



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.

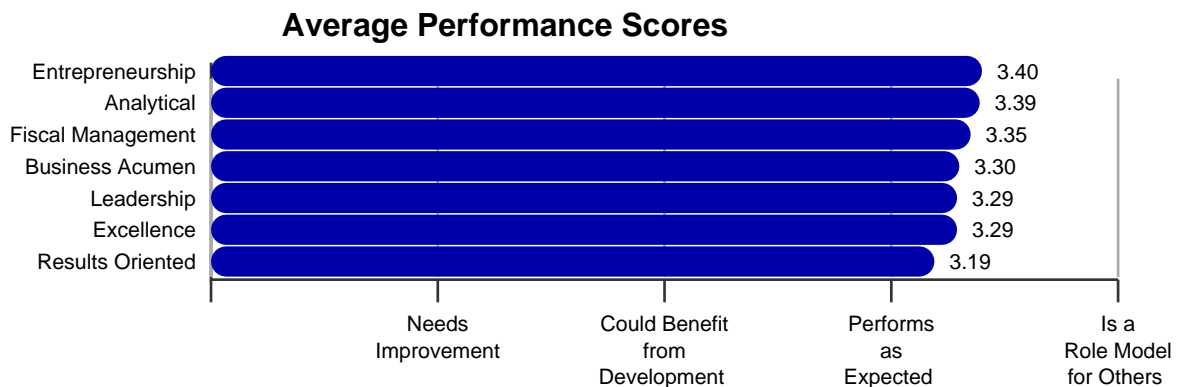
## What to Do with Your Feedback

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.



## Entrepreneurship

### 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. Has a strategic awareness on how to promote the organization.	15	3.20	93.3	7%	67%		27%
2. Is comfortable operating in an environment of uncertainty.	15	3.87	100.0	13%	87%		
3. Understands the processes and various stages of business development.	15	3.33	93.3	7%	53%		40%
4. Maintains a high level of energy to respond to demands of the job.	15	3.60	93.3	7%	27%	67%	
5. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.33	93.3	7%	53%		40%
6. Can work effectively in an environment of uncertainty.	15	3.20	93.3	7%	60%		33%
7. Balances risks and rewards when making decisions.	15	3.20	86.7	13%	53%		33%
8. Excellent at managing relationships with stakeholders.	15	3.40	93.3	7%	47%		47%
9. Able to adapt the department to changing business demands and climate.	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. Has a strategic awareness on how to promote the organization.	3.29	3.20	-0.09 ▼
2. Is comfortable operating in an environment of uncertainty.	3.65	3.87	+0.22 ▲
3. Understands the processes and various stages of business development.	3.18	3.33	+0.16 ▲
4. Maintains a high level of energy to respond to demands of the job.	3.41	3.60	+0.19 ▲
5. Devotes a certain amount of time and effort to developing new business opportunities.	3.24	3.33	+0.10 ▲
6. Can work effectively in an environment of uncertainty.	3.24	3.20	-0.04 ▼
7. Balances risks and rewards when making decisions.	3.41	3.20	-0.21 ▼
8. Excellent at managing relationships with stakeholders.	3.24	3.40	+0.16 ▲
9. Able to adapt the department to changing business demands and climate.	3.18	3.47	+0.29 ▲

#### Comments:

- \_\_\_\_\_ would be my choice for permanent manager of the department.
- Does above and beyond work consistently
- Not many people can be as well rounded, as these qualities require completely different skill sets.

- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- \_\_\_\_\_ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.

## Business Acumen

### 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. Facilitates business changes with minimal resistance.	15	3.47	93.3	7%	40%	53%	
11. Gathers important information from customers to make sure our products are relevant and useful.	15	3.53	100.0		47%	53%	
12. Incorporates innovative approaches and being adaptable to change.	15	3.27	100.0		73%		27%
13. Shares information among teams and departments.	15	3.33	100.0		67%		33%
14. Accurately perceives potential risks to the business.	15	3.13	86.7	13%	60%		27%
15. Is up-to-date with regulatory guidelines and policies.	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. Facilitates business changes with minimal resistance.	3.35	3.47	+0.11 ▲
11. Gathers important information from customers to make sure our products are relevant and useful.	3.47	3.53	+0.06 ▲
12. Incorporates innovative approaches and being adaptable to change.	3.47	3.27	-0.20 ▼
13. Shares information among teams and departments.	3.35	3.33	-0.02 ▼
14. Accurately perceives potential risks to the business.	3.18	3.13	-0.04 ▼
15. Is up-to-date with regulatory guidelines and policies.	3.00	3.07	+0.07 ▲

### Comments:

- It is often difficult to contact \_\_\_\_\_ and email communication may take a long period for a reply.
- \_\_\_\_\_ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- \_\_\_\_\_ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- He is a joy to work for.
- \_\_\_\_\_'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.

## Fiscal Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.40	93.3	7%	47%	47%	
17. Provides budgeting and accounting support to the Company.	15	3.27	93.3	7%	60%	33%	
18. Effective in using Company's resources.	14	3.00	92.9	7%	79%	14%	
19. Keeps excellent records for financial transparency.	15	3.47	100.0		53%	47%	
20. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.40	93.3	7%	47%	47%	
21. Monitors spending.	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. Ensures others follow the correct rules and regulations on fiscal matters.	3.65	3.40	-0.25 ▼
17. Provides budgeting and accounting support to the Company.	3.47	3.27	-0.20 ▼
18. Effective in using Company's resources.	3.12	3.00	-0.12 ▼
19. Keeps excellent records for financial transparency.	3.59	3.47	-0.12 ▼
20. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.29	3.40	+0.11 ▲
21. Monitors spending.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- 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.
- \_\_\_\_\_ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- Job performance is excellent. Lucky to have \_\_\_\_\_ on our team.
- He's a good and reliable team member.
- He's a very hard worker and always helping out when needed.

## Leadership

### 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. Encourages MDs to set up recognition programs to reward individuals who demonstrate initiative and "live out" company values	15	3.00	80.0	20%	60%		20%
23. Clearly communicates the importance and thought process behind the company and area vision, thus inspiring others to work toward key objectives	15	2.87	80.0	20%	73%		7%
24. Serves as a role model for others.	15	3.47	100.0		53%		47%
25. Demonstrates effective leadership talent and skills	15	3.67	100.0		33%		67%
26. Does not settle for mediocrity and quickly addresses underperformance.	15	3.40	93.3	7%	47%		47%
27. Keeps an open mind to receiving feedback from others.	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. Encourages MDs to set up recognition programs to reward individuals who demonstrate initiative and "live out" company values	3.00	3.00	
23. Clearly communicates the importance and thought process behind the company and area vision, thus inspiring others to work toward key objectives	2.88	2.87	-0.02 ▼
24. Serves as a role model for others.	3.00	3.47	+0.47 ▲
25. Demonstrates effective leadership talent and skills	3.76	3.67	-0.10 ▼
26. Does not settle for mediocrity and quickly addresses underperformance.	3.53	3.40	-0.13 ▼
27. Keeps an open mind to receiving feedback from others.	3.12	3.33	+0.22 ▲

### Comments:

- Having very minimum one-on-one discussion.
- \_\_\_\_\_ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- \_\_\_\_\_ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- I really appreciate him.
- He has helped make me a better manager through his actions and follow through.

## 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 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. Uses analytical thinking to make desirable outcomes more probable.	15	3.53	100.0	47%	53%		
29. Looks for trends in the data.	15	3.67	100.0	33%	67%		
30. Determines averages and trends in the data.	15	3.33	100.0	67%	33%		
31. Examines for tiny defects in products which could lead to product failures and/or returns.	15	3.20	86.7	13%	53%	33%	
32. Can effectively interpret and analyze data.	15	3.40	100.0	60%	40%		
33. Analyzes and consolidates data from several sources to develop logical insights.	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. Uses analytical thinking to make desirable outcomes more probable.	3.41	3.53	+0.12 ▲
29. Looks for trends in the data.	3.59	3.67	+0.08 ▲
30. Determines averages and trends in the data.	3.41	3.33	-0.08 ▼
31. Examines for tiny defects in products which could lead to product failures and/or returns.	3.18	3.20	+0.02 ▲
32. Can effectively interpret and analyze data.	3.35	3.40	+0.05 ▲
33. Analyzes and consolidates data from several sources to develop logical insights.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_\_\_ takes pride in his department. His follow through is excellent. \_\_\_\_\_ leads by example.
- He could improve with a take charge attitude.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- I know I can always count on \_\_\_\_\_ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- \_\_\_\_\_ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team member fits within the departmental goals.

## 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 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. Shares lessons learned from failures and use them to guide future decisions.	15	3.27	93.3	7%	60%	33%	
35. Sets the objectives for the team.	15	3.00	80.0	20%	60%	20%	
36. Provides clear expectations for employees.	15	3.20	93.3	7%	67%	27%	
37. Establishes clear performance standards and reinforces them through regular feedback.	15	3.27	93.3	7%	60%	33%	
38. Uses encouraging language to uplift team morale during difficult phases.	15	3.27	86.7	13%	47%	40%	
39. Has a strong drive to complete goals despite obstacles that may arise.	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. Shares lessons learned from failures and use them to guide future decisions.	2.88	3.27	+0.38 ▲
35. Sets the objectives for the team.	3.18	3.00	-0.18 ▼
36. Provides clear expectations for employees.	3.18	3.20	+0.02 ▲
37. Establishes clear performance standards and reinforces them through regular feedback.	3.35	3.27	-0.09 ▼
38. Uses encouraging language to uplift team morale during difficult phases.	3.24	3.27	+0.03 ▲
39. Has a strong drive to complete goals despite obstacles that may arise.	3.59	3.13	-0.45 ▼

### Comments:

- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- \_\_\_\_\_ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. \_\_\_\_\_ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- He knows his subject matter!

## Excellence

### 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. Can be counted on to add value wherever they are involved.	15	3.40	93.3	7%	47%	47%	
41. Demonstrates the functional or technical skills necessary to do their job.	15	3.33	93.3	7%	53%	40%	
42. Produces high quality work.	15	3.33	93.3	7%	53%	40%	
43. Demonstrates the analytical skills to do their job.	15	3.13	86.7	13%	60%	27%	
44. Is planful and organized.	15	3.00	86.7	13%	73%	13%	
45. Takes a lot of pride in their work.	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. Can be counted on to add value wherever they are involved.	3.29	3.40	+0.11 ▲
41. Demonstrates the functional or technical skills necessary to do their job.	3.29	3.33	+0.04 ▲
42. Produces high quality work.	3.41	3.33	-0.08 ▼
43. Demonstrates the analytical skills to do their job.	3.35	3.13	-0.22 ▼
44. Is planful and organized.	3.18	3.00	-0.18 ▼
45. Takes a lot of pride in their work.	3.35	3.53	+0.18 ▲

### Comments:

- He strives to be an effective and available leader.
- \_\_\_\_\_ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- Appreciate \_\_\_\_\_'s dedication to making the facilities cleaner. Results are evident.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- Always approachable no matter how busy he is.
- He inspires others by the manner in which he does his work and engages others.

## 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?

- \_\_\_\_\_ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- \_\_\_\_\_ has improved on his quick assessment of situations and as a result it has helped me improve also
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.

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

- It's been great working with him.
- He is a strong leader and it will make his even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- \_\_\_\_\_ has demonstrated the ability to manage significant changes in his area with great skill.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what \_\_\_\_\_ has done with this but needs to be addressed and improved.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.

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

- he understands where our opportunities for savings in the employee benefits plan may be.
- I enjoyed working with \_\_\_\_\_ on the project and thought that the Rx team involves were strong partners.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- \_\_\_\_\_ is very responsive and provides great support service.
- \_\_\_\_\_ 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
- \_\_\_\_\_ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.

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

- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- He 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.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- \_\_\_\_\_ is a very positive addition to our Management team.
- Despite the fact that \_\_\_\_\_ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.
- \_\_\_\_\_ is a strong leader and passionate about his customers, staff and safety.

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

- 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.
- He is organized, kind, and extremely approachable.
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- \_\_\_\_\_ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- There are two items above that will be part of my goals for the coming year.

### Any final comments?

- Need to take in all opinions, not just those of employees who are not always truthful....
- He is very relatable and I believe it helps with the initial contact with the prospects.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- \_\_\_\_\_ has done tremendous work this past year in the Finance team.
- \_\_\_\_\_ has been instrumental in the working relationship of our department.
- I think he is an asset to the department.