



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.

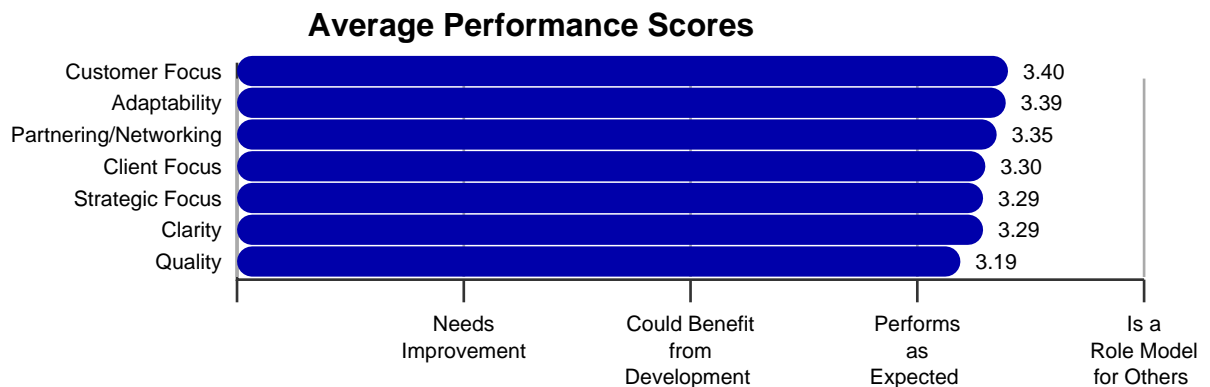
What to Do with Your Feedback

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.



Customer Focus

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Acts with integrity in all customer interactions.	15	3.20	93.3	7%	67%	27%	
2. Understands what resources are needed to meet customer needs.	15	3.87	100.0	13%	87%		
3. Prepares contingency plans for potential service disruptions that could impact customer satisfaction.	15	3.33	93.3	7%	53%	40%	
4. Has excellent communication with customers.	15	3.60	93.3	7%	27%	67%	
5. Ensures customers are comfortable with the services provided.	15	3.33	93.3	7%	53%	40%	
6. Is committed to the success of the customer.	15	3.20	93.3	7%	60%	33%	
7. Analyzes customer feedback and behavioral data to forecast future expectations.	15	3.20	86.7	13%	53%	33%	
8. Considers customers point of view when making decisions.	15	3.40	93.3	7%	47%	47%	
9. Delivers high quality products to the customer.	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. Acts with integrity in all customer interactions.	3.29	3.20	-0.09 ▼
2. Understands what resources are needed to meet customer needs.	3.65	3.87	+0.22 ▲
3. Prepares contingency plans for potential service disruptions that could impact customer satisfaction.	3.18	3.33	+0.16 ▲
4. Has excellent communication with customers.	3.41	3.60	+0.19 ▲
5. Ensures customers are comfortable with the services provided.	3.24	3.33	+0.10 ▲
6. Is committed to the success of the customer.	3.24	3.20	-0.04 ▼
7. Analyzes customer feedback and behavioral data to forecast future expectations.	3.41	3.20	-0.21 ▼
8. Considers customers point of view when making decisions.	3.24	3.40	+0.16 ▲
9. Delivers high quality products to the customer.	3.18	3.47	+0.29 ▲

Comments:

- He has been both a great co-worker and mentor to me.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.

- He includes appropriate people in his decisions and follows through on decisions made.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- _____ does not shy away from making the tough calls and is respected by many members of our team.

Client Focus

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Uses feedback from clients to help improve services.	15	3.47	93.3	7%	40%	53%	
11. Exceeds expectations of the clients.	15	3.53	100.0		47%	53%	
12. Responds to the needs of the client.	15	3.27	100.0		73%	27%	
13. Is focused on improving client services.	15	3.33	100.0		67%	33%	
14. Delivers high quality products to the client.	15	3.13	86.7	13%	60%	27%	
15. Creates innovative solutions for the clients.	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. Uses feedback from clients to help improve services.	3.35	3.47	+0.11 ▲
11. Exceeds expectations of the clients.	3.47	3.53	+0.06 ▲
12. Responds to the needs of the client.	3.47	3.27	-0.20 ▼
13. Is focused on improving client services.	3.35	3.33	-0.02 ▼
14. Delivers high quality products to the client.	3.18	3.13	-0.04 ▼
15. Creates innovative solutions for the clients.	3.00	3.07	+0.07 ▲

Comments:

- He is very collaborative and always attempts to work with others.
- I have found that _____ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- _____ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.

Partnering/Networking

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. Supports communication and collaboration with other leaders in the industry.	15	3.40	93.3	7%	47%	47%	
17. Involves others in communications about any changing process.	15	3.27	93.3	7%	60%		33%
18. Strives to cultivate and sustain trustful and committed relationships with all partners.	14	3.00	92.9	7%	79%		14%
19. Seeks to avoid conflicts by clarifying problems early on and working quickly to resolve those issues.	15	3.47	100.0		53%		47%
20. Establishes appropriate monitoring of activities in the network.	15	3.40	93.3	7%	47%		47%
21. Engages in partnerships to share risks and resources.	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. Supports communication and collaboration with other leaders in the industry.	3.65	3.40	-0.25 ▼
17. Involves others in communications about any changing process.	3.47	3.27	-0.20 ▼
18. Strives to cultivate and sustain trustful and committed relationships with all partners.	3.12	3.00	-0.12 ▼
19. Seeks to avoid conflicts by clarifying problems early on and working quickly to resolve those issues.	3.59	3.47	-0.12 ▼
20. Establishes appropriate monitoring of activities in the network.	3.29	3.40	+0.11 ▲
21. Engages in partnerships to share risks and resources.	3.35	3.53	+0.18 ▲

Comments:

- Great addition to our team!
- I would recommend that _____ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- Great addition to the department!
- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.

Strategic Focus

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Inspires employees to adopt the strategic plan.	15	3.00	80.0	20%	60%		20%
23. Exhibits a strategic orientation to identify and capitalize on opportunities to advance the organization.	15	2.87	80.0	20%	73%		7%
24. Scans both the internal and external environment to identify strategic opportunities to improve the organization.	15	3.47	100.0		53%	47%	
25. Aligns cross-functional teams to the strategic plan.	15	3.67	100.0		33%	67%	
26. Undertakes a SWOT analysis to determine the best strategy to move forward.	15	3.40	93.3	7%	47%	47%	
27. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	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. Inspires employees to adopt the strategic plan.	3.00	3.00	
23. Exhibits a strategic orientation to identify and capitalize on opportunities to advance the organization.	2.88	2.87	-0.02 ▼
24. Scans both the internal and external environment to identify strategic opportunities to improve the organization.	3.00	3.47	+0.47 ▲
25. Aligns cross-functional teams to the strategic plan.	3.76	3.67	-0.10 ▼
26. Undertakes a SWOT analysis to determine the best strategy to move forward.	3.53	3.40	-0.13 ▼
27. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.12	3.33	+0.22 ▲

Comments:

- He has confidence in leading and making decisions improving rapidly.
- He inspires us to remember that as leaders, anything's possible.
- He is open to feedback and actively tries to improve.
- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.

Adaptability

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. Able to persevere and adapt during periods of hardship.	15	3.53	100.0	47%	53%		
29. Recognizes when course changes are needed and takes appropriate action.	15	3.67	100.0	33%	67%		
30. Adjusts to the new vision and mission of the company.	15	3.33	100.0	67%	33%		
31. Able to adjust to changing environments.	15	3.20	86.7	13%	53%	33%	
32. Learns new ways to perform tasks; adopts new skill sets as required.	15	3.40	100.0	60%	40%		
33. Alters strategic plans based on new information.	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. Able to persevere and adapt during periods of hardship.	3.41	3.53	+0.12 ▲
29. Recognizes when course changes are needed and takes appropriate action.	3.59	3.67	+0.08 ▲
30. Adjusts to the new vision and mission of the company.	3.41	3.33	-0.08 ▼
31. Able to adjust to changing environments.	3.18	3.20	+0.02 ▲
32. Learns new ways to perform tasks; adopts new skill sets as required.	3.35	3.40	+0.05 ▲
33. Alters strategic plans based on new information.	3.18	3.20	+0.02 ▲

Comments:

- There are times that the customers interest is overlooked because it is the way we have always done it.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- I appreciate his commitment in this area.
- Demonstrates a focus on the business goals through task prioritization.
- 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.

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. Provides advice and guidance to team members on improving quality controls.	15	3.27	93.3	7%	60%	33%	
35. Creates and implements formal guidelines for quality controls.	15	3.00	80.0	20%	60%	20%	
36. Successfully implements quality controls within the department.	15	3.20	93.3	7%	67%	27%	
37. Establishes timeframes for achieving suitable quality levels.	15	3.27	93.3	7%	60%	33%	
38. Leads others to adopt excellent quality standards and practices.	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. Provides advice and guidance to team members on improving quality controls.	2.88	3.27	+0.38 ▲
35. Creates and implements formal guidelines for quality controls.	3.18	3.00	-0.18 ▼
36. Successfully implements quality controls within the department.	3.18	3.20	+0.02 ▲
37. Establishes timeframes for achieving suitable quality levels.	3.35	3.27	-0.09 ▼
38. Leads others to adopt excellent quality standards and practices.	3.24	3.27	+0.03 ▲
39. Works with precision and attention to detail.	3.59	3.13	-0.45 ▼

Comments:

- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- I have truly appreciated his guidance.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- _____ exemplifies all of these qualities.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- He also works to build and maintain community connections with local law enforcement and other emergency responders.

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
40. Attends to the important details of a job or task.	15	3.40	93.3	7%	47%	47%	
41. Clearly explains the vision and goals of the company.	15	3.33	93.3	7%	53%	40%	
42. Avoids creating ambiguity or mixed messages.	15	3.33	93.3	7%	53%	40%	
43. Clarifies problems and their causes to help employees correct them.	15	3.13	86.7	13%	60%	27%	
44. Is clear about the roles and duties of team members.	15	3.00	86.7	13%	73%	13%	
45. Uses appropriate grammar and tense in communications.	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. Attends to the important details of a job or task.	3.29	3.40	+0.11 ▲
41. Clearly explains the vision and goals of the company.	3.29	3.33	+0.04 ▲
42. Avoids creating ambiguity or mixed messages.	3.41	3.33	-0.08 ▼
43. Clarifies problems and their causes to help employees correct them.	3.35	3.13	-0.22 ▼
44. Is clear about the roles and duties of team members.	3.18	3.00	-0.18 ▼
45. Uses appropriate grammar and tense in communications.	3.35	3.53	+0.18 ▲

Comments:

- _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- _____ is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- _____ is a very positive addition to our Management team.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.

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?

- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.
- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- 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 best about working with this individual?

- Shows curiosity.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- _____ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- Does well in most technical skills and is willing to learn anything that is new
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.

What do you like least about working with this individual?

- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- _____ has been very helpful to me as a new manager this year.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.

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

- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what _____ has done with this but needs to be addressed and improved.
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- _____ analyzes all situations before making a decision.
- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- He had done amazingly well considering all of the global threats to the product line.
- Demonstrates an ability to remain focused on outcomes.

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

- I work with _____ regularly and see his interactions with other leaders frequently.
- I look forward to working with his in his new role.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- He takes the time to explain to staff the rationale of changes being made.

Any final comments?

- He is a great teammate!
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- _____ is committed to our organization and leads by example.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- 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.
- _____ is an excellent employee, I do not know of any areas that need improvement.