



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

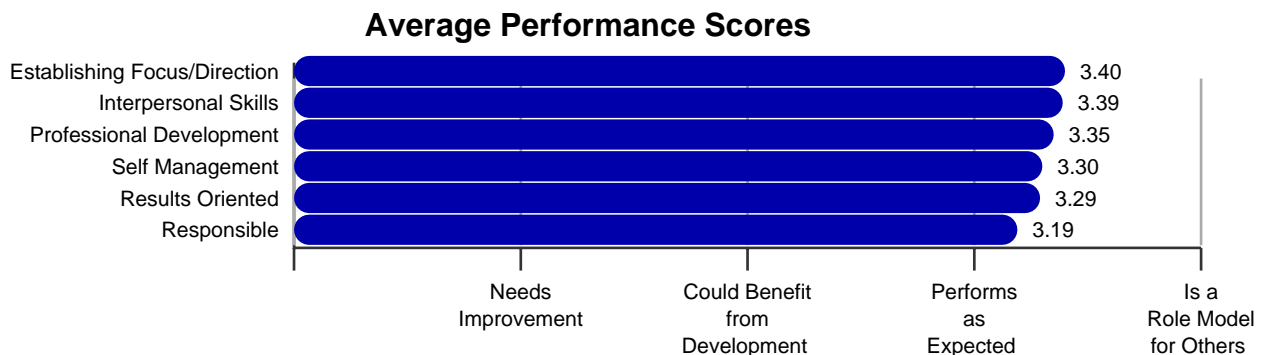
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Establishing Focus/Direction

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. Provides incentives to help employees remain committed to the completion of important tasks.	15	3.20	93.3	7%	67%		27%
2. Anticipates potential challenges or obstacles that might derail department plans.	15	3.87	100.0	13%	87%		
3. Shows employees how their contributions make a meaningful impact.	15	3.33	93.3	7%	53%		40%
4. Helps guide employees with prioritizing tasks.	15	3.60	93.3	7%	27%	67%	
5. Distinguishes between minimum acceptable performance and aspirational excellence.	15	3.33	93.3	7%	53%		40%
6. Works with focus and direction in the face of obstacles.	15	3.20	93.3	7%	60%		33%
7. Ensures that employees have the tools, training, and support needed to complete the task successfully.	15	3.20	86.7	13%	53%		33%
8. Guides the team's activities toward completion of the goal.	15	3.40	93.3	7%	47%		47%
9. Is aware of each employees needs.	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. Provides incentives to help employees remain committed to the completion of important tasks.	3.29	3.20	-0.09 ▼
2. Anticipates potential challenges or obstacles that might derail department plans.	3.65	3.87	+0.22 ▲
3. Shows employees how their contributions make a meaningful impact.	3.18	3.33	+0.16 ▲
4. Helps guide employees with prioritizing tasks.	3.41	3.60	+0.19 ▲
5. Distinguishes between minimum acceptable performance and aspirational excellence.	3.24	3.33	+0.10 ▲
6. Works with focus and direction in the face of obstacles.	3.24	3.20	-0.04 ▼
7. Ensures that employees have the tools, training, and support needed to complete the task successfully.	3.41	3.20	-0.21 ▼
8. Guides the team's activities toward completion of the goal.	3.24	3.40	+0.16 ▲
9. Is aware of each employees needs.	3.18	3.47	+0.29 ▲

Comments:

- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- As mentioned above, good collaboration.

- He has been influential in our focus on the future.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.

Self 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
10. Uses patience and self-control in working with customers and associates.	15	3.47	93.3	7%	40%	53%	
11. Does not allow own emotions to interfere with the performance of others.	15	3.53	100.0		47%	53%	
12. Steps away from a situation to process appropriate response.	15	3.27	100.0		73%		27%
13. Analyzes interpersonal problems instead of reacting to them.	15	3.33	100.0		67%		33%
14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.13	86.7	13%	60%		27%
15. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	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. Uses patience and self-control in working with customers and associates.	3.35	3.47	+0.11 ▲
11. Does not allow own emotions to interfere with the performance of others.	3.47	3.53	+0.06 ▲
12. Steps away from a situation to process appropriate response.	3.47	3.27	-0.20 ▼
13. Analyzes interpersonal problems instead of reacting to them.	3.35	3.33	-0.02 ▼
14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.18	3.13	-0.04 ▼
15. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.00	3.07	+0.07 ▲

Comments:

- He is a team player and willing to help other departments and staff when needed.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- He is open to feedback and actively tries to improve.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- _____ is a great team player for our organization as a whole and for the Department itself.
- 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.

Professional 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 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. Keep themselves up-to-date of technical/professional issues	15	3.40	93.3	7%	47%	47%	
17. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.27	93.3	7%	60%	33%	
18. Seeks opportunities for continuous learning.	14	3.00	92.9	7%	79%	14%	
19. Allows employees to fully participate in employee training and professional development.	15	3.47	100.0		53%	47%	
20. Contributing fully to the extent of their skills	15	3.40	93.3	7%	47%	47%	
21. Encourages employees to take courses relevant to their job.	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. Keep themselves up-to-date of technical/professional issues	3.65	3.40	-0.25 ▼
17. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.47	3.27	-0.20 ▼
18. Seeks opportunities for continuous learning.	3.12	3.00	-0.12 ▼
19. Allows employees to fully participate in employee training and professional development.	3.59	3.47	-0.12 ▼
20. Contributing fully to the extent of their skills	3.29	3.40	+0.11 ▲
21. Encourages employees to take courses relevant to their job.	3.35	3.53	+0.18 ▲

Comments:

- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- _____ has been very supportive of me and the Institute.
- he is open and willing to share his vision for the team.
- He has helped make me a better manager through his actions and follow through.

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
22. Does not become distracted by non-issues or interruptions.	15	3.00	80.0	20%	60%		20%
23. Recognizes the problem that needs to be solved.	15	2.87	80.0	20%	73%		7%
24. Completes work on time.	15	3.47	100.0		53%		47%
25. Strives to exceed performance benchmarks.	15	3.67	100.0		33%		67%
26. Anticipates potential obstacles and builds contingency plans to maintain momentum.	15	3.40	93.3	7%	47%		47%
27. Uses encouraging language to uplift team morale during difficult phases.	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. Does not become distracted by non-issues or interruptions.	3.00	3.00	
23. Recognizes the problem that needs to be solved.	2.88	2.87	-0.02 ▼
24. Completes work on time.	3.00	3.47	+0.47 ▲
25. Strives to exceed performance benchmarks.	3.76	3.67	-0.10 ▼
26. Anticipates potential obstacles and builds contingency plans to maintain momentum.	3.53	3.40	-0.13 ▼
27. Uses encouraging language to uplift team morale during difficult phases.	3.12	3.33	+0.22 ▲

Comments:

- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations 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.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- _____ 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.
- Strive for excellence. Willing to learn. Implement advice from others.

Interpersonal Skills

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. Strives for win/win solutions	15	3.53	100.0	47%	53%		
29. Is open and approachable	15	3.67	100.0	33%	67%		
30. Assists employees that need help.	15	3.33	100.0	67%	33%		
31. Expresses appreciation of other's work.	15	3.20	86.7	13%	53%	33%	
32. Communicates initiatives in a clear and actionable manner to employees.	15	3.40	100.0	60%	40%		
33. Demonstrates good communication with colleagues and customers.	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. Strives for win/win solutions	3.41	3.53	+0.12 ▲
29. Is open and approachable	3.59	3.67	+0.08 ▲
30. Assists employees that need help.	3.41	3.33	-0.08 ▼
31. Expresses appreciation of other's work.	3.18	3.20	+0.02 ▲
32. Communicates initiatives in a clear and actionable manner to employees.	3.35	3.40	+0.05 ▲
33. Demonstrates good communication with colleagues and customers.	3.18	3.20	+0.02 ▲

Comments:

- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- He gives you confidence knowing he always has your back.
- 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 a high energy individual, with a level of integrity that goes above and beyond.
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.

Responsible

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. Completes assigned work tasks.	15	3.27	93.3	7%	60%	33%	
35. Acts as a resource without removing individual responsibility.	15	3.00	80.0	20%	60%	20%	
36. Holds herself / himself accountable to goals / objectives	15	3.20	93.3	7%	67%	27%	
37. Is a person you can trust.	15	3.27	93.3	7%	60%	33%	
38. Responsible for setting the vision of the department.	15	3.27	86.7	13%	47%	40%	
39. Sets a good example	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. Completes assigned work tasks.	2.88	3.27	+0.38 ▲
35. Acts as a resource without removing individual responsibility.	3.18	3.00	-0.18 ▼
36. Holds herself / himself accountable to goals / objectives	3.18	3.20	+0.02 ▲
37. Is a person you can trust.	3.35	3.27	-0.09 ▼
38. Responsible for setting the vision of the department.	3.24	3.27	+0.03 ▲
39. Sets a good example	3.59	3.13	-0.45 ▼

Comments:

- He does not ask for anything from his team that he is not willing to do, or has done himself.
- I have great respect and appreciation for _____. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- I think _____ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.

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 wish I had 5 more years to learn from _____. He teaches me with every interaction.
- I really appreciate him as a member of the team.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- I appreciate his style and support.
- _____ is an excellent communicator and is very open and supportive to his staff.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.

What do you like best about working with this individual?

- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.

What do you like least about working with this individual?

- Initiative, attitude, and willingness to pitch in.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- _____ is trusting his team, and expecting high standards of behavior from all employees.
- _____ is very clear about his expectations and I appreciate this.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.

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

- _____ is committed to our organization and leads by example.
- 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 always responds in a timely manner and stays organized.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- He has the desire and effort to get it right and continuously improve self and culture.

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

- Team-oriented and goal focused. Shows continuous desire for improvement.
- I think he is the kind of manager our department has needed and will continue to need.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- _____ is an excellent manager.

Any final comments?

- _____ 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.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- 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.
- _____ is approachable and professional in his interaction with staff and with customers.