



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.

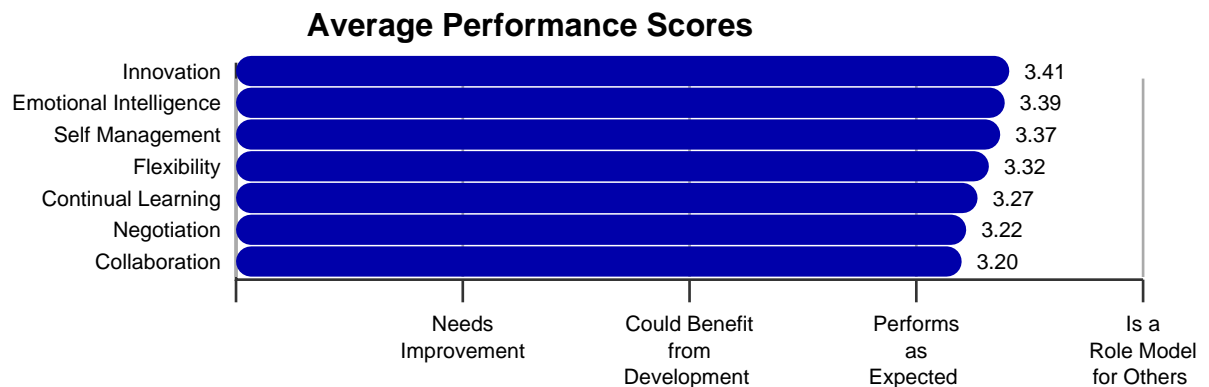
## What to Do with Your Feedback

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

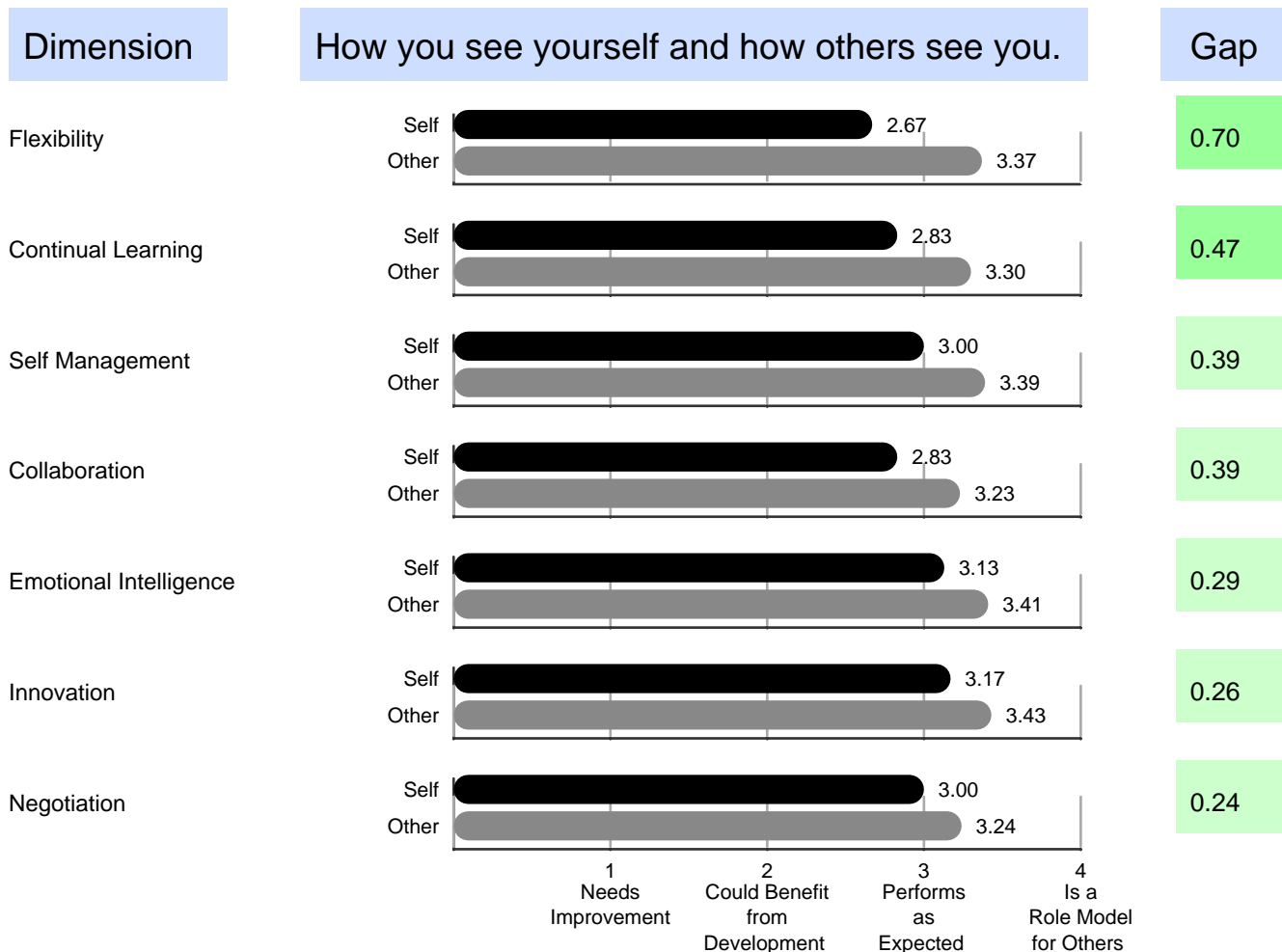
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



## Emotional Intelligence

### 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. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.20	93.3	7%	67%	27%	
2. Is able to control their own emotions.	15	3.87	100.0	13%	87%		
3. Able to understand others' points of view.	15	3.33	93.3	7%	53%	40%	
4. Accurately perceives the emotional reactions of others.	15	3.60	93.3	7%	27%	67%	
5. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.33	93.3	7%	53%	40%	
6. Is able to express themselves clearly.	15	3.20	93.3	7%	60%	33%	
7. Is able to manage their own emotions.	15	3.20	86.7	13%	53%	33%	
8. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.40	93.3	7%	47%	47%	

### 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. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.29	3.20	-0.09 ▼
2. Is able to control their own emotions.	3.65	3.87	+0.22 ▲
3. Able to understand others' points of view.	3.18	3.33	+0.16 ▲
4. Accurately perceives the emotional reactions of others.	3.41	3.60	+0.19 ▲
5. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.24	3.33	+0.10 ▲
6. Is able to express themselves clearly.	3.24	3.20	-0.04 ▼
7. Is able to manage their own emotions.	3.41	3.20	-0.21 ▼
8. Is attentive to emotional cues and interprets others' feelings correctly.	3.24	3.40	+0.16 ▲

### Comments:

- \_\_\_\_\_ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- \_\_\_\_\_ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- \_\_\_\_\_ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- Employees were not encouraged to do anything besides come to work.
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\_\_\_\_\_ exemplifies all of these qualities.

## 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
9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.47	93.3	7%	40%	53%	
10. Analyzes interpersonal problems instead of reacting to them.	15	3.47	93.3	7%	40%	53%	
11. Consciously controls own negative emotions in order to keep team morale up.	15	3.53	100.0		47%	53%	
12. Uses patience and self-control in working with customers and associates.	15	3.27	100.0		73%	27%	
13. Steps away from a situation to process appropriate response.	15	3.33	100.0		67%	33%	
14. Does not allow own emotions to interfere with the performance of 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
9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.18	3.47	+0.29 ▲
10. Analyzes interpersonal problems instead of reacting to them.	3.35	3.47	+0.11 ▲
11. Consciously controls own negative emotions in order to keep team morale up.	3.47	3.53	+0.06 ▲
12. Uses patience and self-control in working with customers and associates.	3.47	3.27	-0.20 ▼
13. Steps away from a situation to process appropriate response.	3.35	3.33	-0.02 ▼
14. Does not allow own emotions to interfere with the performance of others.	3.18	3.13	-0.04 ▼

### Comments:

- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- He is very supportive and easily approachable.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to \_\_\_\_\_ last month.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- He involves our team and holds us accountable out of respect.
- \_\_\_\_\_ is able to multitask in a variety of ways.

## Continual Learning

### 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
15. Is open to new ideas and concepts.	15	3.07	80.0	20%	53%		27%
16. Grasps new ideas, concepts, technical, or business knowledge.	15	3.40	93.3	7%	47%		47%
17. Takes charge of their training and skills enhancement.	15	3.27	93.3	7%	60%		33%
18. Pursues self-improvement through continual learning.	14	3.00	92.9	7%	79%		14%
19. Pursues professional development opportunities when they arise.	15	3.47	100.0		53%		47%
20. Shares best practices with others and learns from others.	15	3.40	93.3	7%	47%		47%

### 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
15. Is open to new ideas and concepts.	3.00	3.07	+0.07 ▲
16. Grasps new ideas, concepts, technical, or business knowledge.	3.65	3.40	-0.25 ▼
17. Takes charge of their training and skills enhancement.	3.47	3.27	-0.20 ▼
18. Pursues self-improvement through continual learning.	3.12	3.00	-0.12 ▼
19. Pursues professional development opportunities when they arise.	3.59	3.47	-0.12 ▼
20. Shares best practices with others and learns from others.	3.29	3.40	+0.11 ▲

#### Comments:

- 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.
- Even though he is part-time, I don't like the minimal face-to-face exposure.
- We are very blessed to have \_\_\_\_\_ for our manager! Best one we've EVER had. We appreciate his very much.
- I truly enjoy working with \_\_\_\_\_ on a daily basis.
- I like that he challenges me.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.

## Flexibility

### 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
21. Able to work in multiple environments as needed.	15	3.53	100.0	47%	53%		
22. Anticipates differences to the procedures that may be needed due to a changing operating environment.	15	3.00	80.0	20%	60%	20%	
23. Handles external information requests efficiently without disrupting workflow.	15	2.87	80.0	20%	73%	7%	
24. Adapts processes and procedures in response to changes in the work environment.	15	3.47	100.0	53%	47%		
25. Agile and versatile when responding to critical issues.	15	3.67	100.0	33%	67%		
26. Regularly assesses current methods, welcomes feedback, and is willing to implement changes to improve efficiency and effectiveness.	15	3.40	93.3	7%	47%	47%	

### 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
21. Able to work in multiple environments as needed.	3.35	3.53	+0.18 ▲
22. Anticipates differences to the procedures that may be needed due to a changing operating environment.	3.00	3.00	
23. Handles external information requests efficiently without disrupting workflow.	2.88	2.87	-0.02 ▼
24. Adapts processes and procedures in response to changes in the work environment.	3.00	3.47	+0.47 ▲
25. Agile and versatile when responding to critical issues.	3.76	3.67	-0.10 ▼
26. Regularly assesses current methods, welcomes feedback, and is willing to implement changes to improve efficiency and effectiveness.	3.53	3.40	-0.13 ▼

### Comments:

- He will always be able to state that he did everything he could, he gives this job his all!
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.
- \_\_\_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- He is a natural and perfect fit for the CFO position.

## Innovation

### 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
27. Understands that innovation requires doing things differently.	15	3.33	93.3	7%	53%	40%	
28. Ensures that employees feel safe to take risks and experiment without the fear of failure or retribution.	15	3.53	100.0		47%	53%	
29. Recognizes and rewards employees that are innovative.	15	3.67	100.0		33%	67%	
30. Is receptive to fresh ideas and unconventional approaches to stay ahead of a rapidly changing market.	15	3.33	100.0		67%	33%	
31. Searches for opportunities and innovative ways to improve the organization.	15	3.20	86.7	13%	53%	33%	
32. Creates new and efficient processes.	15	3.40	100.0		60%	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
27. Understands that innovation requires doing things differently.	3.12	3.33	+0.22 ▲
28. Ensures that employees feel safe to take risks and experiment without the fear of failure or retribution.	3.41	3.53	+0.12 ▲
29. Recognizes and rewards employees that are innovative.	3.59	3.67	+0.08 ▲
30. Is receptive to fresh ideas and unconventional approaches to stay ahead of a rapidly changing market.	3.41	3.33	-0.08 ▼
31. Searches for opportunities and innovative ways to improve the organization.	3.18	3.20	+0.02 ▲
32. Creates new and efficient processes.	3.35	3.40	+0.05 ▲

### Comments:

- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- I value and appreciate \_\_\_\_\_ very much.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_\_\_ surpasses anyone I met before.
- Even though he is part-time, I don't like the minimal face-to-face exposure.
- He always steps up and gets what needs to be done completed.
- \_\_\_\_\_ teams with others to improve communication and process.

## 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
33. Collaborates to manage interpersonal disputes with a positive approach.	15	3.20	86.7	13%	53%	33%	
34. Ensures all team members understand the goals.	15	3.27	93.3	7%	60%	33%	
35. Encourages team members to offer opinions and ideas.	15	3.00	80.0	20%	60%	20%	
36. Has the confidence and trust of other team members.	15	3.20	93.3	7%	67%	27%	
37. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	15	3.27	93.3	7%	60%	33%	
38. Shares insights, innovations, and resources to enhance efficiency.	15	3.27	86.7	13%	47%	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
33. Collaborates to manage interpersonal disputes with a positive approach.	3.18	3.20	+0.02 ▲
34. Ensures all team members understand the goals.	2.88	3.27	+0.38 ▲
35. Encourages team members to offer opinions and ideas.	3.18	3.00	-0.18 ▼
36. Has the confidence and trust of other team members.	3.18	3.20	+0.02 ▲
37. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	3.35	3.27	-0.09 ▼
38. Shares insights, innovations, and resources to enhance efficiency.	3.24	3.27	+0.03 ▲

### Comments:

- \_\_\_\_\_ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- \_\_\_\_\_ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. \_\_\_\_\_ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- \_\_\_\_\_ has been very supportive as a supervisor.
- \_\_\_\_\_ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- He has a very engaging style which generates trust and respect.
- He strives to be an effective and available leader.

## Negotiation

### 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
39. Firmly believes the company is making the best offer.	15	3.13	86.7	13%	60%		27%
40. Clearly communicates boundaries and the reasons behind them.	15	3.40	93.3	7%	47%		47%
41. Clearly understands the interests and choices of both parties.	15	3.33	93.3	7%	53%		40%
42. Manages emotions to reduce the impact of negativity.	15	3.33	93.3	7%	53%		40%
43. Identifies goals and objectives desired as well as the strengths and weaknesses currently possessed.	15	3.13	86.7	13%	60%		27%
44. Able to manage and resolve conflicts constructively.	15	3.00	86.7	13%	73%		13%

### 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
39. Firmly believes the company is making the best offer.	3.59	3.13	-0.45 ▼
40. Clearly communicates boundaries and the reasons behind them.	3.29	3.40	+0.11 ▲
41. Clearly understands the interests and choices of both parties.	3.29	3.33	+0.04 ▲
42. Manages emotions to reduce the impact of negativity.	3.41	3.33	-0.08 ▼
43. Identifies goals and objectives desired as well as the strengths and weaknesses currently possessed.	3.35	3.13	-0.22 ▼
44. Able to manage and resolve conflicts constructively.	3.18	3.00	-0.18 ▼

#### Comments:

- He would benefit from soliciting more feedback and pushing others to do more.
- He is the only manager in the department to help us when we are short.
- \_\_\_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- 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.
- As a leader, I can clearly see that \_\_\_\_\_ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.

## 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?

- \_\_\_\_\_ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- He has hired good people, and developed strong relationships with finance.
- He is very focused on bringing out the best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- Communication to the entire team is excellent and helps engage all staff. \_\_\_\_\_'s visibility to his team has been very positive.
- He is both the manager and the interim director for the service line.
- He listens to the team.

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

- He is open to suggestions given to him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- 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.
- \_\_\_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- \_\_\_\_\_ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. \_\_\_\_\_ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. \_\_\_\_\_ is a role model for communication with staff, customers as well as community members.
- Again, \_\_\_\_\_ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.

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

- I enjoy working with \_\_\_\_\_; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- \_\_\_\_\_ 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.
- I know that \_\_\_\_\_ cares about me as a total individual not just as a professional.
- Norm made an excellent choice by selecting \_\_\_\_\_ to lead [CompanyName].
- \_\_\_\_\_ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- While encouraging folks to continue with their education, he is also continuing with his education.

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

- Provide more clarity. Increase your technical knowledge.
- I have participated in multiple interviews with \_\_\_\_\_ and he is always clear that the individual selected be one with the right talents- not just skills.
- \_\_\_\_\_ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- \_\_\_\_\_ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- \_\_\_\_\_ is a great leader. His team has been through a lot of change. \_\_\_\_\_ is focused on building his team and helping them through the change.
- \_\_\_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.

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

- By applying vision, strategy and activation in his day to day decisions he inspires us to be the best leaders we can be.
- \_\_\_\_\_ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. \_\_\_\_\_ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. \_\_\_\_\_ is a role model for communication with staff, customers as well as community members.
- I can depend on him with whatever is needed.
- Everyone who works with \_\_\_\_\_ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- \_\_\_\_\_ is very good at reading people which enables him to respond quickly and appropriately.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.

### Any final comments?

- I appreciate his openness and availability to all the staff.
- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- One of the things that I most appreciate about \_\_\_\_\_ is his willingness to mentor and grow new talent.
- I really enjoy working with \_\_\_\_\_ and I respect his as a leader and role model.
- \_\_\_\_\_ makes a concerted effort to ensure that the right people are in the right jobs.