



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

February 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.

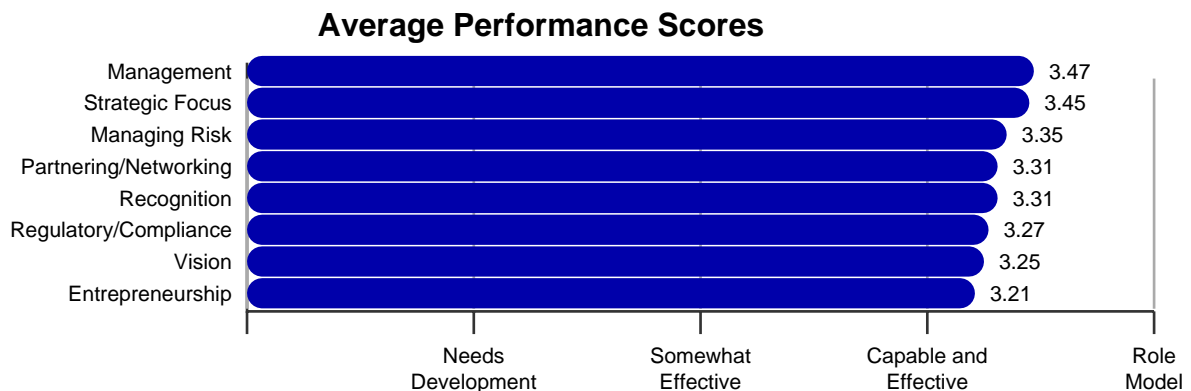
## What to Do with Your Feedback

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

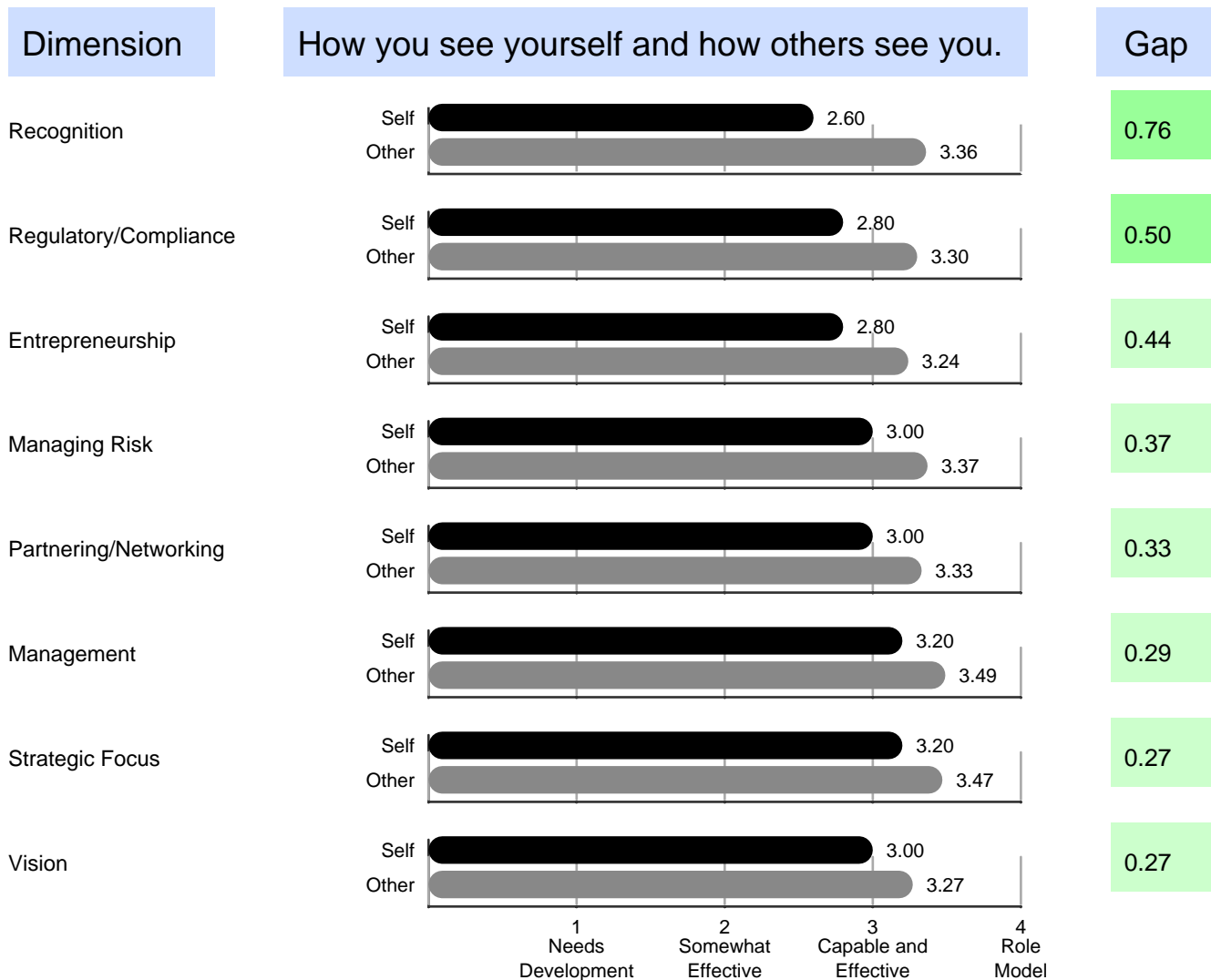
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



# 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Takes responsibility for things that go wrong	15	3.20	93.3	7%	67%		27%
2. Sets an example for others to follow	15	3.87	100.0	13%	87%		
3. Is ready to offer help	15	3.33	93.3	7%	53%		40%
4. Keep staff informed about what is happening in the company	15	3.60	93.3	7%	27%	67%	
5. Makes you feel enthusiastic about your work	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
1. Takes responsibility for things that go wrong	3.29	3.20	-0.09 ▼
2. Sets an example for others to follow	3.65	3.87	+0.22 ▲
3. Is ready to offer help	3.18	3.33	+0.16 ▲
4. Keep staff informed about what is happening in the company	3.41	3.60	+0.19 ▲
5. Makes you feel enthusiastic about your work	3.24	3.33	+0.10 ▲

## Comments:

- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- \_\_\_ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- \_\_\_ is fully engaged in her unit. She took on the position and jumped in with both feet.
- \_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- She seems to be well respected from members of her own team as well.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Works effectively to mitigate risks.	15	3.20	93.3	7%	60%	33%	
7. Seeks to add value to the company by embracing risk.	15	3.20	86.7	13%	53%	33%	
8. Is concerned about process safety management.	15	3.40	93.3	7%	47%	47%	
9. Fosters an awareness and a shared responsibility for managing risk at all levels of the Company.	15	3.47	93.3	7%	40%	53%	
10. Determines the impact of specific risks on marketplace.	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
6. Works effectively to mitigate risks.	3.24	3.20	-0.04 ▼
7. Seeks to add value to the company by embracing risk.	3.41	3.20	-0.21 ▼
8. Is concerned about process safety management.	3.24	3.40	+0.16 ▲
9. Fosters an awareness and a shared responsibility for managing risk at all levels of the Company.	3.18	3.47	+0.29 ▲
10. Determines the impact of specific risks on marketplace.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- \_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- \_\_\_ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- Does excellent job, always.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- Appreciate \_\_\_'s willingness to participate on leadership in expanding research activity.

## Regulatory/Compliance

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Coordinates internal and external audit procedures.	15	3.53	100.0	47%	53%		
12. Keeps detailed records of compliance measures.	15	3.27	100.0	73%	27%		
13. Coordinates with legal counsel in conducting audits of legal compliance.	15	3.33	100.0	67%	33%		
14. Creates and maintains necessary regulatory documentation.	15	3.13	86.7	13%	60%	27%	
15. Offers training on various subjects to help ensure employees are aware of regulations.	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
11. Coordinates internal and external audit procedures.	3.47	3.53	+0.06 ▲
12. Keeps detailed records of compliance measures.	3.47	3.27	-0.20 ▼
13. Coordinates with legal counsel in conducting audits of legal compliance.	3.35	3.33	-0.02 ▼
14. Creates and maintains necessary regulatory documentation.	3.18	3.13	-0.04 ▼
15. Offers training on various subjects to help ensure employees are aware of regulations.	3.00	3.07	+0.07 ▲

### Comments:

- Demonstrates a focus on the business goals through task prioritization.
- I really enjoy her mentorship.
- Confidence, Attitude, Desire to learn.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- I think \_\_\_ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when \_\_\_ took over and I feel \_\_\_ has risen to the occasion and handled herself well.
- \_\_\_ is a tremendous leader in our organization.

## Partnering/Networking

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Creates a shared knowledge base or resource center accessible to all partners.	15	3.40	93.3	7%	47%	47%	
17. Partners with other organizations to develop new technologies and processes.	15	3.27	93.3	7%	60%	33%	
18. Plans and engages resources to the partnership effort while monitoring and evaluating progress and achievements.	14	3.00	92.9	7%	79%	14%	
19. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	3.47	100.0		53%	47%	
20. Engages in continuous dialogue through regular meetings or virtual meetups.	15	3.40	93.3	7%	47%	47%	

### 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. Creates a shared knowledge base or resource center accessible to all partners.	3.65	3.40	-0.25 ▼
17. Partners with other organizations to develop new technologies and processes.	3.47	3.27	-0.20 ▼
18. Plans and engages resources to the partnership effort while monitoring and evaluating progress and achievements.	3.12	3.00	-0.12 ▼
19. Forges mutually beneficial relationships between individuals with diverse backgrounds.	3.59	3.47	-0.12 ▼
20. Engages in continuous dialogue through regular meetings or virtual meetups.	3.29	3.40	+0.11 ▲

#### Comments:

- Thoroughness, accuracy, professionalism.
- She is such a model for leaders throughout our organization.
- \_\_\_ is very responsive and provides great support service.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- She works diligently with our supplier to ensure the inventory is cost effective.
- She offers up ideas of how I could have handled something differently in a constructive manner.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Compliments other people when they do good work	15	3.53	100.0	47%	53%		
22. Recognizes the abilities and skills of self and others	15	3.00	80.0	20%	60%	20%	
23. Is sincerely interested in the suggestions of co-workers	15	2.87	80.0	20%	73%	7%	
24. Recognizes individuals for a specific outstanding achievement.	15	3.47	100.0	53%	47%		
25. Readily shares credit and gives others opportunity for visibility.	15	3.67	100.0	33%	67%		

### 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
21. Compliments other people when they do good work	3.35	3.53	+0.18 ▲
22. Recognizes the abilities and skills of self and others	3.00	3.00	
23. Is sincerely interested in the suggestions of co-workers	2.88	2.87	-0.02 ▼
24. Recognizes individuals for a specific outstanding achievement.	3.00	3.47	+0.47 ▲
25. Readily shares credit and gives others opportunity for visibility.	3.76	3.67	-0.10 ▼

### Comments:

- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- She could benefit from becoming more comfortable challenging others.
- 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.
- \_\_\_ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- \_\_\_ is committed to our organization and leads by example.
- \_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!



## Strategic 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Creates deadlines for various components of the strategy.	15	3.40	93.3	7%	47%	47%	
27. Understands & contributes to development of strategic goals.	15	3.33	93.3	7%	53%	40%	
28. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	3.53	100.0		47%	53%	
29. Supports changes being recommended from senior management.	15	3.67	100.0		33%	67%	
30. Makes strategic decisions that take into account a dynamic situation.	15	3.33	100.0		67%	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
26. Creates deadlines for various components of the strategy.	3.53	3.40	-0.13 ▼
27. Understands & contributes to development of strategic goals.	3.12	3.33	+0.22 ▲
28. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.41	3.53	+0.12 ▲
29. Supports changes being recommended from senior management.	3.59	3.67	+0.08 ▲
30. Makes strategic decisions that take into account a dynamic situation.	3.41	3.33	-0.08 ▼

### Comments:

- I think \_\_\_ works really hard to engage with everyone of us.
- I sit back and listen to \_\_\_'s approach and communication skills and love to glean things from her.
- \_\_\_ not only values and listens to her staff she also gives them the support they need.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- I enjoy working with \_\_\_; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- She has been and is a mentor for me.

## Entrepreneurship

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Encourages dynamic growth opportunities.	15	3.20	86.7	13%	53%	33%	
32. Understands the processes and various stages of business development.	15	3.40	100.0		60%	40%	
33. Seeks and utilizes mentors to help guide professional development.	15	3.20	86.7	13%	53%	33%	
34. Exhibits determination and passion in completion of goals.	15	3.27	93.3	7%	60%	33%	
35. Can work effectively in an environment of uncertainty.	15	3.00	80.0	20%	60%	20%	

### 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
31. Encourages dynamic growth opportunities.	3.18	3.20	+0.02 ▲
32. Understands the processes and various stages of business development.	3.35	3.40	+0.05 ▲
33. Seeks and utilizes mentors to help guide professional development.	3.18	3.20	+0.02 ▲
34. Exhibits determination and passion in completion of goals.	2.88	3.27	+0.38 ▲
35. Can work effectively in an environment of uncertainty.	3.18	3.00	-0.18 ▼

### Comments:

- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- Overall, \_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- \_\_\_ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect \_\_\_ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- \_\_\_ is a great team member who cares about her team, the quality of her work, and the organization.
- Very much appreciate \_\_\_'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Provides staff with the necessary resources, authority, and support to effectively implement and achieve the organization's vision.	15	3.20	93.3	7%	67%	27%	
37. Creates a workplace culture that reflects the organizational vision.	15	3.27	93.3	7%	60%	33%	
38. Develops and executes a strategic vision for the organization.	15	3.27	86.7	13%	47%	40%	
39. Develops an inspiring and ambitious vision for the organization's future.	15	3.13	86.7	13%	60%	27%	
40. Charts a bold course for the department's rapid evolution and expansion.	15	3.40	93.3	7%	47%	47%	

### 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
36. Provides staff with the necessary resources, authority, and support to effectively implement and achieve the organization's vision.	3.18	3.20	+0.02 ▲
37. Creates a workplace culture that reflects the organizational vision.	3.35	3.27	-0.09 ▼
38. Develops and executes a strategic vision for the organization.	3.24	3.27	+0.03 ▲
39. Develops an inspiring and ambitious vision for the organization's future.	3.59	3.13	-0.45 ▼
40. Charts a bold course for the department's rapid evolution and expansion.	3.29	3.40	+0.11 ▲

### Comments:

- Need to continue to engage staff in team development and role clarification.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way \_\_\_ can.
- I have participated in multiple interviews with \_\_\_ and she is always clear that the individual selected be one with the right talents- not just skills.
- \_\_\_ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- \_\_\_ is an extremely competent leader and I am enjoying learning by her example.

## 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 appreciate her dedication to the department employees.
- Thoroughness, accuracy, professionalism.
- She had done amazingly well considering all of the global threats to the product line.
- Strive for excellence. Willing to learn. Implement advice from others.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.

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

- She works diligently with our supplier to ensure the inventory is cost effective.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- \_\_\_ always presents herself in the most professional manner.
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- Overall I think she does a great job and she is very approachable.
- Has the experience needed.

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

- \_\_\_ addresses questions/concerns quickly and listens to staffs' needs.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- She would benefit from soliciting more feedback and pushing others to do more.
- \_\_\_ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- \_\_\_ 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 strengths?

- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- \_\_\_ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- She is very supportive and easily approachable.
- \_\_\_ is a knowledgeable professional committed to improvement and quality. \_\_\_ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team

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

- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- I am always impressed by \_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.
- \_\_\_ continually is analyzing our current states and identifying areas that we can improve.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- \_\_\_ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- \_\_\_ is an amazing manager. She genuinely cares about her staff.

### Any final comments?

- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- \_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- \_\_\_ continually devotes her attention to opportunities for process improvement and professional growth.
- Our organization is a better place because of her and her future focus.
- \_\_\_ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.