



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

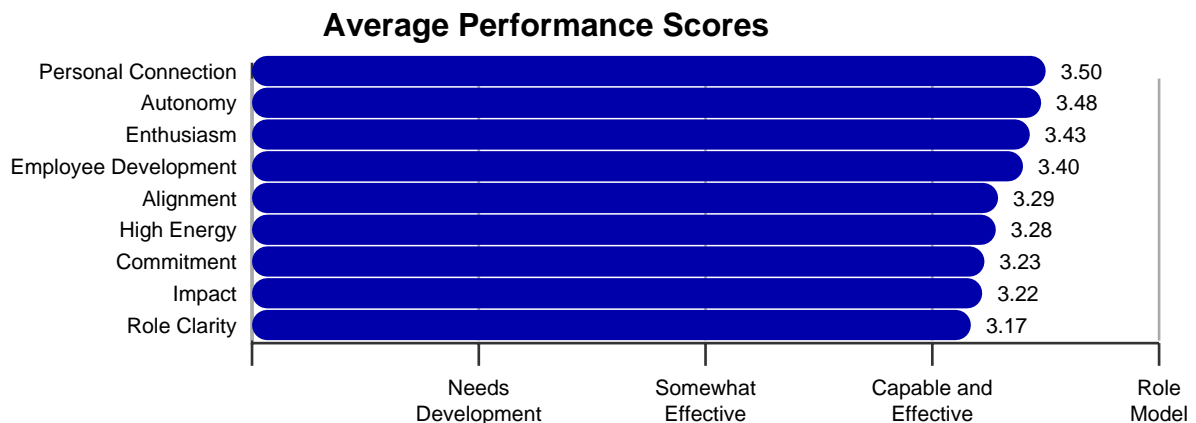
What to Do with Your Feedback

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

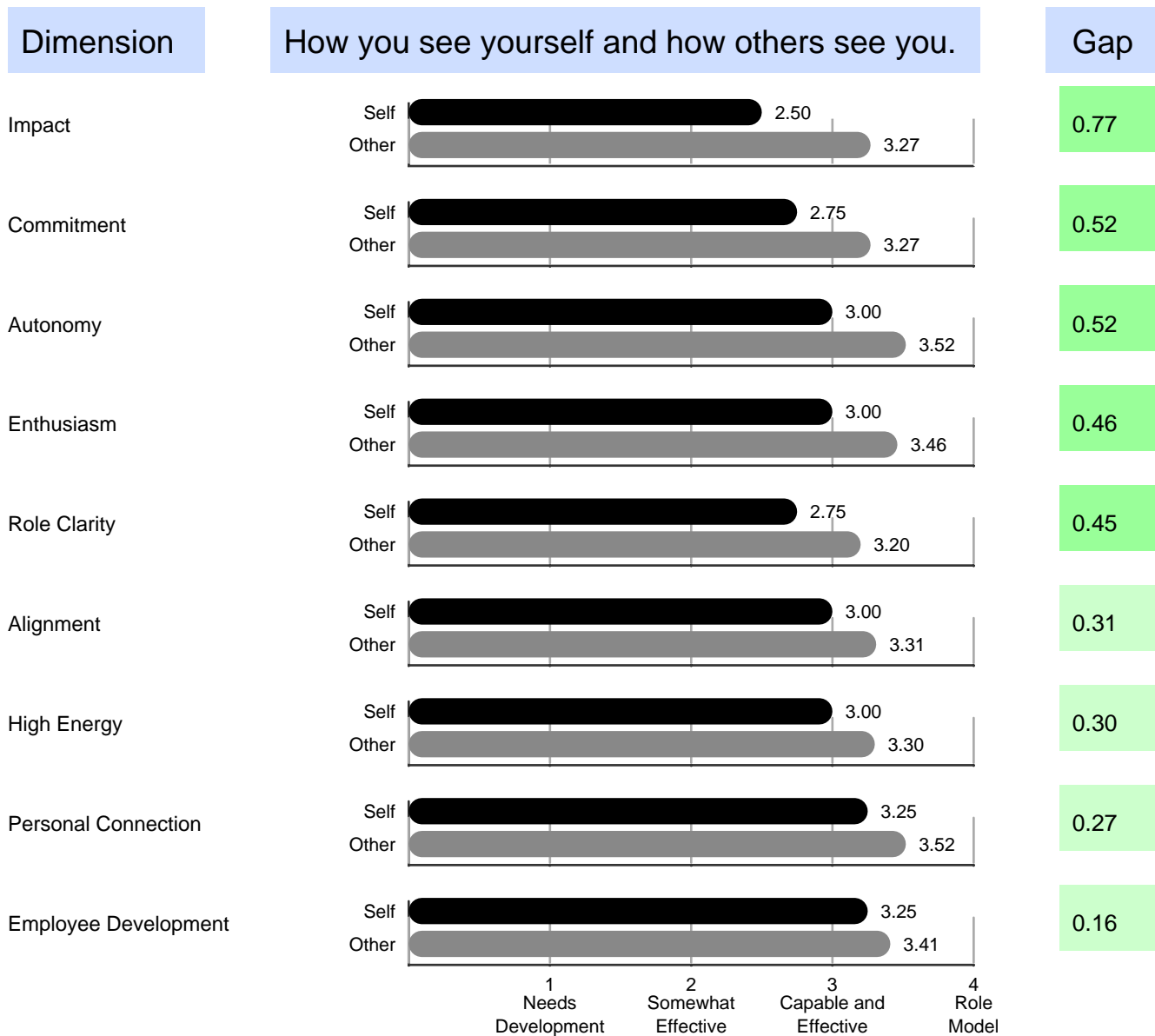
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Personal Connection

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. Recommends Company as a great place to work.	15	3.20	93.3	7%	67%		27%
2. Has a positive attitude toward working for the company.	15	3.87	100.0	13%	87%		
3. Involved in day-to-day roles to contribute toward the success of the organization.	15	3.33	93.3	7%	53%		40%
4. Has a high level of engagement with the company.	15	3.60	93.3	7%	27%	67%	

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. Recommends Company as a great place to work.	3.29	3.20	-0.09 ▼
2. Has a positive attitude toward working for the company.	3.65	3.87	+0.22 ▲
3. Involved in day-to-day roles to contribute toward the success of the organization.	3.18	3.33	+0.16 ▲
4. Has a high level of engagement with the company.	3.41	3.60	+0.19 ▲

Comments:

- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- _____ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- _____ knows his team very well and is gaining the same knowledge in regards to his team
- He truly is the best Manager I have ever had.

High Energy

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
5. Work harder to enjoy more successes on the job.	15	3.33	93.3	7%	53%	40%	
6. Brings energy that inspires coworkers to give their best effort.	15	3.20	93.3	7%	60%	33%	
7. Goes the extra mile strengthening the team's success, creating a deeper sense of belonging.	15	3.20	86.7	13%	53%	33%	
8. Has high levels of energy and mental resilience at work.	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
5. Work harder to enjoy more successes on the job.	3.24	3.33	+0.10 ▲
6. Brings energy that inspires coworkers to give their best effort.	3.24	3.20	-0.04 ▼
7. Goes the extra mile strengthening the team's success, creating a deeper sense of belonging.	3.41	3.20	-0.21 ▼
8. Has high levels of energy and mental resilience at work.	3.24	3.40	+0.16 ▲

Comments:

- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- _____ excels at looking at other people's strengths and building upon them for the good of the department.

Enthusiasm

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
9. Creates a positive team environment where team members feel more connected to work.	15	3.47	93.3	7%	40%	53%	
10. Is enthusiastic about coming to work each day.	15	3.47	93.3	7%	40%	53%	
11. Is passionate about building momentum that carries the whole team forward.	15	3.53	100.0		47%	53%	
12. Approaches work with enthusiasm, pride, and a strong sense of the importance of work for the organization.	15	3.27	100.0		73%		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. Creates a positive team environment where team members feel more connected to work.	3.18	3.47	+0.29 ▲
10. Is enthusiastic about coming to work each day.	3.35	3.47	+0.11 ▲
11. Is passionate about building momentum that carries the whole team forward.	3.47	3.53	+0.06 ▲
12. Approaches work with enthusiasm, pride, and a strong sense of the importance of work for the organization.	3.47	3.27	-0.20 ▼

Comments:

- _____ is very reliable, respectful and ethical in his leadership.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.
- _____ is fully engaged in his unit. He took on the position and jumped in with both feet.

Commitment

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
13. Tries to do their best every day.	15	3.33	100.0		67%		33%
14. Committed to the success of the organization.	15	3.13	86.7	13%	60%		27%
15. Is dedicated to building strong connections with colleagues and contributing to high-quality work.	15	3.07	80.0	20%	53%		27%
16. Goes the extra mile to finish work.	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
13. Tries to do their best every day.	3.35	3.33	-0.02 ▼
14. Committed to the success of the organization.	3.18	3.13	-0.04 ▼
15. Is dedicated to building strong connections with colleagues and contributing to high-quality work.	3.00	3.07	+0.07 ▲
16. Goes the extra mile to finish work.	3.65	3.40	-0.25 ▼

Comments:

- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- 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.
- I am grateful for the knowledge, understanding and significant expertise he brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, he always seems to have an understanding that many other leaders do not have or cannot articulate in the same way _____ can.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.

Alignment

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
17. Supports the mission and vision of the company.	15	3.27	93.3	7%	60%	33%	
18. Recognizes that the company is going in the right direction.	14	3.00	92.9	7%	79%	14%	
19. Demonstrates a high degree of alignment with the mission and values of the company.	15	3.47	100.0		53%	47%	
20. Supports the direction the supervisor is taking the department.	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
17. Supports the mission and vision of the company.	3.47	3.27	-0.20 ▼
18. Recognizes that the company is going in the right direction.	3.12	3.00	-0.12 ▼
19. Demonstrates a high degree of alignment with the mission and values of the company.	3.59	3.47	-0.12 ▼
20. Supports the direction the supervisor is taking the department.	3.29	3.40	+0.11 ▲

Comments:

- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- _____ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- _____ has been an excellent assistant manager.
- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- Is very upbeat and quick to contribute to the team.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.

Impact

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
21. Has a positive impact on the organization.	15	3.53	100.0	47%	53%		
22. Encourages employees to experiment with new approaches and propose improvements.	15	3.00	80.0	20%	60%	20%	
23. Gives employees a strong sense of social responsibility and impact on the community.	15	2.87	80.0	20%	73%	7%	
24. Lets employees know how their work contributes to a positive impact on the community.	15	3.47	100.0	53%	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. Has a positive impact on the organization.	3.35	3.53	+0.18 ▲
22. Encourages employees to experiment with new approaches and propose improvements.	3.00	3.00	
23. Gives employees a strong sense of social responsibility and impact on the community.	2.88	2.87	-0.02 ▼
24. Lets employees know how their work contributes to a positive impact on the community.	3.00	3.47	+0.47 ▲

Comments:

- Provide more clarity. Increase your technical knowledge.
- He is a great teammate!
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- _____ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- _____ is a true asset to [CompanyName].
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.

Autonomy

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
25. Able to make their own decisions at work.	15	3.67	100.0	33%	67%		
26. Allows employees to have flexibility over when tasks are to be completed.	15	3.40	93.3	7%	47%	47%	
27. Allows staff to organize workflows in a way that best suits their needs.	15	3.33	93.3	7%	53%	40%	
28. Determines how best to complete tasks.	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
25. Able to make their own decisions at work.	3.76	3.67	-0.10 ▼
26. Allows employees to have flexibility over when tasks are to be completed.	3.53	3.40	-0.13 ▼
27. Allows staff to organize workflows in a way that best suits their needs.	3.12	3.33	+0.22 ▲
28. Determines how best to complete tasks.	3.41	3.53	+0.12 ▲

Comments:

- He consistently conducts himself with professionalism and represents our unit well.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.

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
29. Helps staff identify areas for growth and offers constructive suggestions.	15	3.67	100.0	33%	67%		
30. Gives employees challenging tasks to maintain their engagement and prevent boredom.	15	3.33	100.0		67%		33%
31. Gives employees an opportunity to develop new skills and work on cross-functional projects.	15	3.20	86.7	13%	53%		33%
32. Provides others with opportunities to develop their career at the company.	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
29. Helps staff identify areas for growth and offers constructive suggestions.	3.59	3.67	+0.08 ▲
30. Gives employees challenging tasks to maintain their engagement and prevent boredom.	3.41	3.33	-0.08 ▼
31. Gives employees an opportunity to develop new skills and work on cross-functional projects.	3.18	3.20	+0.02 ▲
32. Provides others with opportunities to develop their career at the company.	3.35	3.40	+0.05 ▲

Comments:

- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- _____ has a good perspective on the organization as a whole.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- Completes variance analysis and identifies corrective actions.

Role 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
33. Understands how their job contributes to the bottom line.	15	3.20	86.7	13%	53%	33%	
34. Ensures that employees have clearly defined goals for their job.	15	3.27	93.3	7%	60%	33%	
35. Has a clear understanding of job role and responsibilities.	15	3.00	80.0	20%	60%	20%	
36. Clearly understands their purpose and role in the department.	15	3.20	93.3	7%	67%	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
33. Understands how their job contributes to the bottom line.	3.18	3.20	+0.02 ▲
34. Ensures that employees have clearly defined goals for their job.	2.88	3.27	+0.38 ▲
35. Has a clear understanding of job role and responsibilities.	3.18	3.00	-0.18 ▼
36. Clearly understands their purpose and role in the department.	3.18	3.20	+0.02 ▲

Comments:

- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- Closes off discussions with action plans.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- _____ is a great asset to the team. We are grateful to have him.
- _____ does a great job of keeping the lines of communication and this is appreciated.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.

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?

- He is always collaborative in his approach, and makes good decisions.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- _____ is very reliable, respectful and ethical in his leadership.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.

What do you like best about working with this individual?

- I often engage with members of his team and they are confident and knowledgeable of the work that is at hand. _____ and his staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- Always available to give us what we need to succeed.
- _____ always remains professional in his interactions and I appreciate his direct style of communication.
- He encourages each staff member to understand each other and to work together in a very positive manner.

What do you like least about working with this individual?

- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- _____ always makes decisions based on what is best for the department or organization.
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- _____ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. _____ also helps his team recognize areas of improvement and works to improve those areas as well.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.

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

- He is a real advocate for the customers. Excellent department and computer skills
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.
- _____ is very reliable and collaborates well on projects.
- He is detailed when presenting a plan.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.

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

- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- Very knowledgeable and always steps up if help is needed.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- He is continually looking for ways to improve our service to our customers.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- He always responds in a timely manner and stays organized.

Any final comments?

- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- _____ is a valued member of the department.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- Provides reinforcement and feedback within the context of the overall business strategy.
- Closes off discussions with action plans.
- Difficult to reach sometimes and often does not respond to messages at all.