



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.

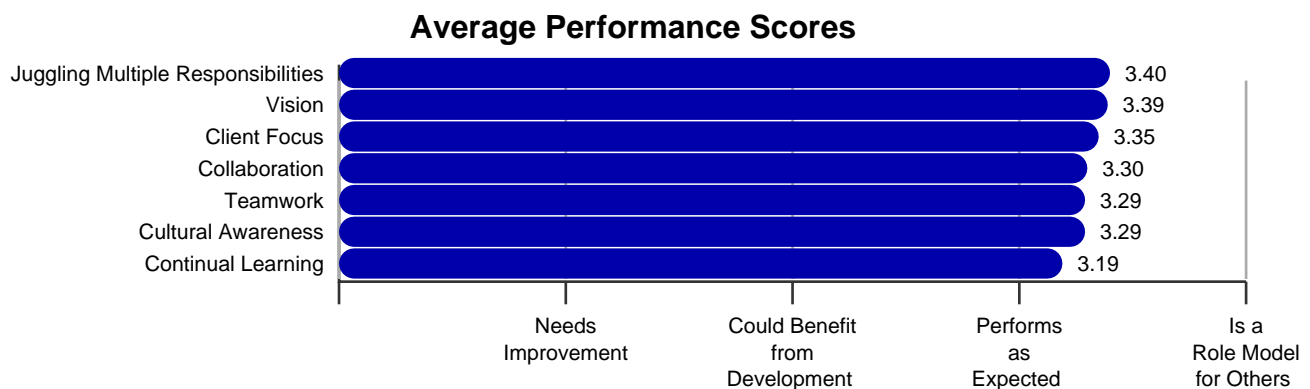
What to Do with Your Feedback

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 7 major dimensions of leadership.

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



Gap Analysis

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



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
1. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.20	93.3	7%	67%		27%
2. Completes multiple tasks simultaneously.	15	3.87	100.0	13%	87%		
3. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	3.33	93.3	7%	53%		40%
4. Begins tasks as soon as possible.	15	3.60	93.3	7%	27%	67%	
5. Assesses current capabilities before committing to new requests from customers.	15	3.33	93.3	7%	53%		40%
6. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.20	93.3	7%	60%		33%
7. Determines which tasks are critical and which tasks are optional.	15	3.20	86.7	13%	53%		33%
8. Can multitask while performing all of their other responsibilities and activities.	15	3.40	93.3	7%	47%		47%
9. Coordinates the work of a team by assigning tasks to other team members.	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. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.29	3.20	-0.09 ▼
2. Completes multiple tasks simultaneously.	3.65	3.87	+0.22 ▲
3. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	3.18	3.33	+0.16 ▲
4. Begins tasks as soon as possible.	3.41	3.60	+0.19 ▲
5. Assesses current capabilities before committing to new requests from customers.	3.24	3.33	+0.10 ▲
6. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.24	3.20	-0.04 ▼
7. Determines which tasks are critical and which tasks are optional.	3.41	3.20	-0.21 ▼
8. Can multitask while performing all of their other responsibilities and activities.	3.24	3.40	+0.16 ▲
9. Coordinates the work of a team by assigning tasks to other team members.	3.18	3.47	+0.29 ▲

Comments:

- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help him and give his support, he will be a strong leader. We would love to help him!
- He has integrity, dependability, and a desire to constantly improve.

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
10. Is a dependable partner in the group.	15	3.47	93.3	7%	40%	53%	
11. Defines shared goals with the committee members.	15	3.53	100.0		47%	53%	
12. Ensures that all members are aligned and motivated, contributing to a cohesive and productive team dynamic.	15	3.27	100.0		73%		27%
13. Works with others to manage conflicts using a constructive approach.	15	3.33	100.0		67%		33%
14. Is a trustworthy and credible partner.	15	3.13	86.7	13%	60%		27%
15. Participates in collaborative/team decision-making.	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. Is a dependable partner in the group.	3.35	3.47	+0.11 ▲
11. Defines shared goals with the committee members.	3.47	3.53	+0.06 ▲
12. Ensures that all members are aligned and motivated, contributing to a cohesive and productive team dynamic.	3.47	3.27	-0.20 ▼
13. Works with others to manage conflicts using a constructive approach.	3.35	3.33	-0.02 ▼
14. Is a trustworthy and credible partner.	3.18	3.13	-0.04 ▼
15. Participates in collaborative/team decision-making.	3.00	3.07	+0.07 ▲

Comments:

- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.
- _____ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.

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
16. Is focused on improving client services.	15	3.40	93.3	7%	47%	47%	
17. Is competent in handling difficult clients.	15	3.27	93.3	7%	60%	33%	
18. Is available to respond to client needs.	14	3.00	92.9	7%	79%	14%	
19. Understands what resources are needed to meet client needs.	15	3.47	100.0		53%	47%	
20. Uses feedback from the client to help improve the client's experience.	15	3.40	93.3	7%	47%	47%	
21. Adapts to changes proposed by the client.	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. Is focused on improving client services.	3.65	3.40	-0.25 ▼
17. Is competent in handling difficult clients.	3.47	3.27	-0.20 ▼
18. Is available to respond to client needs.	3.12	3.00	-0.12 ▼
19. Understands what resources are needed to meet client needs.	3.59	3.47	-0.12 ▼
20. Uses feedback from the client to help improve the client's experience.	3.29	3.40	+0.11 ▲
21. Adapts to changes proposed by the client.	3.35	3.53	+0.18 ▲

Comments:

- _____ has excellent communication skills.
- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- 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.
- Expectations are not always clearly communicated/outlined.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.

Teamwork

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. Facilitates good rapport between team members.	15	3.00	80.0	20%	60%		20%
23. Committed to the successful completion of team goals.	15	2.87	80.0	20%	73%		7%
24. Adjusts to changes in the composition of the team.	15	3.47	100.0		53%		47%
25. Able to work closely other team members who are considered to be difficult to work with.	15	3.67	100.0		33%		67%
26. Helps other team members to research solutions to a problem.	15	3.40	93.3	7%	47%		47%
27. Promotes open communication on the team.	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. Facilitates good rapport between team members.	3.00	3.00	
23. Committed to the successful completion of team goals.	2.88	2.87	-0.02 ▼
24. Adjusts to changes in the composition of the team.	3.00	3.47	+0.47 ▲
25. Able to work closely other team members who are considered to be difficult to work with.	3.76	3.67	-0.10 ▼
26. Helps other team members to research solutions to a problem.	3.53	3.40	-0.13 ▼
27. Promotes open communication on the team.	3.12	3.33	+0.22 ▲

Comments:

- He is showing more comfort in providing and receiving critical feedback.
- He makes me feel like an important and valued team member.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- He has created a highly engaged team and manages a diverse group of individuals very well.
- Overall I think he does a great job and he is very approachable.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.

Vision

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. Encourages cross-functional collaboration to break silos and accelerate vision execution.	15	3.53	100.0	47%	53%		
29. Creates a vision that adds value to the organization.	15	3.67	100.0	33%	67%		
30. Builds a strategic vision by analyzing the company's current position and the market environment, identifying strengths, weaknesses, opportunities, and threats.	15	3.33	100.0	67%	33%		
31. Establishes a timeline for attainment of the organization's vision.	15	3.20	86.7	13%	53%	33%	
32. Guides employees to prioritize crucial components of the vision.	15	3.40	100.0	60%	40%		
33. Articulates a vision for the department that is aligned with the division/company's vision.	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. Encourages cross-functional collaboration to break silos and accelerate vision execution.	3.41	3.53	+0.12 ▲
29. Creates a vision that adds value to the organization.	3.59	3.67	+0.08 ▲
30. Builds a strategic vision by analyzing the company's current position and the market environment, identifying strengths, weaknesses, opportunities, and threats.	3.41	3.33	-0.08 ▼
31. Establishes a timeline for attainment of the organization's vision.	3.18	3.20	+0.02 ▲
32. Guides employees to prioritize crucial components of the vision.	3.35	3.40	+0.05 ▲
33. Articulates a vision for the department that is aligned with the division/company's vision.	3.18	3.20	+0.02 ▲

Comments:

- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- Loyalty. Willingness to get it right.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- _____ is an outstanding manager.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- _____ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.

Continual Learning

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. Grasps new ideas, concepts, technical, or business knowledge.	15	3.27	93.3	7%	60%	33%	
35. Takes the initiative to learn new skills.	15	3.00	80.0	20%	60%	20%	
36. Sets relevant learning objectives and goals.	15	3.20	93.3	7%	67%	27%	
37. Pursues learning that will enhance job performance.	15	3.27	93.3	7%	60%	33%	
38. Pursues professional development opportunities when they arise.	15	3.27	86.7	13%	47%	40%	
39. Participates in regular training offered.	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. Grasps new ideas, concepts, technical, or business knowledge.	2.88	3.27	+0.38 ▲
35. Takes the initiative to learn new skills.	3.18	3.00	-0.18 ▼
36. Sets relevant learning objectives and goals.	3.18	3.20	+0.02 ▲
37. Pursues learning that will enhance job performance.	3.35	3.27	-0.09 ▼
38. Pursues professional development opportunities when they arise.	3.24	3.27	+0.03 ▲
39. Participates in regular training offered.	3.59	3.13	-0.45 ▼

Comments:

- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- _____ is a outstanding manager.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- I am impressed with his commitment to task and job knowledge.
- Isn't afraid to ask the tough questions to get people to think outside of their box.

Cultural Awareness

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Develops skills and attitudes to bridge cultural differences.	15	3.40	93.3	7%	47%	47%	
41. Values the opinions of diverse groups and individual.	15	3.33	93.3	7%	53%	40%	
42. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.33	93.3	7%	53%	40%	
43. Participates in or facilitates cultural sensitivity training for self and team.	15	3.13	86.7	13%	60%	27%	
44. Advocates for equitable treatment of all employees, regardless of cultural background.	15	3.00	86.7	13%	73%	13%	
45. Aware of their own cultural views.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
40. Develops skills and attitudes to bridge cultural differences.	3.29	3.40	+0.11 ▲
41. Values the opinions of diverse groups and individual.	3.29	3.33	+0.04 ▲
42. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.41	3.33	-0.08 ▼
43. Participates in or facilitates cultural sensitivity training for self and team.	3.35	3.13	-0.22 ▼
44. Advocates for equitable treatment of all employees, regardless of cultural background.	3.18	3.00	-0.18 ▼
45. Aware of their own cultural views.	3.35	3.53	+0.18 ▲

Comments:

- I value and appreciate _____ very much.
- He is beginning to reach out to the other managers more, and it is appreciated.
- _____ is a very solid manager who meets or exceeds expectations of his role.
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- I think _____ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.
- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.

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?

- _____ does a great job at demonstrating the value of his team to the organization.
- 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.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- _____ routinely goes out of his way to make work a more engaging experience.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- _____ knows his team very well and is gaining the same knowledge in regards to his team

What do you like best about working with this individual?

- I believe I need to give him a chance to get into his position.
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- Before _____ came into the position it seemed that the department was a dump.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.

What do you like least about working with this individual?

- _____ is determined to help make [CompanyName] successful.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- Is viewed by many as a strong organizational resource.
- He is a great mentor and coach. I look forward to working with _____ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- He values our feedback and takes our recommendations seriously.

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

- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- 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 with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- _____ is highly professional and amazingly skilled at both critical thinking and detail management.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.

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

- _____ makes great hiring choices. he is clear on what needs to be done.
- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- He always involves others in decisions ensuring a well rounded approach.
- He's a good and reliable team member.
- _____ is a very effective leader and a role model for other leaders.
- _____'s job performance exceeds all the elements.

Any final comments?

- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- He is an outstanding manager.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.