



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

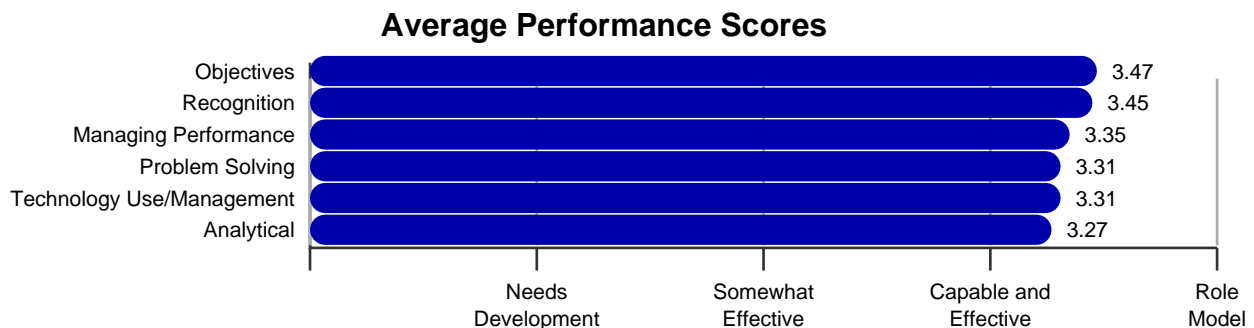
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

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

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



Gap Analysis

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



Objectives

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. Able to organize work.	15	3.20	93.3	7%	67%		27%
2. Works toward achieving established goals and objectives.	15	3.87	100.0	13%	87%		
3. Sets long-term and short-term goals.	15	3.33	93.3	7%	53%		40%
4. Assures [Company] principles are understood, employed & pursued.	15	3.60	93.3	7%	27%	67%	
5. Communicates goals and objectives to employees.	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
1. Able to organize work.	3.29	3.20	-0.09 ▼
2. Works toward achieving established goals and objectives.	3.65	3.87	+0.22 ▲
3. Sets long-term and short-term goals.	3.18	3.33	+0.16 ▲
4. Assures [Company] principles are understood, employed & pursued.	3.41	3.60	+0.19 ▲
5. Communicates goals and objectives to employees.	3.24	3.33	+0.10 ▲

Comments:

- 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.
- Show others it is possible to understand both sides without having to agree all the time.
- He has deep technical expertise in a number of areas of human resource management.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.

Managing Performance

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. Makes sure employees understand what is expected of them.	15	3.20	93.3	7%	60%	33%	
7. Recognizes people who provide outstanding leadership in planning, organizing.	15	3.20	86.7	13%	53%	33%	
8. Records production quotas on a daily basis.	15	3.40	93.3	7%	47%	47%	
9. Establishes standards for expected performance.	15	3.47	93.3	7%	40%	53%	
10. Ensures employees understand their performance expectations.	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
6. Makes sure employees understand what is expected of them.	3.24	3.20	-0.04 ▼
7. Recognizes people who provide outstanding leadership in planning, organizing.	3.41	3.20	-0.21 ▼
8. Records production quotas on a daily basis.	3.24	3.40	+0.16 ▲
9. Establishes standards for expected performance.	3.18	3.47	+0.29 ▲
10. Ensures employees understand their performance expectations.	3.35	3.47	+0.11 ▲

Comments:

- _____ is an impressive performer.
- _____ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. _____ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- _____ exemplifies outstanding professionalism.
- _____ offers support to his managers in a style that is engaging, consistent, and motivating.

Analytical

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. Takes the steps to maintain precision when collecting and measuring data.	15	3.53	100.0	47%	53%		
12. Implements a variety of data gathering techniques.	15	3.27	100.0	73%	27%		
13. Understands how to develop critical and analytical thinking.	15	3.33	100.0	67%	33%		
14. Measures costs associated with various programs and policies.	15	3.13	86.7	13%	60%	27%	
15. Identifies deviations from stated goals and objectives.	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
11. Takes the steps to maintain precision when collecting and measuring data.	3.47	3.53	+0.06 ▲
12. Implements a variety of data gathering techniques.	3.47	3.27	-0.20 ▼
13. Understands how to develop critical and analytical thinking.	3.35	3.33	-0.02 ▼
14. Measures costs associated with various programs and policies.	3.18	3.13	-0.04 ▼
15. Identifies deviations from stated goals and objectives.	3.00	3.07	+0.07 ▲

Comments:

- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- _____ has nothing but [CompanyName]'s best interest at heart.
- I believe I need to give him a chance to get into his position.
- I really appreciate him as a member of the team.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.

Problem Solving

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. Able to balance the needs of different people in a solution to a problem.	15	3.40	93.3	7%	47%	47%	
17. Works extra as needed to find the best solution to a problem.	15	3.27	93.3	7%	60%	33%	
18. Able to solve problems that involve political biases, conflicting evidence, and/or lack of data.	14	3.00	92.9	7%	79%	14%	
19. Ability to solve problems at root cause rather than at symptom level.	15	3.47	100.0		53%	47%	
20. Gathers input from staff for use in problem solving.	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	2024	2025	Change
16. Able to balance the needs of different people in a solution to a problem.	3.65	3.40	-0.25 ▼
17. Works extra as needed to find the best solution to a problem.	3.47	3.27	-0.20 ▼
18. Able to solve problems that involve political biases, conflicting evidence, and/or lack of data.	3.12	3.00	-0.12 ▼
19. Ability to solve problems at root cause rather than at symptom level.	3.59	3.47	-0.12 ▼
20. Gathers input from staff for use in problem solving.	3.29	3.40	+0.11 ▲

Comments:

- 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.
- 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.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- As a new manager he is progressing very well.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- I honestly cannot think of of anything to recommend that would help him to improve at this point.

Technology Use/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
21. Supports technical training and development of employees.	15	3.53	100.0	47%	53%		
22. Applies complex rules and regulations to maintain optimal system performance.	15	3.00	80.0	20%	60%	20%	
23. Supports employee training and development initiatives regarding implementation of technology.	15	2.87	80.0	20%	73%	7%	
24. Understands and is committed to implementing new technologies.	15	3.47	100.0	53%	47%		
25. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	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	2024	2025	Change
21. Supports technical training and development of employees.	3.35	3.53	+0.18 ▲
22. Applies complex rules and regulations to maintain optimal system performance.	3.00	3.00	
23. Supports employee training and development initiatives regarding implementation of technology.	2.88	2.87	-0.02 ▼
24. Understands and is committed to implementing new technologies.	3.00	3.47	+0.47 ▲
25. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.76	3.67	-0.10 ▼

Comments:

- 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.
- I appreciate _____'s willingness to share his knowledge with our team.
- _____ knows his team very well and is gaining the same knowledge in regards to his team
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- One of the main reasons I am here is because of _____.

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
26. Implements a reward and recognition system that reinforces good behaviors.	15	3.40	93.3	7%	47%	47%	
27. Encourages peers to recognize each other in real-time.	15	3.33	93.3	7%	53%	40%	
28. Facilitates and supports the recognition programs within the department.	15	3.53	100.0		47%	53%	
29. Measures the quality of recognition that team leaders give their team members.	15	3.67	100.0		33%	67%	
30. Offers sincere praise for the efforts of the team.	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	2024	2025	Change
26. Implements a reward and recognition system that reinforces good behaviors.	3.53	3.40	-0.13 ▼
27. Encourages peers to recognize each other in real-time.	3.12	3.33	+0.22 ▲
28. Facilitates and supports the recognition programs within the department.	3.41	3.53	+0.12 ▲
29. Measures the quality of recognition that team leaders give their team members.	3.59	3.67	+0.08 ▲
30. Offers sincere praise for the efforts of the team.	3.41	3.33	-0.08 ▼

Comments:

- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- _____ has a good perspective on the organization as a whole.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.
- I think _____ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.
- I really appreciate and respect _____'s leadership and his ability to perceive issues and intricate insights into working toward solutions.

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 do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- He often involves his team in decision making and to determine how to achieve outcomes.
- I really enjoy working with _____ and I respect his as a leader and role model.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.

What do you like best about working with this individual?

- _____ makes great hiring choices. he is clear on what needs to be done.
- _____ is trusting his team, and expecting high standards of behavior from all employees.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- He is excellent at helping/coaching/problem-solving with others.
- _____ is very clear about his expectations and I appreciate this.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.

What do you like least about working with this individual?

- _____ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- _____ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- His communication style can also come across as very directive at times to peers and subordinates.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.

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

- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- I really enjoy his mentorship.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- 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.
- I appreciate his helpful and cheerful outlook!

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

- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.

Any final comments?

- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- He is willing to fill in with daily workload when we are short staffed.
- _____ leads by example. Great Employee engagement.
- He identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside his immediate resources.
- Willingness to help, patience in teaching.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.