



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.

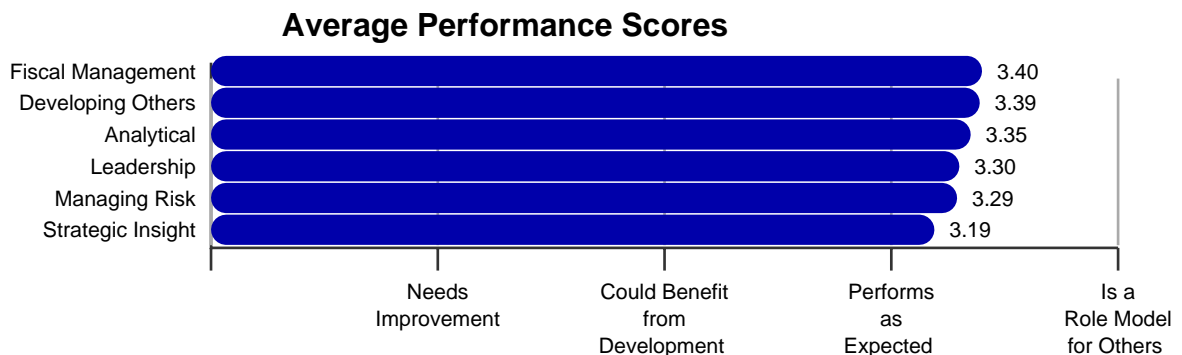
What to Do with Your Feedback

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.



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
1. Keeps excellent records for financial transparency.	15	3.20	93.3	7%	67%		27%
2. Monitors spending.	15	3.87	100.0	13%	87%		
3. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.33	93.3	7%	53%		40%
4. Develops of the department's annual budget.	15	3.60	93.3	7%	27%	67%	
5. Effective in using Company's resources.	15	3.33	93.3	7%	53%		40%
6. Provides budgeting and accounting support to the Company.	15	3.20	93.3	7%	60%		33%
7. Monitors expenses and verifies the need for items purchased.	15	3.20	86.7	13%	53%		33%
8. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.40	93.3	7%	47%		47%
9. Develops budgets and plans for various programs and initiatives.	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. Keeps excellent records for financial transparency.	3.29	3.20	-0.09 ▼
2. Monitors spending.	3.65	3.87	+0.22 ▲
3. Ensures others follow the correct rules and regulations on fiscal matters.	3.18	3.33	+0.16 ▲
4. Develops of the department's annual budget.	3.41	3.60	+0.19 ▲
5. Effective in using Company's resources.	3.24	3.33	+0.10 ▲
6. Provides budgeting and accounting support to the Company.	3.24	3.20	-0.04 ▼
7. Monitors expenses and verifies the need for items purchased.	3.41	3.20	-0.21 ▼
8. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.24	3.40	+0.16 ▲
9. Develops budgets and plans for various programs and initiatives.	3.18	3.47	+0.29 ▲

Comments:

- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- I respect _____ and have turned to him for advice.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.

- _____ encourages us as directors to go out with one voice and keeps us accountable.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- Does well in most technical skills and is willing to learn anything that is new

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
10. Has the trust and support of the Supervisor and district core teams	15	3.47	93.3	7%	40%	53%	
11. Holds core team members and DMs accountable to commitments made	15	3.53	100.0		47%	53%	
12. Maintains high standards of honesty and integrity.	15	3.27	100.0		73%	27%	
13. Is totally committed to doing the best job possible.	15	3.33	100.0		67%	33%	
14. Communicates calmly and honestly even when stressed.	15	3.13	86.7	13%	60%	27%	
15. Removes performance barriers by providing necessary systems, information, tools, and resources people need to do their jobs and develop.	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. Has the trust and support of the Supervisor and district core teams	3.35	3.47	+0.11 ▲
11. Holds core team members and DMs accountable to commitments made	3.47	3.53	+0.06 ▲
12. Maintains high standards of honesty and integrity.	3.47	3.27	-0.20 ▼
13. Is totally committed to doing the best job possible.	3.35	3.33	-0.02 ▼
14. Communicates calmly and honestly even when stressed.	3.18	3.13	-0.04 ▼
15. Removes performance barriers by providing necessary systems, information, tools, and resources people need to do their jobs and develop.	3.00	3.07	+0.07 ▲

Comments:

- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- _____ exemplifies outstanding professionalism.
- _____ is a very effective leader and a role model for other leaders.
- His communication is precise and at times short when some would prefer a greater detailed account.
- I appreciate his dedication to the department employees.
- _____ has done a great job of continuing to grow and refine the service lines.

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
16. Collects relevant data and facts about a situation.	15	3.40	93.3	7%	47%	47%	
17. Reduces issues to their fundamental elements.	15	3.27	93.3	7%	60%		33%
18. Evaluates assumptions before taking actions.	14	3.00	92.9	7%	79%		14%
19. Integrates customer feedback loops, market trends, social media influence, and brand perception to create a cohesive strategy.	15	3.47	100.0		53%		47%
20. Identifies the root cause of a problem.	15	3.40	93.3	7%	47%		47%
21. Uses appropriate techniques to solve problems.	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. Collects relevant data and facts about a situation.	3.65	3.40	-0.25 ▼
17. Reduces issues to their fundamental elements.	3.47	3.27	-0.20 ▼
18. Evaluates assumptions before taking actions.	3.12	3.00	-0.12 ▼
19. Integrates customer feedback loops, market trends, social media influence, and brand perception to create a cohesive strategy.	3.59	3.47	-0.12 ▼
20. Identifies the root cause of a problem.	3.29	3.40	+0.11 ▲
21. Uses appropriate techniques to solve problems.	3.35	3.53	+0.18 ▲

Comments:

- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- _____ sets high standards for those he works with and expects the same of herself.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.
- _____ gives me feedback good and indifferent.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.

Managing Risk

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. Quantifies current business practices to make better informed decisions.	15	3.00	80.0	20%	60%		20%
23. Establish roles, responsibilities, procedures.	15	2.87	80.0	20%	73%		7%
24. Evaluates the probability of a risk event occurrence.	15	3.47	100.0		53%	47%	
25. Creates a risk profile for projects and teams.	15	3.67	100.0		33%	67%	
26. Determines the proper tools to efficiently manage the risk.	15	3.40	93.3	7%	47%		47%
27. Has the knowledge and skills to accurately identify risks in the workplace.	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. Quantifies current business practices to make better informed decisions.	3.00	3.00	
23. Establish roles, responsibilities, procedures.	2.88	2.87	-0.02 ▼
24. Evaluates the probability of a risk event occurrence.	3.00	3.47	+0.47 ▲
25. Creates a risk profile for projects and teams.	3.76	3.67	-0.10 ▼
26. Determines the proper tools to efficiently manage the risk.	3.53	3.40	-0.13 ▼
27. Has the knowledge and skills to accurately identify risks in the workplace.	3.12	3.33	+0.22 ▲

Comments:

- There have been many changes in management over the last 5 years. I can truly say that _____ is an exceptional manager. Our dept has made some truly good changes under _____.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- _____ continues to be a wonderful boss and mentor.
- He has the desire and effort to get it right and continuously improve self and culture.
- You could check for clarity in expectations more frequently.
- _____ is friendly to myself and other staff members. I believe he is very knowledgeable in the role of controller. He continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for him to complete work needed from him.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Creates a work environment that fosters positive feedback to employees.	15	3.53	100.0	47%	53%		
29. Creates opportunities for professional development.	15	3.67	100.0	33%	67%		
30. Assigns tasks and responsibilities to develop skills of others.	15	3.33	100.0	67%	33%		
31. Is open to receiving feedback.	15	3.20	86.7	13%	53%	33%	
32. Recognizes and celebrates accomplishments of others.	15	3.40	100.0	60%	40%		
33. Encourages employees through recognition of positive changes in behavior.	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. Creates a work environment that fosters positive feedback to employees.	3.41	3.53	+0.12 ▲
29. Creates opportunities for professional development.	3.59	3.67	+0.08 ▲
30. Assigns tasks and responsibilities to develop skills of others.	3.41	3.33	-0.08 ▼
31. Is open to receiving feedback.	3.18	3.20	+0.02 ▲
32. Recognizes and celebrates accomplishments of others.	3.35	3.40	+0.05 ▲
33. Encourages employees through recognition of positive changes in behavior.	3.18	3.20	+0.02 ▲

Comments:

- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- He encourages individual and professional improvement and provides educational opportunities.
- _____ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.

Strategic Insight

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. Adjusts strategic plans based on insights gathered from different points of view.	15	3.27	93.3	7%	60%	33%	
35. Ensures that the department's goals are strategically aligned with the company's goals.	15	3.00	80.0	20%	60%	20%	
36. Understands how to strategically grow the business and increase customers.	15	3.20	93.3	7%	67%	27%	
37. Develops a plan and strategy for each functional area within the mission statement.	15	3.27	93.3	7%	60%	33%	
38. Pursues strategic alliances with valued partners.	15	3.27	86.7	13%	47%	40%	
39. Maintains knowledge of current trends in the industry.	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. Adjusts strategic plans based on insights gathered from different points of view.	2.88	3.27	+0.38 ▲
35. Ensures that the department's goals are strategically aligned with the company's goals.	3.18	3.00	-0.18 ▼
36. Understands how to strategically grow the business and increase customers.	3.18	3.20	+0.02 ▲
37. Develops a plan and strategy for each functional area within the mission statement.	3.35	3.27	-0.09 ▼
38. Pursues strategic alliances with valued partners.	3.24	3.27	+0.03 ▲
39. Maintains knowledge of current trends in the industry.	3.59	3.13	-0.45 ▼

Comments:

- Positive energy and a team player.
- He knows what his customers needs and seeks to find the best individual to fill those roles.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- He could improve with a take charge attitude.

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?

- Look up collaboration and you'll find _____'s picture beside the word.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- He is open to feedback and actively tries to improve.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.

What do you like best about working with this individual?

- _____ is a great leader and is committed to his role here at [CompanyName]!
- There have been many changes in management over the last 5 years. I can truly say that _____ is an exceptional manager. Our dept has made some truly good changes under _____.
- _____ is a solid performer knows his stuff.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- I respect _____'s focus and hard work to move this work forwards for the good of the organization and our customers, and without his personal efforts this project would not be underway.

What do you like least about working with this individual?

- Our department continues to have a very low loss rate.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- _____ has a strong knowledge base and willingly shares information.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- _____ is excellent at providing positive feedback in the moment while in meetings.
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.

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

- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.
- He has a very engaging style which generates trust and respect.
- He leads by example.
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.

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

- As a manager, _____ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- I love working with his and hope to continue having his as my supervisor!
- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.

Any final comments?

- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- _____ has also attended many off-site events to show his support to department staff.