takes immediate action toward goals.	15	3.33	93.3	7%	53%		40%
6. Able to focus on a task even when working alone.	15	3.20	93.3	7%	60%		33%
7. Committed to the team.	15	3.20	86.7	13%	53%		33%
8. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.40	93.3	7%	47%		47%
9. Encourages commitment in others to obtain results.	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. Coordinates all department activities into a cohesive team effort.	3.29	3.20	-0.09 ▼
2. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.65	3.87	+0.22 ▲
3. Maintains persistence and dedication to achieving results.	3.18	3.33	+0.16 ▲
4. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.41	3.60	+0.19 ▲
5. Takes immediate action toward goals.	3.24	3.33	+0.10 ▲
6. Able to focus on a task even when working alone.	3.24	3.20	-0.04 ▼
7. Committed to the team.	3.41	3.20	-0.21 ▼
8. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.24	3.40	+0.16 ▲
9. Encourages commitment in others to obtain results.	3.18	3.47	+0.29 ▲

Comments:

- I will always welcome ___'s direct, honest, caring feedback.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- Uses her people skills to change negative situations into positive.
-

___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.

- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- Collaboration and dissemination of information and projects is something ___ does well.

Goals

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. Sets high expectations and goals; encourages others to support the organization.	15	3.47	93.3	7%	40%	53%	
11. Takes into account the nuances and intricacies of the situation, ensuring that goals are realistic, attainable, and aligned with the desired outcomes.	15	3.53	100.0		47%	53%	
12. Creates goals based on the specific needs and challenges of each task or project.	15	3.27	100.0		73%		27%
13. Determining what needs to be achieved.	15	3.33	100.0		67%		33%
14. Sets short and long term goals for self without being pushed.	15	3.13	86.7	13%	60%		27%
15. Strategically plans activities, resources, and personnel to ensure that progress is made on all current goals.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
10. Sets high expectations and goals; encourages others to support the organization.	3.35	3.47	+0.11 ▲
11. Takes into account the nuances and intricacies of the situation, ensuring that goals are realistic, attainable, and aligned with the desired outcomes.	3.47	3.53	+0.06 ▲
12. Creates goals based on the specific needs and challenges of each task or project.	3.47	3.27	-0.20 ▼
13. Determining what needs to be achieved.	3.35	3.33	-0.02 ▼
14. Sets short and long term goals for self without being pushed.	3.18	3.13	-0.04 ▼
15. Strategically plans activities, resources, and personnel to ensure that progress is made on all current goals.	3.00	3.07	+0.07 ▲

Comments:

- Great to have you on the team!
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- She is very effective and she has learned so much about our product.
- ___ excels at keeping in touch with all aspects of their job, and our jobs.

Interpersonal 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
16. Demonstrates a high degree of ethics and integrity in the workplace.	15	3.40	93.3	7%	47%	47%	
17. Comes across as credible, knowledgeable and sincere	15	3.27	93.3	7%	60%		33%
18. Is trusted by peers and co-workers; others are willing to confide in him/her	14	3.00	92.9	7%	79%		14%
19. Willing to overlook personal differences and focus on completing the task at hand.	15	3.47	100.0		53%		47%
20. A good listener who is attentive to others.	15	3.40	93.3	7%	47%		47%
21. Creates an atmosphere that supports the open expression of ideas	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. Demonstrates a high degree of ethics and integrity in the workplace.	3.65	3.40	-0.25 ▼
17. Comes across as credible, knowledgeable and sincere	3.47	3.27	-0.20 ▼
18. Is trusted by peers and co-workers; others are willing to confide in him/her	3.12	3.00	-0.12 ▼
19. Willing to overlook personal differences and focus on completing the task at hand.	3.59	3.47	-0.12 ▼
20. A good listener who is attentive to others.	3.29	3.40	+0.11 ▲
21. Creates an atmosphere that supports the open expression of ideas	3.35	3.53	+0.18 ▲

Comments:

- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- ___ is consistent in her messaging about how we best serve the customers.
- She is respectful of the people she works with regardless of the level in the organization.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !

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. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	15	3.00	80.0	20%	60%		20%
23. Contributes resources and knowledge to help the team achieve its goals.	15	2.87	80.0	20%	73%		7%
24. Strengthens relationships with suppliers to improve contract and price negotiation terms.	15	3.47	100.0		53%		47%
25. Devotes time and energy to empower the team to succeed.	15	3.67	100.0		33%		67%
26. Builds and strengthens relationships to improve collaboration and leadership.	15	3.40	93.3	7%	47%		47%
27. Participates in collaborative/team decision-making.	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. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	3.00	3.00	
23. Contributes resources and knowledge to help the team achieve its goals.	2.88	2.87	-0.02 ▼
24. Strengthens relationships with suppliers to improve contract and price negotiation terms.	3.00	3.47	+0.47 ▲
25. Devotes time and energy to empower the team to succeed.	3.76	3.67	-0.10 ▼
26. Builds and strengthens relationships to improve collaboration and leadership.	3.53	3.40	-0.13 ▼
27. Participates in collaborative/team decision-making.	3.12	3.33	+0.22 ▲

Comments:

- We are striving to meet best practice standards.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- Provide regular updates on the progress of work/tasks/projects.
- ___'s job performance exceeds all the elements.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.

Empowering Others

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. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	15	3.53	100.0	47%	53%		
29. Assigns tasks that are within the skill levels of employees.	15	3.67	100.0	33%	67%		
30. Recognizes the expertise that employees have in certain areas and allows them the freedom to operate as they see fit.	15	3.33	100.0	67%	33%		
31. Recognizes the contributions that others make to the department.	15	3.20	86.7	13%	53%	33%	
32. Allows the employees to have flexible work schedules.	15	3.40	100.0	60%	40%		
33. Coordinates the knowledge, skills and resources of others to accomplish more in the department.	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. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	3.41	3.53	+0.12 ▲
29. Assigns tasks that are within the skill levels of employees.	3.59	3.67	+0.08 ▲
30. Recognizes the expertise that employees have in certain areas and allows them the freedom to operate as they see fit.	3.41	3.33	-0.08 ▼
31. Recognizes the contributions that others make to the department.	3.18	3.20	+0.02 ▲
32. Allows the employees to have flexible work schedules.	3.35	3.40	+0.05 ▲
33. Coordinates the knowledge, skills and resources of others to accomplish more in the department.	3.18	3.20	+0.02 ▲

Comments:

- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- I really enjoy working with ___ and I respect her as a leader and role model.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- 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.

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
34. Creates robust talent development programs through the identification of key skills gaps and future needs ensuring the company is able to meet its mission and vision.	15	3.27	93.3	7%	60%		33%
35. Involves key stakeholders (employees, customers, investors, partners) in the planning process to gain diverse perspectives and buy-in.	15	3.00	80.0	20%	60%		20%
36. Periodically assesses the current market environment.	15	3.20	93.3	7%	67%		27%
37. Prioritizes risks based on an understanding of their possible impact to the company.	15	3.27	93.3	7%	60%		33%
38. Develops business plans that are forward looking.	15	3.27	86.7	13%	47%		40%
39. Identifies new business opportunities.	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. Creates robust talent development programs through the identification of key skills gaps and future needs ensuring the company is able to meet its mission and vision.	2.88	3.27	+0.38 ▲
35. Involves key stakeholders (employees, customers, investors, partners) in the planning process to gain diverse perspectives and buy-in.	3.18	3.00	-0.18 ▼
36. Periodically assesses the current market environment.	3.18	3.20	+0.02 ▲
37. Prioritizes risks based on an understanding of their possible impact to the company.	3.35	3.27	-0.09 ▼
38. Develops business plans that are forward looking.	3.24	3.27	+0.03 ▲
39. Identifies new business opportunities.	3.59	3.13	-0.45 ▼

Comments:

- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___!
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- ___ has excellent communication skills with both staff and her management team.

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
40. Enhances value to the company through additional training and development.	15	3.40	93.3	7%	47%	47%	
41. Takes advantage of training opportunities when they arise.	15	3.33	93.3	7%	53%		40%
42. Enjoys learning new skills and techniques.	15	3.33	93.3	7%	53%		40%
43. Is open to feedback from others.	15	3.13	86.7	13%	60%		27%
44. Demonstrates through personal behavior the commitment to high standards of performance.	15	3.00	86.7	13%	73%		13%
45. Creates an environment that supports personal development and exploration.	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. Enhances value to the company through additional training and development.	3.29	3.40	+0.11 ▲
41. Takes advantage of training opportunities when they arise.	3.29	3.33	+0.04 ▲
42. Enjoys learning new skills and techniques.	3.41	3.33	-0.08 ▼
43. Is open to feedback from others.	3.35	3.13	-0.22 ▼
44. Demonstrates through personal behavior the commitment to high standards of performance.	3.18	3.00	-0.18 ▼
45. Creates an environment that supports personal development and exploration.	3.35	3.53	+0.18 ▲

Comments:

- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- ____ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- ____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- When ____ was tapped for the VP position I was very pleased as she was a very good director.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.

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 "One of a kind" She is a great manager.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- ___ has grown and proven herself to be an effective leader in the imaging department.
- She is always available to listen, lend a hand, or guide the staff when needed.
- She encourages each staff member to understand each other and to work together in a very positive manner.

What do you like best about working with this individual?

- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- I have great respect and appreciation for ___. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.
- ___ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.

What do you like least about working with this individual?

- ___ treats all employees with respect and in a very professional manner.
- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- ___ is a good leader because she gives examples through her own behavior.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- She is beginning to reach out to the other managers more, and it is appreciated.

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

- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- She lets us develop our own style and inspires us to do our best.

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

- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.

Any final comments?

- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- Don't work with her enough to observe the vast majority of these items.
- ___ is a great manager. Very supportive of her staff.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- ___ is highly professional in her everyday work.
- She is quick and willing to aid.