



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

January 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.

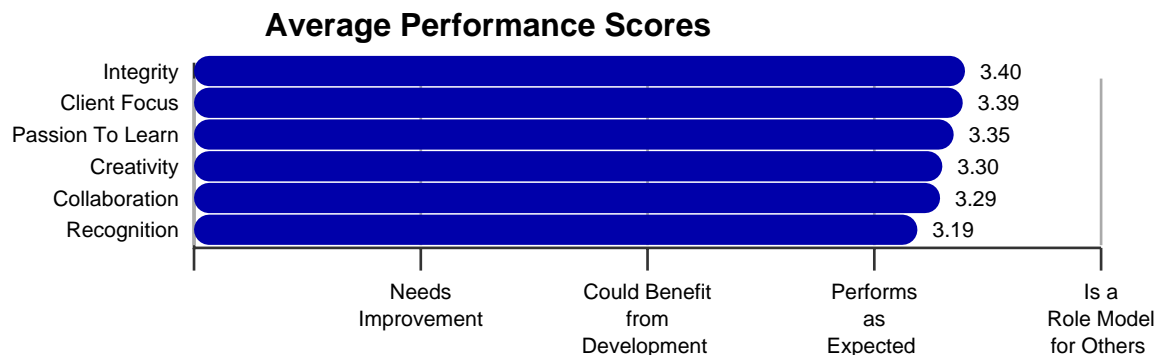
## What to Do with Your Feedback

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.



## Integrity

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs 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. Fosters a high standard of ethics and integrity.	15	3.20	93.3	7%	67%		27%
2. Does what was promised.	15	3.87	100.0	13%	87%		
3. Demonstrates honesty and truthfulness at all times.	15	3.33	93.3	7%	53%		40%
4. Follows tasks to completion.	15	3.60	93.3	7%	27%	67%	
5. Maintains strong relationships with others.	15	3.33	93.3	7%	53%		40%
6. Demonstrates sincerity in actions with others.	15	3.20	93.3	7%	60%		33%
7. Establishes relationships of trust, honesty, fairness, and integrity.	15	3.20	86.7	13%	53%		33%
8. Accepts responsibility for mistakes.	15	3.40	93.3	7%	47%		47%
9. Develops trust and confidence from others.	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	2023	2024	Change
1. Fosters a high standard of ethics and integrity.	3.29	3.20	-0.09 ▼
2. Does what was promised.	3.65	3.87	+0.22 ▲
3. Demonstrates honesty and truthfulness at all times.	3.18	3.33	+0.16 ▲
4. Follows tasks to completion.	3.41	3.60	+0.19 ▲
5. Maintains strong relationships with others.	3.24	3.33	+0.10 ▲
6. Demonstrates sincerity in actions with others.	3.24	3.20	-0.04 ▼
7. Establishes relationships of trust, honesty, fairness, and integrity.	3.41	3.20	-0.21 ▼
8. Accepts responsibility for mistakes.	3.24	3.40	+0.16 ▲
9. Develops trust and confidence from others.	3.18	3.47	+0.29 ▲

### Comments:

- \_\_\_\_\_ has done a great job of continuing to grow and refine the service lines.
- I think \_\_\_\_\_ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- From my perspective, \_\_\_\_\_ is a very effective leader. I have seen \_\_\_\_\_ provide good leadership for his staff allowing them to use and develop their skills further and giving them confidence to do even more. \_\_\_\_\_ is always open and is a great collaborator.
- He lets us develop our own style and inspires us to do our best.
-

He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.

- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.

## Creativity

### 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. Adds value to the department/organization.	15	3.47	93.3	7%	40%	53%	
11. Creates a lot of new ideas.	15	3.53	100.0		47%	53%	
12. Inspires creativity in their team.	15	3.27	100.0		73%	27%	
13. Conceives, implements and evaluates ideas.	15	3.33	100.0		67%	33%	
14. Is creative and inspirational.	15	3.13	86.7	13%	60%	27%	
15. Is creative.	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	2023	2024	Change
10. Adds value to the department/organization.	3.35	3.47	+0.11 ▲
11. Creates a lot of new ideas.	3.47	3.53	+0.06 ▲
12. Inspires creativity in their team.	3.47	3.27	-0.20 ▼
13. Conceives, implements and evaluates ideas.	3.35	3.33	-0.02 ▼
14. Is creative and inspirational.	3.18	3.13	-0.04 ▼
15. Is creative.	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_\_\_'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- Strive for excellence. Willing to learn. Implement advice from others.
- \_\_\_\_\_ fully updates the unit and staff on needed information. His direction and focus are well explained.
- \_\_\_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- When \_\_\_\_\_ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. \_\_\_\_\_ is an engaged Leader.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.

## Passion To Learn

### 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. Holds self and associates accountable for goal achievement.	15	3.40	93.3	7%	47%	47%	
17. Creates an environment that supports personal development and exploration.	15	3.27	93.3	7%	60%	33%	
18. Takes advantage of training opportunities when they arise.	14	3.00	92.9	7%	79%	14%	
19. Is committed to enhancing their own knowledge and skills.	15	3.47	100.0		53%	47%	
20. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.40	93.3	7%	47%	47%	
21. Inspires others to learn new things.	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	2023	2024	Change
16. Holds self and associates accountable for goal achievement.	3.65	3.40	-0.25 ▼
17. Creates an environment that supports personal development and exploration.	3.47	3.27	-0.20 ▼
18. Takes advantage of training opportunities when they arise.	3.12	3.00	-0.12 ▼
19. Is committed to enhancing their own knowledge and skills.	3.59	3.47	-0.12 ▼
20. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.29	3.40	+0.11 ▲
21. Inspires others to learn new things.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do \_\_\_\_\_, your the best.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- \_\_\_\_\_ has been in a challenging role this past year with a lot of change and transitions.
- As I have indicated above, \_\_\_\_\_ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate \_\_\_\_\_'s engagement since last month and I am hopeful that he will grow in his leadership role.

## Collaboration

### 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. Listens and attends to the ideas from others.	15	3.00	80.0	20%	60%		20%
23. Values others in decision making.	15	2.87	80.0	20%	73%		7%
24. Guides team members to reconcile their differences and collaborate effectively.	15	3.47	100.0		53%		47%
25. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	15	3.67	100.0		33%		67%
26. Works with others to manage conflicts using a constructive approach.	15	3.40	93.3	7%	47%		47%
27. Is open to unique and creative ideas 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	2023	2024	Change
22. Listens and attends to the ideas from others.	3.00	3.00	
23. Values others in decision making.	2.88	2.87	-0.02 ▼
24. Guides team members to reconcile their differences and collaborate effectively.	3.00	3.47	+0.47 ▲
25. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	3.76	3.67	-0.10 ▼
26. Works with others to manage conflicts using a constructive approach.	3.53	3.40	-0.13 ▼
27. Is open to unique and creative ideas from others.	3.12	3.33	+0.22 ▲

#### Comments:

- \_\_\_\_\_ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad \_\_\_\_\_ has joined the team.
- He consistently helps us in problem solving a variety of issues.
- He sets a good example for personal growth.
- He knows his subject matter!
- \_\_\_\_\_ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.



## Client Focus

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs 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. Anticipates potential obstacles to meeting client needs.	15	3.53	100.0	47%	53%		
29. Manages client accounts with high degree of competence.	15	3.67	100.0	33%	67%		
30. Effectively troubleshoots client issues.	15	3.33	100.0	67%	33%		
31. Creates documents that meet the client's specifications.	15	3.20	86.7	13%	53%	33%	
32. Responds to the needs of the client.	15	3.40	100.0	60%	40%		
33. Ensures client commitments and requirements are met or exceeded	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	2023	2024	Change
28. Anticipates potential obstacles to meeting client needs.	3.41	3.53	+0.12 ▲
29. Manages client accounts with high degree of competence.	3.59	3.67	+0.08 ▲
30. Effectively troubleshoots client issues.	3.41	3.33	-0.08 ▼
31. Creates documents that meet the client's specifications.	3.18	3.20	+0.02 ▲
32. Responds to the needs of the client.	3.35	3.40	+0.05 ▲
33. Ensures client commitments and requirements are met or exceeded	3.18	3.20	+0.02 ▲

#### Comments:

- Detail oriented
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- \_\_\_\_\_ has been eager to learn his new position and is transitioning well.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- I am always impressed by \_\_\_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.

## Recognition

### 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. Makes people around them feel appreciated and valued.	15	3.27	93.3	7%	60%	33%	
35. Says "thank you" to show appreciation for work of others.	15	3.00	80.0	20%	60%	20%	
36. Compliments other people when they do good work	15	3.20	93.3	7%	67%	27%	
37. Is sincerely interested in the suggestions of co-workers	15	3.27	93.3	7%	60%	33%	
38. Recognizes individuals for a specific outstanding achievement.	15	3.27	86.7	13%	47%	40%	
39. Recognizes the abilities and skills of self and others	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	2023	2024	Change
34. Makes people around them feel appreciated and valued.	2.88	3.27	+0.38 ▲
35. Says "thank you" to show appreciation for work of others.	3.18	3.00	-0.18 ▼
36. Compliments other people when they do good work	3.18	3.20	+0.02 ▲
37. Is sincerely interested in the suggestions of co-workers	3.35	3.27	-0.09 ▼
38. Recognizes individuals for a specific outstanding achievement.	3.24	3.27	+0.03 ▲
39. Recognizes the abilities and skills of self and others	3.59	3.13	-0.45 ▼

#### Comments:

- He is quick to remind others, when needed why we are really here.
- \_\_\_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- \_\_\_\_\_ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- Don't know where we would be without him.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- He knows his subject matter!

## 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 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.
- he has patience.
- \_\_\_\_\_ is respected by the team and they openly seek out his advise or opinion.
- Job performance is excellent. Lucky to have \_\_\_\_\_ on our team.
- \_\_\_\_\_ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but \_\_\_\_\_ has confidence that the work will be done well.
- \_\_\_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to him.

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

- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- \_\_\_\_\_ has done tremendous work this past year in the Finance team.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- \_\_\_\_\_ is a great manager. Very supportive of his staff.
- \_\_\_\_\_ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.

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

- \_\_\_\_\_ routinely goes out of his way to make work a more engaging experience.
- I have enjoyed working with \_\_\_\_\_ and will miss his support and direction.
- Great to have you on the team!
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- He is respectful of the people he works with regardless of the level in the organization.

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

- \_\_\_\_\_ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate \_\_\_\_\_ !
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- \_\_\_\_\_ has been a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- Have persistence and tenacity

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

- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- \_\_\_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- I truly appreciate \_\_\_\_\_'s knowledge, his professionalism, and his reliability.
- I really appreciate him as a member of the team.
- \_\_\_\_\_ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.

### Any final comments?

- \_\_\_\_\_ does a great job at demonstrating the value of his team to the organization.
- 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 wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- Closes off discussions with action plans.
- Improvement should come over time. There is potential which is present.
- \_\_\_\_\_ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.