



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.

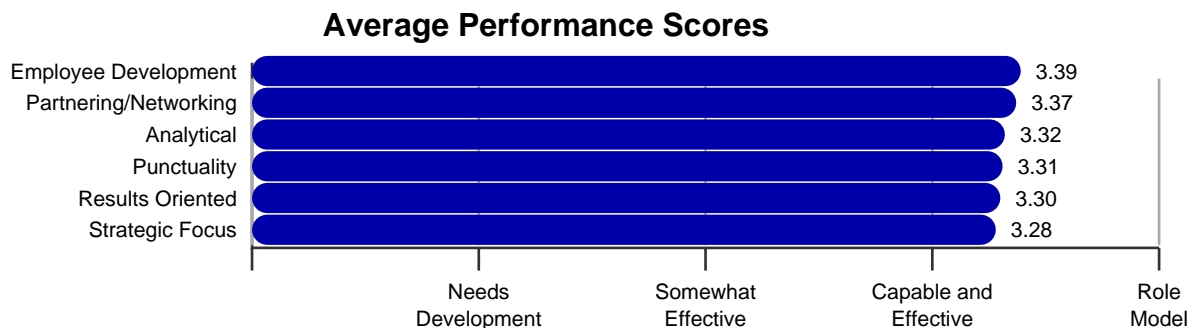
## What to Do with Your Feedback

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

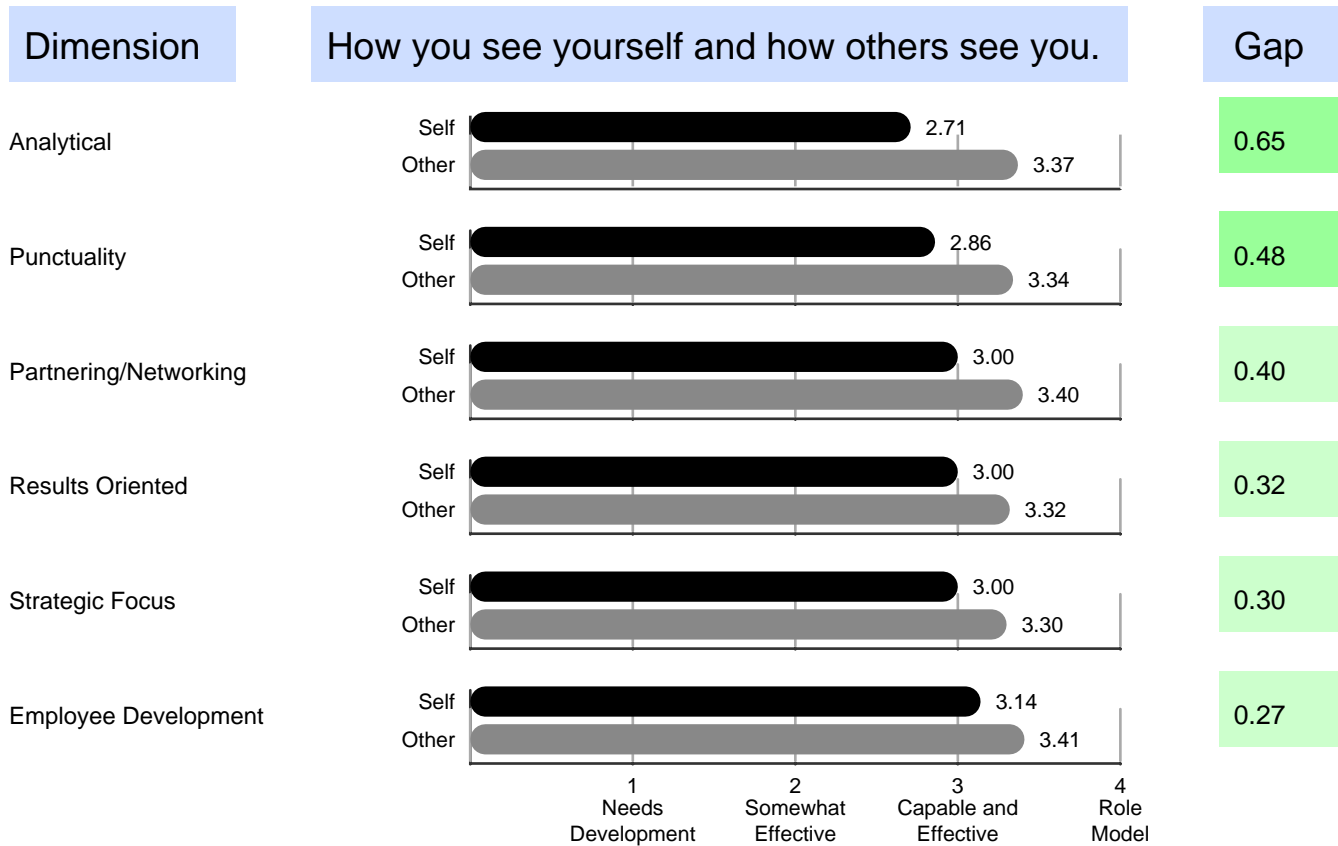
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



## Employee Development

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Observes employees and how they are working to determine where training may be needed.	15	3.20	93.3	7%	67%	27%	
2. Allocates adequate resources to employee training and development.	15	3.87	100.0	13%	87%		
3. Aligns training offered by the department with the overall business goals.	15	3.33	93.3	7%	53%	40%	
4. Conducts an assessment to determine what skills and knowledge need to be acquired by the employees.	15	3.60	93.3	7%	27%	67%	
5. Supports employees in exploring roles outside their primary function to expand their career horizons.	15	3.33	93.3	7%	53%	40%	
6. Supports Employees in pursuing certifications, degrees, or external training to prepare for advancement.	15	3.20	93.3	7%	60%	33%	
7. Develops training plans based on both current job needs and future organizational goals.	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
1. Observes employees and how they are working to determine where training may be needed.	3.29	3.20	-0.09 ▼
2. Allocates adequate resources to employee training and development.	3.65	3.87	+0.22 ▲
3. Aligns training offered by the department with the overall business goals.	3.18	3.33	+0.16 ▲
4. Conducts an assessment to determine what skills and knowledge need to be acquired by the employees.	3.41	3.60	+0.19 ▲
5. Supports employees in exploring roles outside their primary function to expand their career horizons.	3.24	3.33	+0.10 ▲
6. Supports Employees in pursuing certifications, degrees, or external training to prepare for advancement.	3.24	3.20	-0.04 ▼
7. Develops training plans based on both current job needs and future organizational goals.	3.41	3.20	-0.21 ▼

### Comments:

- She gives you confidence knowing she always has your back.
- \_\_\_ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- \_\_\_ exceeds in above in all she does.
- Sometimes \_\_\_'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- Appreciate \_\_\_'s willingness to participate on leadership in expanding research activity.
- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
8. Develops important industry contacts to facilitate business goals.	15	3.40	93.3	7%	47%	47%	
9. Engages in collaborative problem-solving to address shared challenges.	15	3.47	93.3	7%	40%	53%	
10. Utilizes contacts to build and strengthen internal support bases.	15	3.47	93.3	7%	40%	53%	
11. Develops alliances with colleagues at other companies.	15	3.53	100.0		47%	53%	
12. Shares resources, technology, facilities, or intellectual property to benefit both partners.	15	3.27	100.0		73%	27%	
13. Hosts forums, colloquiums, and seminars to share information and ideas.	15	3.33	100.0		67%	33%	
14. Maintains infrastructure to support partnerships and networks.	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
8. Develops important industry contacts to facilitate business goals.	3.24	3.40	+0.16 ▲
9. Engages in collaborative problem-solving to address shared challenges.	3.18	3.47	+0.29 ▲
10. Utilizes contacts to build and strengthen internal support bases.	3.35	3.47	+0.11 ▲
11. Develops alliances with colleagues at other companies.	3.47	3.53	+0.06 ▲
12. Shares resources, technology, facilities, or intellectual property to benefit both partners.	3.47	3.27	-0.20 ▼
13. Hosts forums, colloquiums, and seminars to share information and ideas.	3.35	3.33	-0.02 ▼
14. Maintains infrastructure to support partnerships and networks.	3.18	3.13	-0.04 ▼

### Comments:

- \_\_\_ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- \_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.
- \_\_\_ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- I really appreciate her.
- She has hired good people, and developed strong relationship's with finance.

## Punctuality

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
15. Starts meetings on time.	15	3.07	80.0	20%	53%		27%
16. Arrives to meetings on time.	15	3.40	93.3	7%	47%		47%
17. Invoices clients on a timely basis.	15	3.27	93.3	7%	60%		33%
18. Conducts appointments at scheduled start time.	14	3.00	92.9	7%	79%		14%
19. Maintains an efficient schedule of activities.	15	3.47	100.0		53%		47%
20. Avoids making personal phone calls during working hours.	15	3.40	93.3	7%	47%		47%
21. Responds to requests for information in a timely manner.	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
15. Starts meetings on time.	3.00	3.07	+0.07 ▲
16. Arrives to meetings on time.	3.65	3.40	-0.25 ▼
17. Invoices clients on a timely basis.	3.47	3.27	-0.20 ▼
18. Conducts appointments at scheduled start time.	3.12	3.00	-0.12 ▼
19. Maintains an efficient schedule of activities.	3.59	3.47	-0.12 ▼
20. Avoids making personal phone calls during working hours.	3.29	3.40	+0.11 ▲
21. Responds to requests for information in a timely manner.	3.35	3.53	+0.18 ▲

### Comments:

- She engages the staff and I feel the department is in the best shape it ever has been in.
- \_\_\_ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- One of the best supervisors that I have had.
- \_\_\_ is able to problem solve very well.
- \_\_\_ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- Employees were not encouraged to do anything besides come to work.

## Analytical

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
22. Seeks to understand where potential problems may occur.	15	3.00	80.0	20%	60%	20%	
23. Ensures financial transactions are recorded accurately and completely.	15	2.87	80.0	20%	73%	7%	
24. Analyzes various legal and business situations to find patterns and draw conclusions that others might miss.	15	3.47	100.0		53%	47%	
25. Calculates and interprets financial ratios (such as liquidity ratios, profitability ratios, and leverage ratios) to assess the financial health of the company.	15	3.67	100.0		33%	67%	
26. Makes decisions based on solid, credible evidence rather than personal biases or preconceived notions.	15	3.40	93.3	7%	47%	47%	
27. Creates presentations that are straight forward to understand.	15	3.33	93.3	7%	53%	40%	
28. Understands complex issues and problems.	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
22. Seeks to understand where potential problems may occur.	3.00	3.00	
23. Ensures financial transactions are recorded accurately and completely.	2.88	2.87	-0.02 ▼
24. Analyzes various legal and business situations to find patterns and draw conclusions that others might miss.	3.00	3.47	+0.47 ▲
25. Calculates and interprets financial ratios (such as liquidity ratios, profitability ratios, and leverage ratios) to assess the financial health of the company.	3.76	3.67	-0.10 ▼
26. Makes decisions based on solid, credible evidence rather than personal biases or preconceived notions.	3.53	3.40	-0.13 ▼
27. Creates presentations that are straight forward to understand.	3.12	3.33	+0.22 ▲
28. Understands complex issues and problems.	3.41	3.53	+0.12 ▲

### Comments:

- \_\_\_ is a pleasure to work with.
- \_\_\_ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- \_\_\_ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- \_\_\_ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- Appreciate \_\_\_'s dedication to making the facilities cleaner. Results are evident.
- There are times that the customers interest is overlooked because it is the way we have always done it.

## Results Oriented

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Reviews historical performance data to inform future planning decisions.	15	3.67	100.0	33%	67%		
30. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	3.33	100.0		67%		33%
31. Promotes a solution-focused mindset when problems arise.	15	3.20	86.7	13%	53%		33%
32. Determines the proper order for completion of the tasks.	15	3.40	100.0		60%		40%
33. Recognizes the problem that needs to be solved.	15	3.20	86.7	13%	53%		33%
34. Maintains focus on end goals while adapting the path to get there.	15	3.27	93.3	7%	60%		33%
35. Always willing to help coworkers to keep productions levels high.	15	3.00	80.0	20%	60%		20%

### 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
29. Reviews historical performance data to inform future planning decisions.	3.59	3.67	+0.08 ▲
30. Encourages a high-energy, fun work environment and coaches others on how to do the same	3.41	3.33	-0.08 ▼
31. Promotes a solution-focused mindset when problems arise.	3.18	3.20	+0.02 ▲
32. Determines the proper order for completion of the tasks.	3.35	3.40	+0.05 ▲
33. Recognizes the problem that needs to be solved.	3.18	3.20	+0.02 ▲
34. Maintains focus on end goals while adapting the path to get there.	2.88	3.27	+0.38 ▲
35. Always willing to help coworkers to keep productions levels high.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_ is very knowledgeable, honest, and consistent in her leadership decisions.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- Ready to tackle any given problem and help others finish 1st
- \_\_\_ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- I enjoy working with \_\_\_. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows \_\_\_ to give a whole new perspective on a subject.
- \_\_\_ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Aligns projects to the strategic goals of the company.	15	3.20	93.3	7%	67%	27%	
37. Strategically focuses efforts to improve operational efficiencies.	15	3.27	93.3	7%	60%	33%	
38. Aligns cross-functional teams to the strategic plan.	15	3.27	86.7	13%	47%	40%	
39. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	3.13	86.7	13%	60%	27%	
40. Able to formulate strategy at the corporate level.	15	3.40	93.3	7%	47%	47%	
41. Pursues strategic alliances with valued partners.	15	3.33	93.3	7%	53%	40%	
42. Scans both the internal and external environment to identify strategic opportunities to improve the organization.	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
36. Aligns projects to the strategic goals of the company.	3.18	3.20	+0.02 ▲
37. Strategically focuses efforts to improve operational efficiencies.	3.35	3.27	-0.09 ▼
38. Aligns cross-functional teams to the strategic plan.	3.24	3.27	+0.03 ▲
39. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	3.59	3.13	-0.45 ▼
40. Able to formulate strategy at the corporate level.	3.29	3.40	+0.11 ▲
41. Pursues strategic alliances with valued partners.	3.29	3.33	+0.04 ▲
42. Scans both the internal and external environment to identify strategic opportunities to improve the organization.	3.41	3.33	-0.08 ▼

### Comments:

- It's been a pleasure to work for her.
- \_\_\_ juggles a lot of responsibilities and appears to have it all under control.
- She is a great mentor and coach. I look forward to working with \_\_\_ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- \_\_\_ has brought a much needed positive change to [CompanyName].
- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- \_\_\_ is an excellent leader, sensitive, kind, compassionate, friendly and professional.

## 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?

- She couldn't be more engaged if she tried.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- She could benefit from becoming more comfortable challenging others.
- She is an advocate for [CompanyName].
- She provided coaching and support to improve this individual's performance.
- I would encourage her to empathize with her team and show more of a calm, caring side.

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

- \_\_\_ is a great asset to the team. We are grateful to have her.
- \_\_\_ always makes decisions based on what is best for the department or organization.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- \_\_\_ has a calm and professional style.
- I respect \_\_\_ and have turned to her for advice.

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

- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- \_\_\_ 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.
- Is very upbeat and quick to contribute to the team.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need her. She 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.

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

- As I have indicated above, \_\_\_ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate \_\_\_'s engagement since last month and I am hopeful that she will grow in her leadership role.
- \_\_\_ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- \_\_\_ is a great role model and leader. Others could learn from her style.
- \_\_\_ is a strong leader and continues to grow in her role. \_\_\_ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that \_\_\_ does especially well and seems to do with ease are bulleted below.
- She can always be counted on to do what she commits to.
- \_\_\_ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.

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

- \_\_\_ established an environment in which teamwork and creativity flourished.
- \_\_\_ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- \_\_\_ can be counted on for her reliability.
- \_\_\_, more than anyone, takes what she's learned with Core Competencies and implements them.
- She values our feedback and takes our recommendations seriously.
- \_\_\_ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.

### Any final comments?

- \_\_\_ provides opportunities for her staff to grow professionally and encourages them.
- She always involves others in decisions ensuring a well rounded approach.
- She could benefit from understanding about how to create resolution and clarity.
- She lets us develop our own style and inspires us to do our best.
- Thoroughness, accuracy, professionalism.
- \_\_\_ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.