



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.

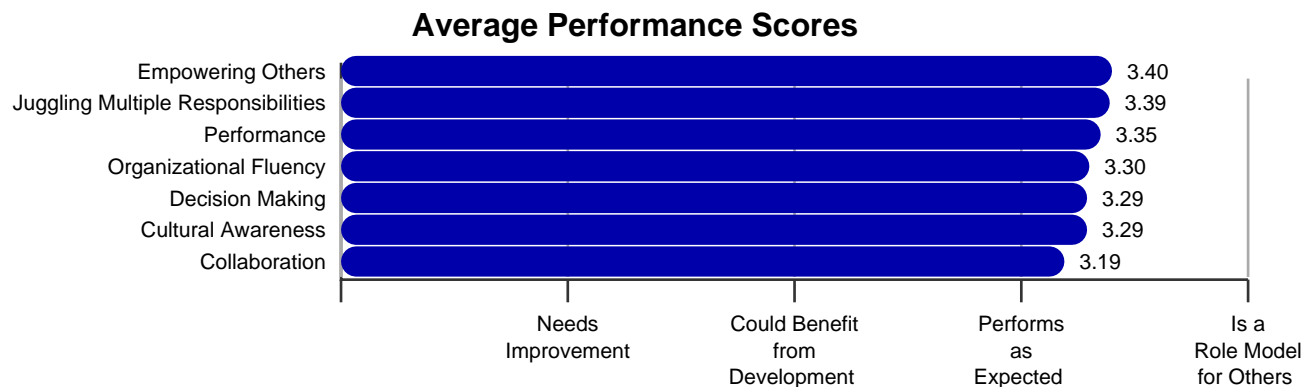
## What to Do with Your Feedback

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

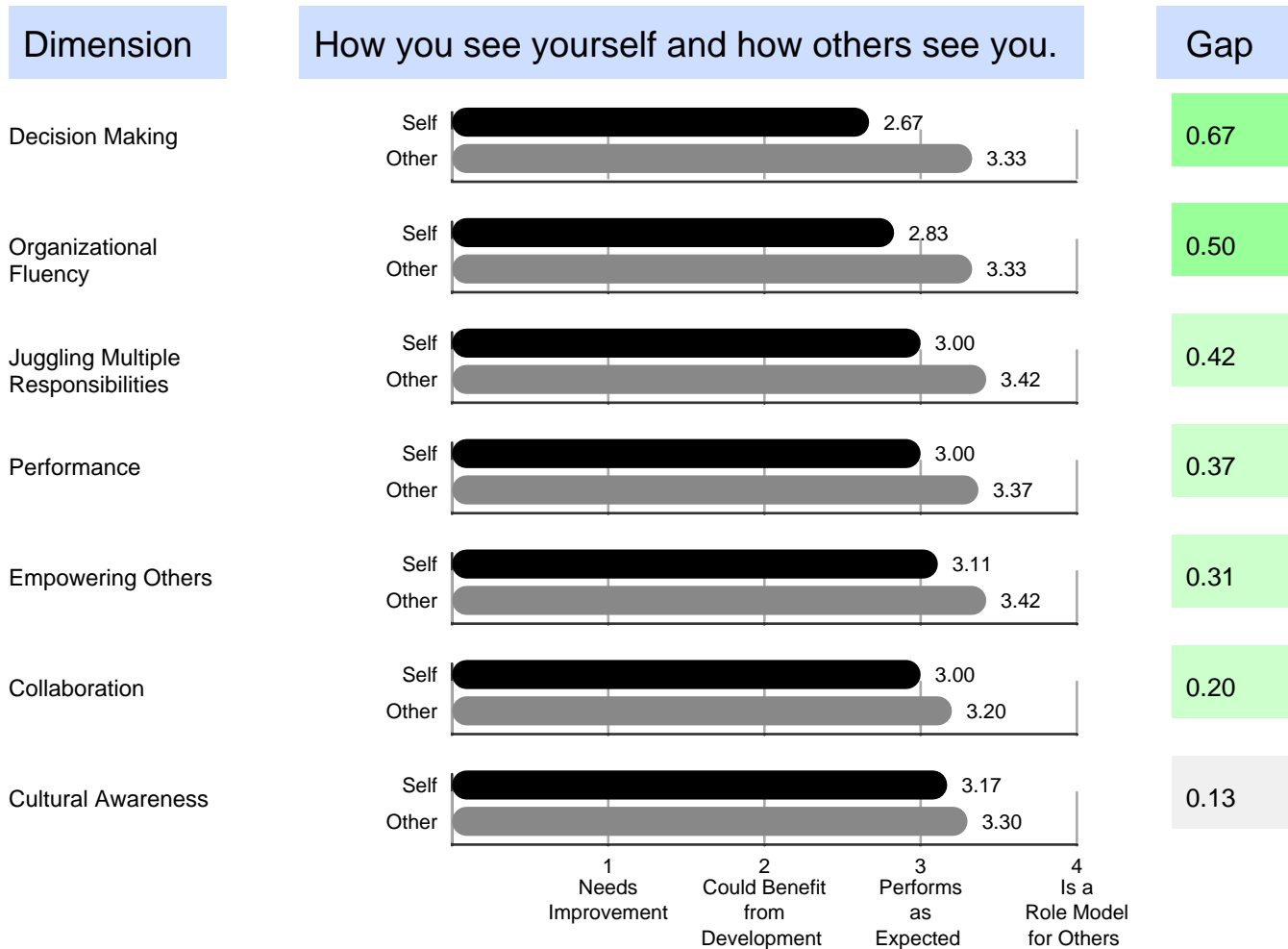
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



## Empowering Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Establishes goals that allow employees to operate independently in the field.	15	3.20	93.3	7%	67%		27%
2. Sets goals to allow the employee to have more autonomy over their work.	15	3.87	100.0	13%	87%		
3. Gives employees autonomy to complete tasks on their own.	15	3.33	93.3	7%	53%		40%
4. Distributes the workload to subordinates.	15	3.60	93.3	7%	27%	67%	
5. Encourages others to obtain necessary skills and training.	15	3.33	93.3	7%	53%		40%
6. Recognizes the expertise that employees have in certain areas and allows them the freedom to operate as they see fit.	15	3.20	93.3	7%	60%		33%
7. Encourages employees to take on greater responsibilities.	15	3.20	86.7	13%	53%		33%
8. Supports the decisions of others even if those decisions may sometimes lead to mistakes.	15	3.40	93.3	7%	47%		47%
9. Allows employees to participate in the workload of the department.	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. Establishes goals that allow employees to operate independently in the field.	3.29	3.20	-0.09 ▼
2. Sets goals to allow the employee to have more autonomy over their work.	3.65	3.87	+0.22 ▲
3. Gives employees autonomy to complete tasks on their own.	3.18	3.33	+0.16 ▲
4. Distributes the workload to subordinates.	3.41	3.60	+0.19 ▲
5. Encourages others to obtain necessary skills and training.	3.24	3.33	+0.10 ▲
6. Recognizes the expertise that employees have in certain areas and allows them the freedom to operate as they see fit.	3.24	3.20	-0.04 ▼
7. Encourages employees to take on greater responsibilities.	3.41	3.20	-0.21 ▼
8. Supports the decisions of others even if those decisions may sometimes lead to mistakes.	3.24	3.40	+0.16 ▲
9. Allows employees to participate in the workload of the department.	3.18	3.47	+0.29 ▲

#### Comments:

- \_\_\_ is willing to tackle performance situations and solicits feedback on how her team is doing.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
-

\_\_\_ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.

- She seems to be well respected from members of her own team as well.
- \_\_\_ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. \_\_\_ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- 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.

## Organizational Fluency

### 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. Adept at navigating within the culture of the department.	15	3.47	93.3	7%	40%	53%	
11. Able to deal with sensitive issues with tact and professionalism.	15	3.53	100.0		47%	53%	
12. Understands the current organizational culture.	15	3.27	100.0		73%	27%	
13. Anticipates problems that may affect the department.	15	3.33	100.0		67%	33%	
14. Able to explain departmental policies and procedures to others.	15	3.13	86.7	13%	60%	27%	
15. Understands departmental policies and procedures.	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. Adept at navigating within the culture of the department.	3.35	3.47	+0.11 ▲
11. Able to deal with sensitive issues with tact and professionalism.	3.47	3.53	+0.06 ▲
12. Understands the current organizational culture.	3.47	3.27	-0.20 ▼
13. Anticipates problems that may affect the department.	3.35	3.33	-0.02 ▼
14. Able to explain departmental policies and procedures to others.	3.18	3.13	-0.04 ▼
15. Understands departmental policies and procedures.	3.00	3.07	+0.07 ▲

### Comments:

- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- She is a joy to work for.
- 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.
- \_\_\_ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- \_\_\_ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- I appreciate \_\_\_'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.

## Performance

### 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. Listens and responds to issues and problems	15	3.40	93.3	7%	47%	47%	
17. Shown significant improvement in job performance.	15	3.27	93.3	7%	60%	33%	
18. Works effectively in the department.	14	3.00	92.9	7%	79%	14%	
19. Effective in performing his/her job.	15	3.47	100.0		53%	47%	
20. Sets a high standard for job performance.	15	3.40	93.3	7%	47%	47%	
21. ...Produce Quality	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. Listens and responds to issues and problems	3.65	3.40	-0.25 ▼
17. Shown significant improvement in job performance.	3.47	3.27	-0.20 ▼
18. Works effectively in the department.	3.12	3.00	-0.12 ▼
19. Effective in performing his/her job.	3.59	3.47	-0.12 ▼
20. Sets a high standard for job performance.	3.29	3.40	+0.11 ▲
21. ...Produce Quality	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- One of the best supervisors that I have had.
- \_\_\_ is always professional during interactions with staff.
- When in meetings in \_\_\_'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- Don't know where we would be without her.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.

## Decision Making

### 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. Decides which short- and long-term goals should be created.	15	3.00	80.0	20%	60%		20%
23. Facilitates meetings with others to try to consider alternative courses of action.	15	2.87	80.0	20%	73%		7%
24. Makes decisions that support the department's goals and objectives.	15	3.47	100.0		53%		47%
25. Formulates imaginative decisions.	15	3.67	100.0		33%		67%
26. Encourages creative problem-solving by treating constraints as design challenges rather than obstacles.	15	3.40	93.3	7%	47%		47%
27. Has enough self-control to avoid making impulsive decisions.	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. Decides which short- and long-term goals should be created.	3.00	3.00	
23. Facilitates meetings with others to try to consider alternative courses of action.	2.88	2.87	-0.02 ▼
24. Makes decisions that support the department's goals and objectives.	3.00	3.47	+0.47 ▲
25. Formulates imaginative decisions.	3.76	3.67	-0.10 ▼
26. Encourages creative problem-solving by treating constraints as design challenges rather than obstacles.	3.53	3.40	-0.13 ▼
27. Has enough self-control to avoid making impulsive decisions.	3.12	3.33	+0.22 ▲

### Comments:

- \_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- She has the ability to look at the system as a whole and make solid long range decisions.
- \_\_\_'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- \_\_\_'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- She will sit down with all parties involved before she makes a decision.
- I think \_\_\_ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!

## Juggling Multiple Responsibilities

### 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. Prioritizes tasks for efficiency.	15	3.53	100.0	47%	53%		
29. Completes multiple tasks simultaneously.	15	3.67	100.0	33%	67%		
30. Uses a scheduler/planner to keep tasks organized and on time.	15	3.33	100.0	67%	33%		
31. Keeps track of multiple assignments and deadlines.	15	3.20	86.7	13%	53%	33%	
32. Assesses current capabilities before committing to new requests from customers.	15	3.40	100.0	60%	40%		
33. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	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. Prioritizes tasks for efficiency.	3.41	3.53	+0.12 ▲
29. Completes multiple tasks simultaneously.	3.59	3.67	+0.08 ▲
30. Uses a scheduler/planner to keep tasks organized and on time.	3.41	3.33	-0.08 ▼
31. Keeps track of multiple assignments and deadlines.	3.18	3.20	+0.02 ▲
32. Assesses current capabilities before committing to new requests from customers.	3.35	3.40	+0.05 ▲
33. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.18	3.20	+0.02 ▲

#### Comments:

- \_\_\_ meets and exceeds all of these leadership roles.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- I appreciate her perspective and guidance on a variety of things.
- She couldn't be more engaged if she tried.
- Dependability, with whatever is needed.
- \_\_\_ is someone I feel I can talk to about any problem or situation and I value her opinion.

## 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
34. Works cooperatively with others to solve problems.	15	3.27	93.3	7%	60%	33%	
35. Maintains strong relationships with suppliers to ensure quality standards are met.	15	3.00	80.0	20%	60%	20%	
36. Encourages open communication to support a collaborative environment.	15	3.20	93.3	7%	67%	27%	
37. Builds strong interpersonal relationships for more effective collaboration.	15	3.27	93.3	7%	60%	33%	
38. Encourages collaboration with other departments.	15	3.27	86.7	13%	47%	40%	
39. Devotes time and energy to empower the team to succeed.	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. Works cooperatively with others to solve problems.	2.88	3.27	+0.38 ▲
35. Maintains strong relationships with suppliers to ensure quality standards are met.	3.18	3.00	-0.18 ▼
36. Encourages open communication to support a collaborative environment.	3.18	3.20	+0.02 ▲
37. Builds strong interpersonal relationships for more effective collaboration.	3.35	3.27	-0.09 ▼
38. Encourages collaboration with other departments.	3.24	3.27	+0.03 ▲
39. Devotes time and energy to empower the team to succeed.	3.59	3.13	-0.45 ▼

#### Comments:

- She exceeded all of my expectations. The outcome of this work was very successful, in great part to \_\_\_'s work.
- \_\_\_ has been very helpful to me as a new manager this year.
- I value \_\_\_ for so much more than her negotiating skills which are outstanding.
- Provides coaching for developing team leaders to help them meet their goals.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!

## Cultural Awareness

### 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. Values the diverse perspectives from others.	15	3.40	93.3	7%	47%	47%	
41. Promotes continuous learning about customs, traditions, and workplace etiquette.	15	3.33	93.3	7%	53%	40%	
42. Accepts individual differences.	15	3.33	93.3	7%	53%	40%	
43. Actively listens to other employees' stories about their culture.	15	3.13	86.7	13%	60%	27%	
44. Respects the views offered by individuals with different cultural backgrounds.	15	3.00	86.7	13%	73%	13%	
45. Consistently acknowledges and validates the contributions of team members from all backgrounds.	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. Values the diverse perspectives from others.	3.29	3.40	+0.11 ▲
41. Promotes continuous learning about customs, traditions, and workplace etiquette.	3.29	3.33	+0.04 ▲
42. Accepts individual differences.	3.41	3.33	-0.08 ▼
43. Actively listens to other employees' stories about their culture.	3.35	3.13	-0.22 ▼
44. Respects the views offered by individuals with different cultural backgrounds.	3.18	3.00	-0.18 ▼
45. Consistently acknowledges and validates the contributions of team members from all backgrounds.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- \_\_\_ is approachable and professional in her interaction with staff and with customers.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- \_\_\_ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. \_\_\_ also helps her team recognize areas of improvement and works to improve those areas as well.
- \_\_\_ continues to be a great boss. She is available to us and always has time to help with anything.
- She is a high energy individual, with a level of integrity that goes above and beyond.

## 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?

- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- She keeps focused on things that are important for her department to run smoothly.
- \_\_\_ is doing well overall and shows that she is willing to learn, this is strongly due to \_\_\_'s role modeling and encouragement. If \_\_\_ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- \_\_\_'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- \_\_\_'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.

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

- Her communication techniques are clear and to the point which is very much appreciated.
- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- The advice and direction I receive from \_\_\_ is often on point and helps to provide positive outcomes. Over the last year as I have grown \_\_\_ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- I have worked with \_\_\_ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- \_\_\_ is the absolute definition of team player.

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

- \_\_\_ has extremely strong communication skills and is able to work in a wide variety of settings.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- She holds everyone to such a high standard, you don't want to disappoint her.
- \_\_\_ has demonstrated the ability to manage significant changes in her area with great skill.
- I am confident that whenever I need to talk with \_\_\_, she is honest and direct and provides good guidance for my professional growth.

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

- \_\_\_'s management style is excellent.
- \_\_\_ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- \_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- \_\_\_ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- \_\_\_ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- She desires to do great work.

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

- \_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- She has the desire and effort to get it right and continuously improve self and culture.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- \_\_\_ is very supportive and knows her area of expertise. She is a pleasure to work with.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- \_\_\_ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.

### Any final comments?

- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- \_\_\_ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- \_\_\_ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- \_\_\_ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.