



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.

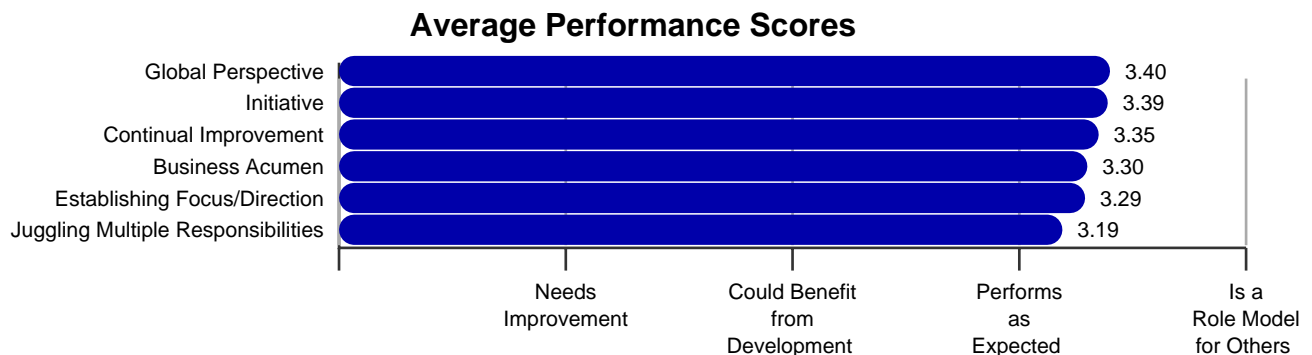
What to Do with Your Feedback

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

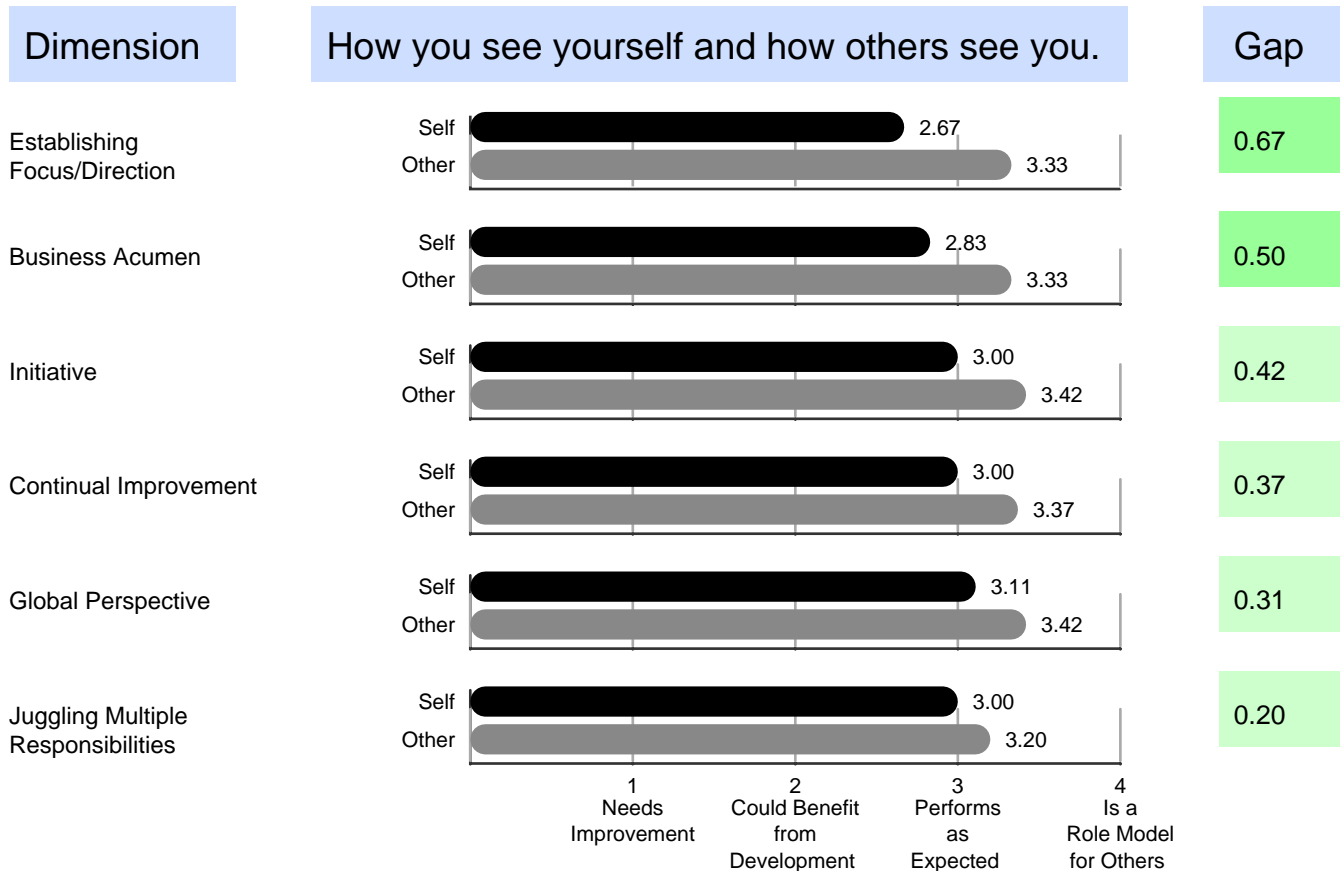
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



Global Perspective

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. Facilitates open communication with individuals from other countries.	15	3.20	93.3	7%	67%		27%
2. Is aware of the culture, behaviors, identities and beliefs of others.	15	3.87	100.0	13%	87%		
3. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	3.33	93.3	7%	53%		40%
4. Able to work with others from different cultures and countries.	15	3.60	93.3	7%	27%	67%	
5. Analyzes global issues/problems that are having a large impact on the Company.	15	3.33	93.3	7%	53%		40%
6. Aligns personal vision with global strategies.	15	3.20	93.3	7%	60%		33%
7. Cooperates with others on a global scale.	15	3.20	86.7	13%	53%		33%
8. Has positive interactions with individuals from different cultures and backgrounds.	15	3.40	93.3	7%	47%		47%
9. Engages in problem solving with individuals outside of the country.	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. Facilitates open communication with individuals from other countries.	3.29	3.20	-0.09 ▼
2. Is aware of the culture, behaviors, identities and beliefs of others.	3.65	3.87	+0.22 ▲
3. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	3.18	3.33	+0.16 ▲
4. Able to work with others from different cultures and countries.	3.41	3.60	+0.19 ▲
5. Analyzes global issues/problems that are having a large impact on the Company.	3.24	3.33	+0.10 ▲
6. Aligns personal vision with global strategies.	3.24	3.20	-0.04 ▼
7. Cooperates with others on a global scale.	3.41	3.20	-0.21 ▼
8. Has positive interactions with individuals from different cultures and backgrounds.	3.24	3.40	+0.16 ▲
9. Engages in problem solving with individuals outside of the country.	3.18	3.47	+0.29 ▲

Comments:

- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
-

___ is very friendly and expresses genuine care for the staff when she is present.

- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.

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. Creates a risk management strategy to meet the business needs of the organization.	15	3.47	93.3	7%	40%	53%	
11. Formulates business strategies for addressing the Company's important needs.	15	3.53	100.0		47%	53%	
12. Assists others in better understanding the company's operations, goals, and strategic challenges.	15	3.27	100.0		73%		27%
13. Creates robust talent development programs through the identification of key skills gaps and future needs ensuring the company is able to meet its mission and vision.	15	3.33	100.0		67%		33%
14. Effectively troubleshoots customer business issues.	15	3.13	86.7	13%	60%		27%
15. Calculates return on investment (ROI) for various business projects.	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. Creates a risk management strategy to meet the business needs of the organization.	3.35	3.47	+0.11 ▲
11. Formulates business strategies for addressing the Company's important needs.	3.47	3.53	+0.06 ▲
12. Assists others in better understanding the company's operations, goals, and strategic challenges.	3.47	3.27	-0.20 ▼
13. Creates robust talent development programs through the identification of key skills gaps and future needs ensuring the company is able to meet its mission and vision.	3.35	3.33	-0.02 ▼
14. Effectively troubleshoots customer business issues.	3.18	3.13	-0.04 ▼
15. Calculates return on investment (ROI) for various business projects.	3.00	3.07	+0.07 ▲

Comments:

- ___ is always working to include staff in a shared decision making processes.
- ___ is an outstanding manager.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- ___ exceeds in above in all she does.
- Confidence, Attitude, Desire to learn.
- She values our feedback and takes our recommendations seriously.

Continual Improvement

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. Open to the suggestions from others.	15	3.40	93.3	7%	47%	47%	
17. Looks for ways to improve work processes and procedures.	15	3.27	93.3	7%	60%		33%
18. Looks for ways to expand current job responsibilities.	14	3.00	92.9	7%	79%		14%
19. Analyzes processes to determine areas for improvement.	15	3.47	100.0		53%		47%
20. Fosters a culture of open communication and continuous improvement.	15	3.40	93.3	7%	47%		47%
21. Looks for ways to expand and learn new job skills.	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. Open to the suggestions from others.	3.65	3.40	-0.25 ▼
17. Looks for ways to improve work processes and procedures.	3.47	3.27	-0.20 ▼
18. Looks for ways to expand current job responsibilities.	3.12	3.00	-0.12 ▼
19. Analyzes processes to determine areas for improvement.	3.59	3.47	-0.12 ▼
20. Fosters a culture of open communication and continuous improvement.	3.29	3.40	+0.11 ▲
21. Looks for ways to expand and learn new job skills.	3.35	3.53	+0.18 ▲

Comments:

- ___ is committed to our organization and leads by example.
- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- ___ has made some excellent hiring decisions this past year. I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.

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
22. Translates strategic goals into actionable steps for individuals and teams.	15	3.00	80.0	20%	60%		20%
23. Breaks down larger tasks into smaller ones to help employees maintain focus.	15	2.87	80.0	20%	73%		7%
24. Redirects efforts when team members drift from core objectives or timelines.	15	3.47	100.0		53%		47%
25. Ensures that each team member is assigned some part of the project.	15	3.67	100.0		33%		67%
26. Analyzes internal and external factors to identify challenges and potential advantages for the department.	15	3.40	93.3	7%	47%		47%
27. Maintains self-control when personally criticized.	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. Translates strategic goals into actionable steps for individuals and teams.	3.00	3.00	
23. Breaks down larger tasks into smaller ones to help employees maintain focus.	2.88	2.87	-0.02 ▼
24. Redirects efforts when team members drift from core objectives or timelines.	3.00	3.47	+0.47 ▲
25. Ensures that each team member is assigned some part of the project.	3.76	3.67	-0.10 ▼
26. Analyzes internal and external factors to identify challenges and potential advantages for the department.	3.53	3.40	-0.13 ▼
27. Maintains self-control when personally criticized.	3.12	3.33	+0.22 ▲

Comments:

- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- She is very effective and she has learned so much about our product.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- ___ is an amazing manager. She genuinely cares about her staff.

Initiative

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. Acts with urgency when time is of the essence.	15	3.53	100.0	47%	53%		
29. Acts independently to solve pressing needs.	15	3.67	100.0	33%	67%		
30. Initiates the development of new products.	15	3.33	100.0	67%	33%		
31. Acts quickly to address any issues or problems.	15	3.20	86.7	13%	53%	33%	
32. Takes the initiative to solve pressing issues.	15	3.40	100.0	60%	40%		
33. Champions projects that directly support strategic goals or KPIs.	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. Acts with urgency when time is of the essence.	3.41	3.53	+0.12 ▲
29. Acts independently to solve pressing needs.	3.59	3.67	+0.08 ▲
30. Initiates the development of new products.	3.41	3.33	-0.08 ▼
31. Acts quickly to address any issues or problems.	3.18	3.20	+0.02 ▲
32. Takes the initiative to solve pressing issues.	3.35	3.40	+0.05 ▲
33. Champions projects that directly support strategic goals or KPIs.	3.18	3.20	+0.02 ▲

Comments:

- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- ___ is a great leader and supports her staff.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- ___ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.
- Her communication techniques are clear and to the point which is very much appreciated.

Juggling Multiple Responsibilities

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. Is aware of the deadlines for specific tasks/assignments.	15	3.27	93.3	7%	60%	33%	
35. Plans and organizes continuously while performing all other responsibilities and activities.	15	3.00	80.0	20%	60%	20%	
36. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.20	93.3	7%	67%	27%	
37. Spends the most time and effort on critical tasks first.	15	3.27	93.3	7%	60%	33%	
38. Assesses current capabilities before committing to new requests from customers.	15	3.27	86.7	13%	47%	40%	
39. Keeps track of multiple assignments and deadlines.	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. Is aware of the deadlines for specific tasks/assignments.	2.88	3.27	+0.38 ▲
35. Plans and organizes continuously while performing all other responsibilities and activities.	3.18	3.00	-0.18 ▼
36. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	3.18	3.20	+0.02 ▲
37. Spends the most time and effort on critical tasks first.	3.35	3.27	-0.09 ▼
38. Assesses current capabilities before committing to new requests from customers.	3.24	3.27	+0.03 ▲
39. Keeps track of multiple assignments and deadlines.	3.59	3.13	-0.45 ▼

Comments:

- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- Always available to give us what we need to succeed.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- She knows what her customers needs and seeks to find the best individual to fill those roles.

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?

- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken hold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- She would benefit from soliciting more feedback and pushing others to do more.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- ___ exemplifies all of these qualities.

What do you like best about working with this individual?

- I value ___'s advice and support as we realigned my department a few times this year.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- Loyalty. Willingness to get it right.

What do you like least about working with this individual?

- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- Don't know where we would be without her.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- While encouraging folks to continue with their education, she is also continuing with her education.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.

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

- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- I appreciate her commitment in this area.
- ___ has improved with her follow-up assignments from meetings.
- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.

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

- She is always available to listen, lend a hand, or guide the staff when needed.
- She knows her material and obviously loves the continued learning that defines best practices.
- ___ is determined to help make [CompanyName] successful.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- Ready to tackle any given problem and help others finish 1st
- Sometimes difficult to understand what is being asked. Provide more clarity.

Any final comments?

- ___ works very well with other departments.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- She is very responsive when asked for input or her assistance is requested.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- I think she is an asset to the department.