



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.

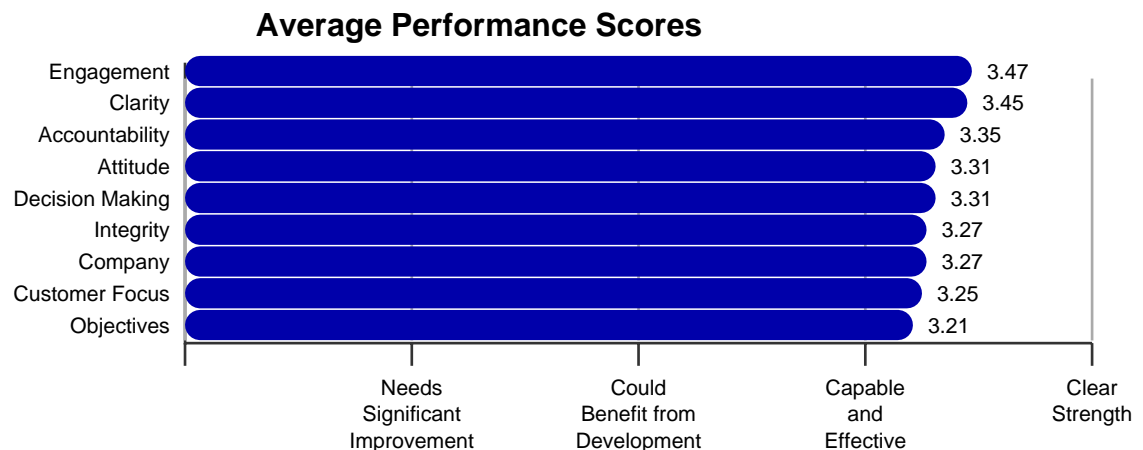
What to Do with Your Feedback

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

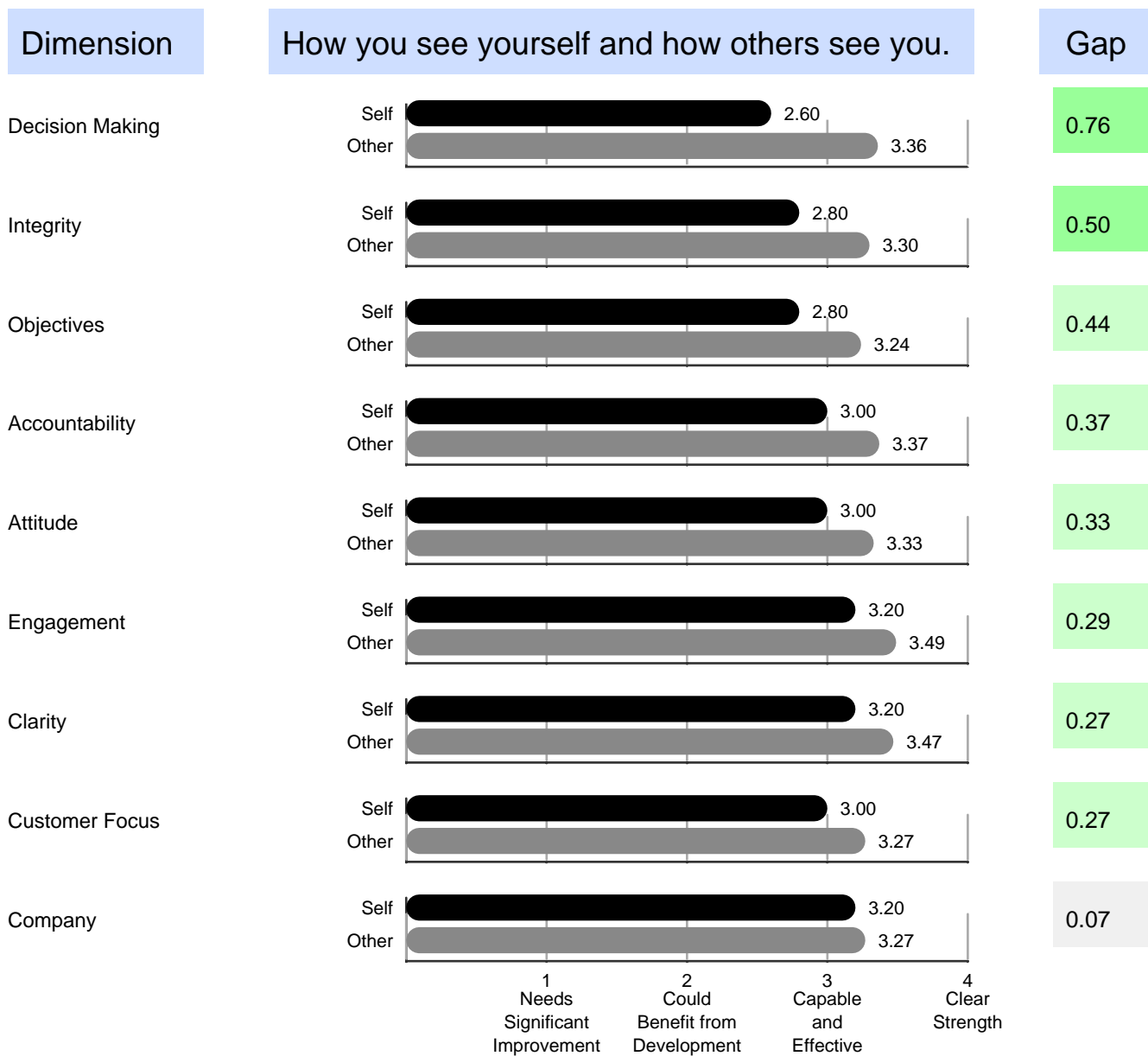
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Engagement

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Work well with other people in the department.	15	3.20	93.3	7%	67%		27%
2. Enables employees to give suggestions for improving the department.	15	3.87	100.0	13%	87%		
3. Goes the extra mile to finish work.	15	3.33	93.3	7%	53%		40%
4. Is enthusiastic about getting involved in different aspects of the business.	15	3.60	93.3	7%	27%	67%	
5. Understands how their job contributes to the bottom line.	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
1. Work well with other people in the department.	3.29	3.20	-0.09 ▼
2. Enables employees to give suggestions for improving the department.	3.65	3.87	+0.22 ▲
3. Goes the extra mile to finish work.	3.18	3.33	+0.16 ▲
4. Is enthusiastic about getting involved in different aspects of the business.	3.41	3.60	+0.19 ▲
5. Understands how their job contributes to the bottom line.	3.24	3.33	+0.10 ▲

Comments:

- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- He has been and is a mentor for me.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- He is an excellent teammate, great attitude, effort, and energy.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.

Accountability

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.	15	3.20	93.3	7%	60%	33%	
7. Takes responsibility for results.	15	3.20	86.7	13%	53%	33%	
8. Acknowledges errors and takes the steps necessary to rectify them.	15	3.40	93.3	7%	47%	47%	
9. Shows up for work on time.	15	3.47	93.3	7%	40%	53%	
10. Maintains honesty and transparency in all communications.	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
6. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.	3.24	3.20	-0.04 ▼
7. Takes responsibility for results.	3.41	3.20	-0.21 ▼
8. Acknowledges errors and takes the steps necessary to rectify them.	3.24	3.40	+0.16 ▲
9. Shows up for work on time.	3.18	3.47	+0.29 ▲
10. Maintains honesty and transparency in all communications.	3.35	3.47	+0.11 ▲

Comments:

- His quality of work is good.
- A willingness and flexibility to pitch in help where needed is important.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- Knowledge, experience, and the will to help when help is needed.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.

Integrity

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Implements checks and balances to help ensure integrity of operations.	15	3.53	100.0	47%	53%		
12. Maintains composure and does not react rudely when confronted with rude behavior to show self-control, emotional maturity, and integrity.	15	3.27	100.0		73%	27%	
13. Remains true to core values and principles, demonstrating respect and self-control even in challenging situations.	15	3.33	100.0		67%	33%	
14. Is deeply committed to making decisions that benefit the department and organization overall.	15	3.13	86.7	13%	60%	27%	
15. Builds and maintains trust and good working relationships.	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
11. Implements checks and balances to help ensure integrity of operations.	3.47	3.53	+0.06 ▲
12. Maintains composure and does not react rudely when confronted with rude behavior to show self-control, emotional maturity, and integrity.	3.47	3.27	-0.20 ▼
13. Remains true to core values and principles, demonstrating respect and self-control even in challenging situations.	3.35	3.33	-0.02 ▼
14. Is deeply committed to making decisions that benefit the department and organization overall.	3.18	3.13	-0.04 ▼
15. Builds and maintains trust and good working relationships.	3.00	3.07	+0.07 ▲

Comments:

- His focus is for quality that is customer centered.
- Has one of the strongest work ethics I've ever encountered in a team member.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- _____ is a great manager. Very supportive of his staff.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.

Attitude

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Remains curious and adaptable, welcoming unfamiliar challenges with optimism.	15	3.40	93.3	7%	47%	47%	
17. Actively seeks insight from colleagues at all levels and backgrounds.	15	3.27	93.3	7%	60%	33%	
18. Highlights progress and effort, even if outcomes are still emerging.	14	3.00	92.9	7%	79%	14%	
19. Approaches setbacks with a positive attitude.	15	3.47	100.0		53%	47%	
20. Adds creative flair or thoughtful touches to deliverables, demonstrating pride and joy in the work itself.	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
16. Remains curious and adaptable, welcoming unfamiliar challenges with optimism.	3.65	3.40	-0.25 ▼
17. Actively seeks insight from colleagues at all levels and backgrounds.	3.47	3.27	-0.20 ▼
18. Highlights progress and effort, even if outcomes are still emerging.	3.12	3.00	-0.12 ▼
19. Approaches setbacks with a positive attitude.	3.59	3.47	-0.12 ▼
20. Adds creative flair or thoughtful touches to deliverables, demonstrating pride and joy in the work itself.	3.29	3.40	+0.11 ▲

Comments:

- Participates in training to learn Core Competency processes.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ always remains professional in his interactions and I appreciate his direct style of communication.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Views the long and short-term impact of decisions.	15	3.53	100.0	47%	53%		
22. Identifies which factors can be adjusted and which must remain constant to guide viable decision paths.	15	3.00	80.0	20%	60%	20%	
23. Systematically gathers, analyzes, and interprets information from a variety of sources	15	2.87	80.0	20%	73%	7%	
24. Questions entrenched beliefs or norms that may limit creativity or hinder progress.	15	3.47	100.0	53%	47%		
25. Is able to make decisions quickly.	15	3.67	100.0	33%	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
21. Views the long and short-term impact of decisions.	3.35	3.53	+0.18 ▲
22. Identifies which factors can be adjusted and which must remain constant to guide viable decision paths.	3.00	3.00	
23. Systematically gathers, analyzes, and interprets information from a variety of sources	2.88	2.87	-0.02 ▼
24. Questions entrenched beliefs or norms that may limit creativity or hinder progress.	3.00	3.47	+0.47 ▲
25. Is able to make decisions quickly.	3.76	3.67	-0.10 ▼

Comments:

- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.
- 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.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Uses appropriate grammar and tense in communications.	15	3.40	93.3	7%	47%	47%	
27. Communicates ideas and facts clearly and effectively in writing.	15	3.33	93.3	7%	53%	40%	
28. Is clear about goals that need to be achieved.	15	3.53	100.0		47%	53%	
29. Clearly explains the vision and goals of the company.	15	3.67	100.0		33%	67%	
30. Makes sure employees understand why they were given certain assignments.	15	3.33	100.0		67%	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
26. Uses appropriate grammar and tense in communications.	3.53	3.40	-0.13 ▼
27. Communicates ideas and facts clearly and effectively in writing.	3.12	3.33	+0.22 ▲
28. Is clear about goals that need to be achieved.	3.41	3.53	+0.12 ▲
29. Clearly explains the vision and goals of the company.	3.59	3.67	+0.08 ▲
30. Makes sure employees understand why they were given certain assignments.	3.41	3.33	-0.08 ▼

Comments:

- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- 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.
- I appreciate how _____ guides, supports, and direct staff.
- He values our feedback and takes our recommendations seriously.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.

Objectives

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Able to organize work.	15	3.20	86.7	13%	53%	33%	
32. Assures [Company] principles are understood, employed & pursued.	15	3.40	100.0		60%	40%	
33. Effectively organizes resources and plans	15	3.20	86.7	13%	53%	33%	
34. Communicates goals and objectives to employees.	15	3.27	93.3	7%	60%	33%	
35. Works toward achieving established goals and objectives.	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
31. Able to organize work.	3.18	3.20	+0.02 ▲
32. Assures [Company] principles are understood, employed & pursued.	3.35	3.40	+0.05 ▲
33. Effectively organizes resources and plans	3.18	3.20	+0.02 ▲
34. Communicates goals and objectives to employees.	2.88	3.27	+0.38 ▲
35. Works toward achieving established goals and objectives.	3.18	3.00	-0.18 ▼

Comments:

- _____ is a strong leader and passionate about his customers, staff and safety.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- _____ has a clear process for hiring which has aided his in building an amazing team.
- He is an advocate for [CompanyName].
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.

Customer Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Anticipates potential obstacles to meeting customer needs.	15	3.20	93.3	7%	67%	27%	
37. Accepts responsibility for ensuring customer satisfaction.	15	3.27	93.3	7%	60%	33%	
38. Fulfills commitments made to customers.	15	3.27	86.7	13%	47%	40%	
39. Is committed to resolving customer issues in a positive way.	15	3.13	86.7	13%	60%	27%	
40. Creates an environment that enables customers to receive excellent service.	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
36. Anticipates potential obstacles to meeting customer needs.	3.18	3.20	+0.02 ▲
37. Accepts responsibility for ensuring customer satisfaction.	3.35	3.27	-0.09 ▼
38. Fulfills commitments made to customers.	3.24	3.27	+0.03 ▲
39. Is committed to resolving customer issues in a positive way.	3.59	3.13	-0.45 ▼
40. Creates an environment that enables customers to receive excellent service.	3.29	3.40	+0.11 ▲

Comments:

- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- _____ is very clear about his expectations and I appreciate this.
- _____ meets and exceeds all of these leadership roles.

Company

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Makes sure the work environment is safe and easy to work in.	15	3.33	93.3	7%	53%	40%	
42. Subordinates personal or immediate department goals to overall needs of [Company].	15	3.33	93.3	7%	53%	40%	
43. Provides employees the space and tools needed to stay focused.	15	3.13	86.7	13%	60%	27%	
44. Empowers employees to participate in volunteer efforts and community service programs.	15	3.00	86.7	13%	73%	13%	
45. Impresses upon others the important aspects of [Company].	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
41. Makes sure the work environment is safe and easy to work in.	3.29	3.33	+0.04 ▲
42. Subordinates personal or immediate department goals to overall needs of [Company].	3.41	3.33	-0.08 ▼
43. Provides employees the space and tools needed to stay focused.	3.35	3.13	-0.22 ▼
44. Empowers employees to participate in volunteer efforts and community service programs.	3.18	3.00	-0.18 ▼
45. Impresses upon others the important aspects of [Company].	3.35	3.53	+0.18 ▲

Comments:

- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.
- I am impressed with his commitment to task and job knowledge.
- He is respectful of the people he works with regardless of the level in the organization.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- _____'s management style is excellent.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which _____ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.

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 knows his material and obviously loves the continued learning that defines best practices.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- Provide and solicit more frequent feedback.
- I cannot say if he challenges others.

What do you like best about working with this individual?

- _____ has supported me through some tough contract negotiations and he is the consummate professional.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- Uses his people skills to change negative situations into positive.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- _____ is an amazing manager. He genuinely cares about his staff.
- He is an outstanding manager.

What do you like least about working with this individual?

- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- 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.
- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.

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

- He is a charismatic leader. Really the best!!
- Demonstrates a focus on the business goals through task prioritization.
- _____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team--in other words he does not implement continuous improvement strategies independently.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- He is always collaborative in his approach, and makes good decisions.

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

- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- he continues to make improvements in core competencies.

Any final comments?

- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- I look forward to learning and improving with his and the other members in the division.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.