



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

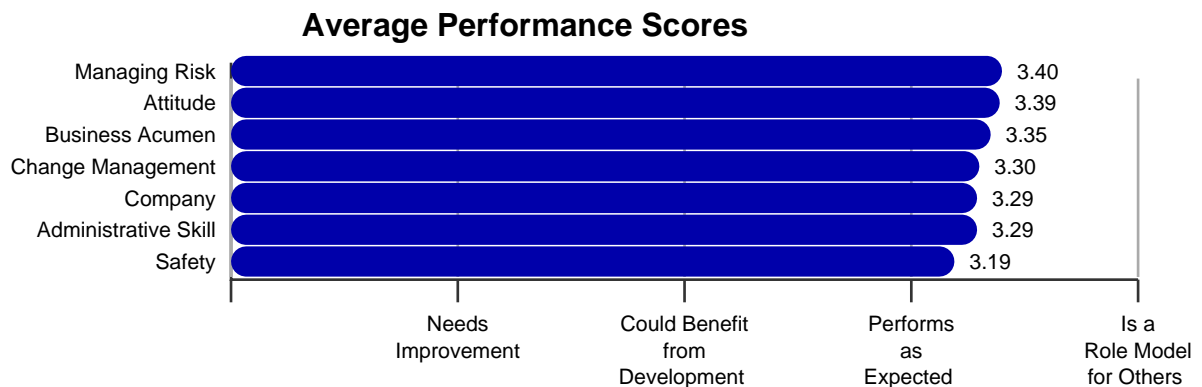
## What to Do with Your Feedback

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.



## Managing Risk

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Increases business resilience.	15	3.20	93.3	7%	67%		27%
2. Seeks to maintain the long-term viability of the Company through effective risk management.	15	3.87	100.0	13%	87%		
3. Responds appropriately to unexplained or unanticipated events.	15	3.33	93.3	7%	53%		40%
4. Effectively manages risk for the department.	15	3.60	93.3	7%	27%	67%	
5. Anticipates the consequences of different potential risk events.	15	3.33	93.3	7%	53%		40%
6. Is responsible for regulatory, strategic, operational and project risk management.	15	3.20	93.3	7%	60%		33%
7. Determines the proper tools to efficiently manage the risk.	15	3.20	86.7	13%	53%		33%
8. Prioritizes the risks to determine the most pressing needs.	15	3.40	93.3	7%	47%		47%
9. Effectively responds to critical situations to reduce potential for losses.	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. Increases business resilience.	3.29	3.20	-0.09 ▼
2. Seeks to maintain the long-term viability of the Company through effective risk management.	3.65	3.87	+0.22 ▲
3. Responds appropriately to unexplained or unanticipated events.	3.18	3.33	+0.16 ▲
4. Effectively manages risk for the department.	3.41	3.60	+0.19 ▲
5. Anticipates the consequences of different potential risk events.	3.24	3.33	+0.10 ▲
6. Is responsible for regulatory, strategic, operational and project risk management.	3.24	3.20	-0.04 ▼
7. Determines the proper tools to efficiently manage the risk.	3.41	3.20	-0.21 ▼
8. Prioritizes the risks to determine the most pressing needs.	3.24	3.40	+0.16 ▲
9. Effectively responds to critical situations to reduce potential for losses.	3.18	3.47	+0.29 ▲

#### Comments:

- \_\_\_\_\_ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- \_\_\_\_\_ is committed to our organization and leads by example.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.

- Be being better organized. It would help with prioritizing.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- \_\_\_\_\_ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.

## Change Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Uses negative reinforcement to force changes.	15	3.47	93.3	7%	40%	53%	
11. Uses customer feedback to determine the changes needed to maintain profitability.	15	3.53	100.0		47%	53%	
12. Incorporates input from all relevant stakeholders into the change process.	15	3.27	100.0		73%	27%	
13. Addresses personnel issues that may impede progress on implementing changes.	15	3.33	100.0		67%	33%	
14. Leverages the experience and clout of senior leadership to be advocates for change.	15	3.13	86.7	13%	60%	27%	
15. Sets performance goals high enough that changes in the workflow are required to meet them.	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. Uses negative reinforcement to force changes.	3.35	3.47	+0.11 ▲
11. Uses customer feedback to determine the changes needed to maintain profitability.	3.47	3.53	+0.06 ▲
12. Incorporates input from all relevant stakeholders into the change process.	3.47	3.27	-0.20 ▼
13. Addresses personnel issues that may impede progress on implementing changes.	3.35	3.33	-0.02 ▼
14. Leverages the experience and clout of senior leadership to be advocates for change.	3.18	3.13	-0.04 ▼
15. Sets performance goals high enough that changes in the workflow are required to meet them.	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_\_\_ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- \_\_\_\_\_ is a very solid manager who meets or exceeds expectations of his role.
- \_\_\_\_\_ has been so helpful to me as a new manager.
- He is eager to learn and eager to share knowledge.
- He has deep technical expertise in a number of areas of human resource management.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.

## 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
16. Shares information on best practices to facilitate business workflows and operations during times of transition and changes in personnel.	15	3.40	93.3	7%	47%	47%	
17. Converses with customers and clients to get a better insight into their business needs.	15	3.27	93.3	7%	60%	33%	
18. Formulates business strategies for addressing the Company's important needs.	14	3.00	92.9	7%	79%	14%	
19. Works cooperatively with others to implement business changes.	15	3.47	100.0		53%	47%	
20. Identifies potential regulatory risks and strategies to mitigate them.	15	3.40	93.3	7%	47%	47%	
21. Understands cash flow procedures and statements.	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. Shares information on best practices to facilitate business workflows and operations during times of transition and changes in personnel.	3.65	3.40	-0.25 ▼
17. Converses with customers and clients to get a better insight into their business needs.	3.47	3.27	-0.20 ▼
18. Formulates business strategies for addressing the Company's important needs.	3.12	3.00	-0.12 ▼
19. Works cooperatively with others to implement business changes.	3.59	3.47	-0.12 ▼
20. Identifies potential regulatory risks and strategies to mitigate them.	3.29	3.40	+0.11 ▲
21. Understands cash flow procedures and statements.	3.35	3.53	+0.18 ▲

### Comments:

- He is a natural and perfect fit for the CFO position.
- Outstanding leader.
- \_\_\_\_\_ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- I have participated in multiple interviews with \_\_\_\_\_ and he is always clear that the individual selected be one with the right talents- not just skills.
- \_\_\_\_\_ is a great listener and leader for the department.

## Company

### 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. Reinforces the company's mission and values in everyday decisions and communications.	15	3.00	80.0	20%	60%		20%
23. Creates a culture where employees feel proud of how they treat one another and work together.	15	2.87	80.0	20%	73%		7%
24. Provides opportunities for skill development and career advancement within the company.	15	3.47	100.0		53%		47%
25. Provides corporate trainers that are experts in their respective fields.	15	3.67	100.0		33%		67%
26. Hires the right people in the right places.	15	3.40	93.3	7%	47%		47%
27. Makes sure employees have a sense of belonging and purpose in the organization.	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. Reinforces the company's mission and values in everyday decisions and communications.	3.00	3.00	
23. Creates a culture where employees feel proud of how they treat one another and work together.	2.88	2.87	-0.02 ▼
24. Provides opportunities for skill development and career advancement within the company.	3.00	3.47	+0.47 ▲
25. Provides corporate trainers that are experts in their respective fields.	3.76	3.67	-0.10 ▼
26. Hires the right people in the right places.	3.53	3.40	-0.13 ▼
27. Makes sure employees have a sense of belonging and purpose in the organization.	3.12	3.33	+0.22 ▲

#### Comments:

- He could improve with a take charge attitude.
- \_\_\_\_\_'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- 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.
- \_\_\_\_\_ is incredibly talented and very smart. His attention to detail is unparalleled.
- He strives to raise the bar everyday to improve our processes to best serve our customers.

## Attitude

### 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. Greets ambiguity with curiosity and purpose, rather than hesitation or avoidance.	15	3.53	100.0	47%	53%		
29. Reinforces the team's value and shared purpose.	15	3.67	100.0	33%	67%		
30. Shows up each day with a commitment to exceed expectations, not just meet them.	15	3.33	100.0	67%	33%		
31. Proactively seeks feedback to refine outcomes, not out of obligation but a desire to elevate quality.	15	3.20	86.7	13%	53%	33%	
32. Engages in continuous learning, drawing lessons from both success and failure.	15	3.40	100.0	60%	40%		
33. Uses affirming language that emphasizes strengths, possibilities, and momentum.	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. Greets ambiguity with curiosity and purpose, rather than hesitation or avoidance.	3.41	3.53	+0.12 ▲
29. Reinforces the team's value and shared purpose.	3.59	3.67	+0.08 ▲
30. Shows up each day with a commitment to exceed expectations, not just meet them.	3.41	3.33	-0.08 ▼
31. Proactively seeks feedback to refine outcomes, not out of obligation but a desire to elevate quality.	3.18	3.20	+0.02 ▲
32. Engages in continuous learning, drawing lessons from both success and failure.	3.35	3.40	+0.05 ▲
33. Uses affirming language that emphasizes strengths, possibilities, and momentum.	3.18	3.20	+0.02 ▲

#### Comments:

- \_\_\_\_\_ is an excellent manager.
- Great addition to our team!
- Ready to tackle any given problem and help others finish 1st
- \_\_\_\_\_ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- Attitude is there; however, follow through is lacking at times.
- \_\_\_\_\_ is a great partner in Systems Implementation.

# Safety

## 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. Committed to safety in the workplace.	15	3.27	93.3	7%	60%	33%	
35. Identifies and addresses safety needs.	15	3.00	80.0	20%	60%	20%	
36. Supports our company's safety programs.	15	3.20	93.3	7%	67%	27%	
37. Is not afraid to question a potential safety issue observed in the workplace.	15	3.27	93.3	7%	60%	33%	
38. Develops a strong safety culture.	15	3.27	86.7	13%	47%	40%	
39. Develops a culture of safety.	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. Committed to safety in the workplace.	2.88	3.27	+0.38 ▲
35. Identifies and addresses safety needs.	3.18	3.00	-0.18 ▼
36. Supports our company's safety programs.	3.18	3.20	+0.02 ▲
37. Is not afraid to question a potential safety issue observed in the workplace.	3.35	3.27	-0.09 ▼
38. Develops a strong safety culture.	3.24	3.27	+0.03 ▲
39. Develops a culture of safety.	3.59	3.13	-0.45 ▼

### Comments:

- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- He has an innate ability to match assigned roles with individual strengths.
- He couldn't be more engaged if he tried.
- Communication to entire team is excellent and helps engage all staff. \_\_\_\_\_'s visibility to his team has been very positive.

## Administrative Skill

### 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. Uses proper spelling, capitalization, punctuation, and grammar in written documents.	15	3.40	93.3	7%	47%	47%	
41. Sets up and oversees administrative policies and procedures for offices or organizations.	15	3.33	93.3	7%	53%	40%	
42. Uses procedures to identify potential accounting/transaction errors.	15	3.33	93.3	7%	53%	40%	
43. Scans drawings and documents.	15	3.13	86.7	13%	60%	27%	
44. Actively listens to what individuals are saying taking time to understand the points being made.	15	3.00	86.7	13%	73%	13%	
45. Effectively conveys information verbally to others.	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. Uses proper spelling, capitalization, punctuation, and grammar in written documents.	3.29	3.40	+0.11 ▲
41. Sets up and oversees administrative policies and procedures for offices or organizations.	3.29	3.33	+0.04 ▲
42. Uses procedures to identify potential accounting/transaction errors.	3.41	3.33	-0.08 ▼
43. Scans drawings and documents.	3.35	3.13	-0.22 ▼
44. Actively listens to what individuals are saying taking time to understand the points being made.	3.18	3.00	-0.18 ▼
45. Effectively conveys information verbally to others.	3.35	3.53	+0.18 ▲

### Comments:

- I really enjoy his mentorship.
- In my opinion, \_\_\_\_\_ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop \_\_\_\_\_.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- \_\_\_\_\_ is very process oriented. He has streamlined/improved several processes in the lab.
- I have great respect and appreciation for \_\_\_\_\_. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.

## 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?

- \_\_\_\_\_ is someone I feel I can talk to about any problem or situation and I value his opinion.
- \_\_\_\_\_ meets and exceeds all of these leadership roles.
- Having very minimum one-on-one discussion.
- \_\_\_\_\_ works very well with other departments.
- \_\_\_\_\_ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.

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

- Could benefit from increasing awareness on how much influence they have on the department.
- I think at times his dedicaton to his team can sometimes come off like he is not thinking about a system perspective, I know that \_\_\_\_\_ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- I appreciate his style and support.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- Always has the company's best interest at heart.
- \_\_\_\_\_ has an incredible vision for our organization's strategy and improvement efforts.

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

- His communication style can also come across as very directive at times to peers and subordinates.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- \_\_\_\_\_ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me an others.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.

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

- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- \_\_\_\_\_ strives to be professional with each and every interaction and I think inspires confidence.
- \_\_\_\_\_ is a steady leader who maintains his objectivity during stressful times.
- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- He is very effective.
- Experience, mentoring and self-confidence.

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

- He seems to be well respected from members of his own team as well.
- \_\_\_\_\_ does a great job at demonstrating the value of his team to the organization.
- He communicates well to all staff and we know what is expected of us.
- I think that \_\_\_\_\_ is making good strides in setting expectations through clear communication.
- Detail oriented
- You can count on \_\_\_\_\_ to be honest and stay true to committments.

### Any final comments?

- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- I appreciate \_\_\_\_\_ being open to suggestions, and available when concerns brought to him.
- Don't know where we would be without him.
- \_\_\_\_\_ can be counted on for his reliability.
- \_\_\_\_\_ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- I do see \_\_\_\_\_ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.