



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.

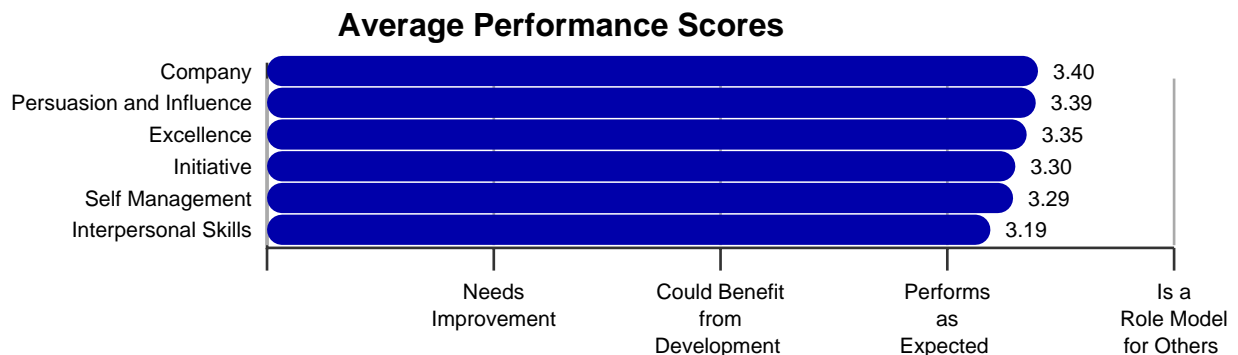
What to Do with Your Feedback

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

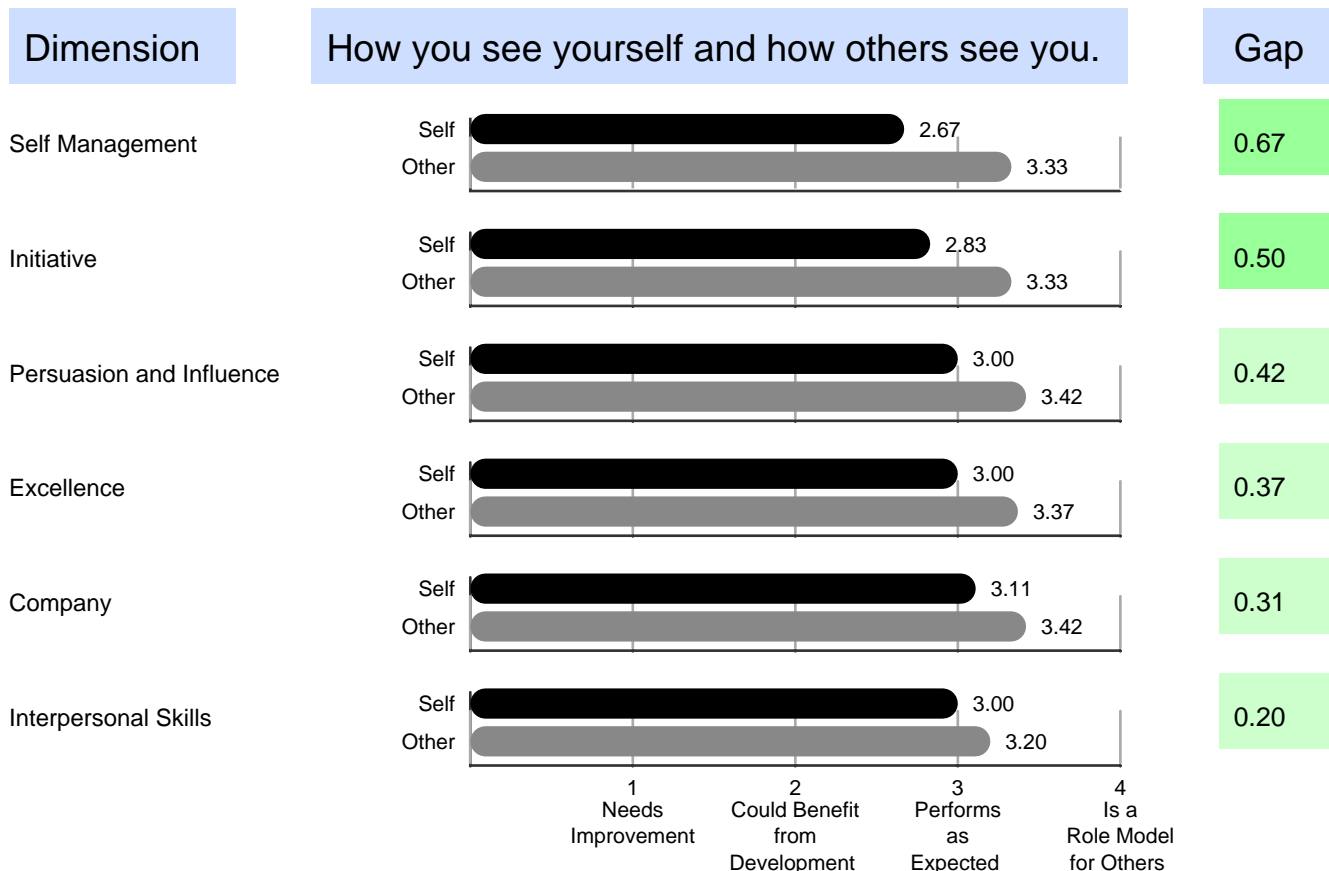
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



Company

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. Translates company-wide initiatives into actionable goals for the team.	15	3.20	93.3	7%	67%		27%
2. Strives to provide a good environment for clients and staff.	15	3.87	100.0	13%	87%		
3. Has created an excellent training and development department.	15	3.33	93.3	7%	53%		40%
4. Increases job satisfaction in the department by supporting and empowering employees to do their best work.	15	3.60	93.3	7%	27%	67%	
5. Makes sure employees are aware of the company's financial situation.	15	3.33	93.3	7%	53%		40%
6. Believes in what we do and how we do it.	15	3.20	93.3	7%	60%		33%
7. Maintains the high ethical standards of the company.	15	3.20	86.7	13%	53%		33%
8. Staffs the department to an adequate level.	15	3.40	93.3	7%	47%		47%
9. Sees opportunities for growth of the organization.	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. Translates company-wide initiatives into actionable goals for the team.	3.29	3.20	-0.09 ▼
2. Strives to provide a good environment for clients and staff.	3.65	3.87	+0.22 ▲
3. Has created an excellent training and development department.	3.18	3.33	+0.16 ▲
4. Increases job satisfaction in the department by supporting and empowering employees to do their best work.	3.41	3.60	+0.19 ▲
5. Makes sure employees are aware of the company's financial situation.	3.24	3.33	+0.10 ▲
6. Believes in what we do and how we do it.	3.24	3.20	-0.04 ▼
7. Maintains the high ethical standards of the company.	3.41	3.20	-0.21 ▼
8. Staffs the department to an adequate level.	3.24	3.40	+0.16 ▲
9. Sees opportunities for growth of the organization.	3.18	3.47	+0.29 ▲

Comments:

- I can not say enough good things about _____ he has been an asset to our department from day one.
- While encouraging folks to continue with their education, he is also continuing with his education.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.

- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.

Initiative

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. Anticipates, prepares, and acts proactively to address issues in the department.	15	3.47	93.3	7%	40%	53%	
11. Encourages others on the team to suggest process improvements.	15	3.53	100.0		47%	53%	
12. Takes appropriate actions to address problems or issues.	15	3.27	100.0		73%	27%	
13. Volunteers time and effort toward the completion of important goals.	15	3.33	100.0		67%	33%	
14. Takes charge when there is a crisis.	15	3.13	86.7	13%	60%	27%	
15. Identifies emerging trends or shifts in the business environment and takes the initiative to adjust plans accordingly.	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. Anticipates, prepares, and acts proactively to address issues in the department.	3.35	3.47	+0.11 ▲
11. Encourages others on the team to suggest process improvements.	3.47	3.53	+0.06 ▲
12. Takes appropriate actions to address problems or issues.	3.47	3.27	-0.20 ▼
13. Volunteers time and effort toward the completion of important goals.	3.35	3.33	-0.02 ▼
14. Takes charge when there is a crisis.	3.18	3.13	-0.04 ▼
15. Identifies emerging trends or shifts in the business environment and takes the initiative to adjust plans accordingly.	3.00	3.07	+0.07 ▲

Comments:

- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- He will always be able to state that he did everything he could, he gives this job his all!
- He is someone that has proven he can be trusted to do what is right.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- He leads by example, not reputation.
- He has been and is a mentor for me.

Excellence

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 the functional or technical skills necessary to do their job.	15	3.40	93.3	7%	47%	47%	
17. Produces high quality work.	15	3.27	93.3	7%	60%	33%	
18. Demonstrates the analytical skills to do their job.	14	3.00	92.9	7%	79%	14%	
19. Keeps themselves and others focused on constant improvement.	15	3.47	100.0		53%	47%	
20. Takes a lot of pride in their work.	15	3.40	93.3	7%	47%	47%	
21. Can be counted on to add value wherever they are involved.	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 the functional or technical skills necessary to do their job.	3.65	3.40	-0.25 ▼
17. Produces high quality work.	3.47	3.27	-0.20 ▼
18. Demonstrates the analytical skills to do their job.	3.12	3.00	-0.12 ▼
19. Keeps themselves and others focused on constant improvement.	3.59	3.47	-0.12 ▼
20. Takes a lot of pride in their work.	3.29	3.40	+0.11 ▲
21. Can be counted on to add value wherever they are involved.	3.35	3.53	+0.18 ▲

Comments:

- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.

Self 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
22. Steps away from a situation to process appropriate response.	15	3.00	80.0	20%	60%		20%
23. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	2.87	80.0	20%	73%		7%
24. Does not allow own emotions to interfere with the performance of others.	15	3.47	100.0		53%		47%
25. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.67	100.0		33%		67%
26. Consciously controls own negative emotions in order to keep team morale up.	15	3.40	93.3	7%	47%		47%
27. Analyzes interpersonal problems instead of reacting to them.	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. Steps away from a situation to process appropriate response.	3.00	3.00	
23. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	2.88	2.87	-0.02 ▼
24. Does not allow own emotions to interfere with the performance of others.	3.00	3.47	+0.47 ▲
25. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.76	3.67	-0.10 ▼
26. Consciously controls own negative emotions in order to keep team morale up.	3.53	3.40	-0.13 ▼
27. Analyzes interpersonal problems instead of reacting to them.	3.12	3.33	+0.22 ▲

Comments:

- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- _____ treats all employees with respect and in a very professional manner.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- _____ 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.

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
28. Translates complex technical or strategic issues into accessible language that motivates action.	15	3.53	100.0	47%	53%		
29. Maintains a high reputation within the department/organization.	15	3.67	100.0	33%	67%		
30. Reinforces key messages through repetition, storytelling, and strategic emphasis, making them memorable and actionable.	15	3.33	100.0	67%	33%		
31. Considers carefully the messages to be sent to employees to ensure they convey the correct sentiment and information.	15	3.20	86.7	13%	53%	33%	
32. Develops sales pitches based on the unique needs of the customers.	15	3.40	100.0	60%	40%		
33. Coordinates with allies in advance to ensure messaging is reinforced by trusted voices.	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. Translates complex technical or strategic issues into accessible language that motivates action.	3.41	3.53	+0.12 ▲
29. Maintains a high reputation within the department/organization.	3.59	3.67	+0.08 ▲
30. Reinforces key messages through repetition, storytelling, and strategic emphasis, making them memorable and actionable.	3.41	3.33	-0.08 ▼
31. Considers carefully the messages to be sent to employees to ensure they convey the correct sentiment and information.	3.18	3.20	+0.02 ▲
32. Develops sales pitches based on the unique needs of the customers.	3.35	3.40	+0.05 ▲
33. Coordinates with allies in advance to ensure messaging is reinforced by trusted voices.	3.18	3.20	+0.02 ▲

Comments:

- _____'s dedication and leadership in the management development program is evident.
- _____ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. _____ also helps his team recognize areas of improvement and works to improve those areas as well.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- _____ meets and exceeds all of these leadership roles.

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
34. Comes across as credible, knowledgeable and sincere	15	3.27	93.3	7%	60%	33%	
35. Is willing to lend a hand to those in the department who need help.	15	3.00	80.0	20%	60%	20%	
36. Demonstrates positive behaviors for others to follow.	15	3.20	93.3	7%	67%	27%	
37. Considers the other individual's point of view.	15	3.27	93.3	7%	60%	33%	
38. Responds quickly to inquiries from potential customers.	15	3.27	86.7	13%	47%	40%	
39. Uses tact, compassion, and sensitivity in interactions with others.	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. Comes across as credible, knowledgeable and sincere	2.88	3.27	+0.38 ▲
35. Is willing to lend a hand to those in the department who need help.	3.18	3.00	-0.18 ▼
36. Demonstrates positive behaviors for others to follow.	3.18	3.20	+0.02 ▲
37. Considers the other individual's point of view.	3.35	3.27	-0.09 ▼
38. Responds quickly to inquiries from potential customers.	3.24	3.27	+0.03 ▲
39. Uses tact, compassion, and sensitivity in interactions with others.	3.59	3.13	-0.45 ▼

Comments:

- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- _____ promotes and encourages teambuilding throughout the entire department.
- _____ sets high standards for those he works with and expects the same of herself.
- He always involves others in decisions ensuring a well rounded approach.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- 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.

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?

- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- Unfortunately there has been inconsistency in actions and results.
- _____ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! _____ has been a great addition to our team!
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.

What do you like best about working with this individual?

- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- _____ has done an excellent job as the VP of Operations. He engages staff and provides in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.
- I enjoy working with _____ and look forward to future opportunities for collaboration.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.

What do you like least about working with this individual?

- 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
- _____ is a "One of a kind" He is a great manager.
- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- There are two items above that will be part of my goals for the coming year.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.

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

- I can not say enough good things about _____ he has been an asset to our department from day one.
- As a manager, _____ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- Willingness to help, patience in teaching.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.

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

- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- _____ has used his strengths to make this department stronger in many ways.
- I admire _____ for showing courage, compassion and commitment during his recent team sessions.
- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

Any final comments?

- Sometimes the desired outcomes and expectations are not clearly communicated.
- He is excellent at helping/coaching/problem-solving with others.
- _____ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.
- _____ sets high standards for those he works with and expects the same of herself.
- 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.
- _____ has stepped into the role of director and has provided great support to his managers and supervisors, not shying away from issues which need to be addressed.