



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.

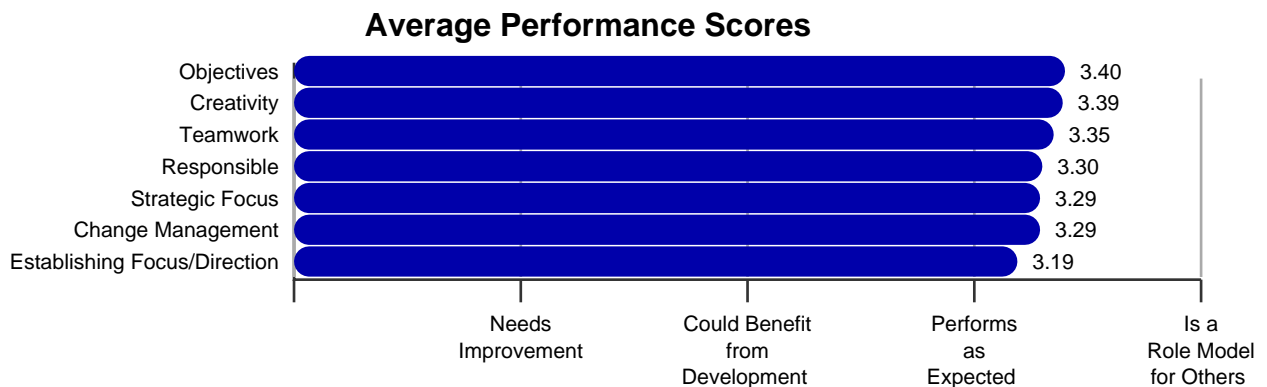
What to Do with Your Feedback

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.



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 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. Ability to establish realistic goals.	15	3.20	93.3	7%	67%	27%	
2. Consistently provides me with timely feedback for improving my performance.	15	3.87	100.0	13%	87%		
3. Effectively organizes resources and plans	15	3.33	93.3	7%	53%	40%	
4. Encourages me to take on greater responsibility.	15	3.60	93.3	7%	27%	67%	
5. Sets long-term and short-term goals.	15	3.33	93.3	7%	53%	40%	
6. Able to organize work.	15	3.20	93.3	7%	60%	33%	
7. Assures [Company] principles are understood, employed & pursued.	15	3.20	86.7	13%	53%	33%	
8. Organizes and schedules events, activities, and resources.	15	3.40	93.3	7%	47%	47%	
9. Establishes goals and objectives.	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. Ability to establish realistic goals.	3.29	3.20	-0.09 ▼
2. Consistently provides me with timely feedback for improving my performance.	3.65	3.87	+0.22 ▲
3. Effectively organizes resources and plans	3.18	3.33	+0.16 ▲
4. Encourages me to take on greater responsibility.	3.41	3.60	+0.19 ▲
5. Sets long-term and short-term goals.	3.24	3.33	+0.10 ▲
6. Able to organize work.	3.24	3.20	-0.04 ▼
7. Assures [Company] principles are understood, employed & pursued.	3.41	3.20	-0.21 ▼
8. Organizes and schedules events, activities, and resources.	3.24	3.40	+0.16 ▲
9. Establishes goals and objectives.	3.18	3.47	+0.29 ▲

Comments:

- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.
- Our organization is a better place because of his and his future focus.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- His years of experience and wisdom are generously shared and appreciated.

- Appreciate _____'s calm approach

Responsible

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. Behavior is ethical and honest.	15	3.47	93.3	7%	40%	53%	
11. Sets a good example.	15	3.53	100.0		47%	53%	
12. Sets high personal standards of performance.	15	3.27	100.0		73%	27%	
13. Responsible for setting the vision of the department.	15	3.33	100.0		67%	33%	
14. Sets a good example	15	3.13	86.7	13%	60%	27%	
15. Completes assigned work tasks.	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. Behavior is ethical and honest.	3.35	3.47	+0.11 ▲
11. Sets a good example.	3.47	3.53	+0.06 ▲
12. Sets high personal standards of performance.	3.47	3.27	-0.20 ▼
13. Responsible for setting the vision of the department.	3.35	3.33	-0.02 ▼
14. Sets a good example	3.18	3.13	-0.04 ▼
15. Completes assigned work tasks.	3.00	3.07	+0.07 ▲

Comments:

- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.
- _____ has improved with his follow-up assignments from meetings.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- He is a fantastic resource.

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
16. Joins with other team members to brainstorm solutions to the problem.	15	3.40	93.3	7%	47%	47%	
17. Listens to other team members without interrupting them.	15	3.27	93.3	7%	60%	33%	
18. Is able to accurately paraphrase and summarize what other team members have said.	14	3.00	92.9	7%	79%	14%	
19. Facilitates effective decision-making practices to further develop the team.	15	3.47	100.0		53%	47%	
20. Actively participates as a team member	15	3.40	93.3	7%	47%	47%	
21. Supports open communication between team members.	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. Joins with other team members to brainstorm solutions to the problem.	3.65	3.40	-0.25 ▼
17. Listens to other team members without interrupting them.	3.47	3.27	-0.20 ▼
18. Is able to accurately paraphrase and summarize what other team members have said.	3.12	3.00	-0.12 ▼
19. Facilitates effective decision-making practices to further develop the team.	3.59	3.47	-0.12 ▼
20. Actively participates as a team member	3.29	3.40	+0.11 ▲
21. Supports open communication between team members.	3.35	3.53	+0.18 ▲

Comments:

- Delegates often with little to no direction.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- I appreciate _____'s willingness to share his knowledge with our team.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- _____ always makes decisions based on what is best for the department or organization.
- Is viewed by many as a strong organizational resource.

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 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. Identifies ways in which the company is better able to meet the customers' needs than rivals.	15	3.00	80.0	20%	60%		20%
23. Is effective in using strategic tools such as value chain analysis, business environment analysis, and competitor analysis.	15	2.87	80.0	20%	73%		7%
24. Exhibits a strategic orientation to identify and capitalize on opportunities to advance the organization.	15	3.47	100.0		53%		47%
25. Assigns individuals the responsibility of keeping track of progress toward achieving milestones.	15	3.67	100.0		33%		67%
26. Creates deadlines for various components of the strategy.	15	3.40	93.3	7%	47%		47%
27. Identifies areas where return on investment can be improved.	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. Identifies ways in which the company is better able to meet the customers' needs than rivals.	3.00	3.00	
23. Is effective in using strategic tools such as value chain analysis, business environment analysis, and competitor analysis.	2.88	2.87	-0.02 ▼
24. Exhibits a strategic orientation to identify and capitalize on opportunities to advance the organization.	3.00	3.47	+0.47 ▲
25. Assigns individuals the responsibility of keeping track of progress toward achieving milestones.	3.76	3.67	-0.10 ▼
26. Creates deadlines for various components of the strategy.	3.53	3.40	-0.13 ▼
27. Identifies areas where return on investment can be improved.	3.12	3.33	+0.22 ▲

Comments:

- Timeliness and accountability of projects.
- 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.
- Whenever I go to _____ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- _____ is an excellent manager, our dept.is a good place to work with his as a boss
- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Facilitates training that enhances imaginative and innovative capabilities.	15	3.53	100.0	47%	53%		
29. Creatively solves difficult problems.	15	3.67	100.0	33%	67%		
30. Is open to creative ideas.	15	3.33	100.0	67%	33%		
31. Committed to continuous learning; understanding that creative outcomes are derived from learning experiences.	15	3.20	86.7	13%	53%	33%	
32. Engages the team in brainstorming sessions to develop creative ideas.	15	3.40	100.0	60%	40%		
33. My supervisor encourages me to think creatively.	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. Facilitates training that enhances imaginative and innovative capabilities.	3.41	3.53	+0.12 ▲
29. Creatively solves difficult problems.	3.59	3.67	+0.08 ▲
30. Is open to creative ideas.	3.41	3.33	-0.08 ▼
31. Committed to continuous learning; understanding that creative outcomes are derived from learning experiences.	3.18	3.20	+0.02 ▲
32. Engages the team in brainstorming sessions to develop creative ideas.	3.35	3.40	+0.05 ▲
33. My supervisor encourages me to think creatively.	3.18	3.20	+0.02 ▲

Comments:

- He exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.
- He could benefit from understanding about how to create resolution and clarity.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- _____ 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.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.

Establishing Focus/Direction

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. Expands employee focus from day-to-day tasks to more strategic goals.	15	3.27	93.3	7%	60%	33%	
35. Responds constructively to setbacks by exploring alternative paths to goal completion.	15	3.00	80.0	20%	60%	20%	
36. Excellent at managing time.	15	3.20	93.3	7%	67%	27%	
37. Establishes work schedules for the crew to keep progress moving forward.	15	3.27	93.3	7%	60%	33%	
38. Develops contingency plans to proactively address potential risks.	15	3.27	86.7	13%	47%	40%	
39. Ensures that each team member is assigned some part of the project.	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. Expands employee focus from day-to-day tasks to more strategic goals.	2.88	3.27	+0.38 ▲
35. Responds constructively to setbacks by exploring alternative paths to goal completion.	3.18	3.00	-0.18 ▼
36. Excellent at managing time.	3.18	3.20	+0.02 ▲
37. Establishes work schedules for the crew to keep progress moving forward.	3.35	3.27	-0.09 ▼
38. Develops contingency plans to proactively address potential risks.	3.24	3.27	+0.03 ▲
39. Ensures that each team member is assigned some part of the project.	3.59	3.13	-0.45 ▼

Comments:

- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- He is very knowledgeable and is always willing to lend a helping hand!
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- Building relationships of trust to enhance safety is an important part of our approach.

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
40. Ensures that changes are being implemented correctly.	15	3.40	93.3	7%	47%	47%	
41. Encourages employee involvement in decisions regarding the change and in implementation of solutions.	15	3.33	93.3	7%	53%	40%	
42. Generates commitment to the changes through a compelling vision for the future.	15	3.33	93.3	7%	53%	40%	
43. Works cooperatively with others to implement changes.	15	3.13	86.7	13%	60%	27%	
44. Creates a coalition to help drive the change.	15	3.00	86.7	13%	73%	13%	
45. Creates a sense of urgency around the need for changes.	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. Ensures that changes are being implemented correctly.	3.29	3.40	+0.11 ▲
41. Encourages employee involvement in decisions regarding the change and in implementation of solutions.	3.29	3.33	+0.04 ▲
42. Generates commitment to the changes through a compelling vision for the future.	3.41	3.33	-0.08 ▼
43. Works cooperatively with others to implement changes.	3.35	3.13	-0.22 ▼
44. Creates a coalition to help drive the change.	3.18	3.00	-0.18 ▼
45. Creates a sense of urgency around the need for changes.	3.35	3.53	+0.18 ▲

Comments:

- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- Timely follow through.
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- _____ is a new manager and it is clear that he wants to do well and engage his team.

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?

- _____ has grown and proven himself to be an effective leader in the imaging department.
- He is excellent at helping/coaching/problem-solving with others.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- He is a fantastic resource.
- _____ has been an excellent assistant manager.

What do you like best about working with this individual?

- _____ is a valued member of the department.
- _____ is willing to understand how a current process works before wanting to incorporate changes.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- When _____ was tapped for the VP position I was very pleased as he was a very good director.
- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- I envy his versatility in working with a wide variety of issues and topics.

What do you like least about working with this individual?

- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.

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

- _____ works very well with other departments.
- _____ is a great manager to work for.
- _____ 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.
- Demonstrates a focus on the business goals through task prioritization.
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.

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

- He leads by example, not reputation.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- I appreciate his dedication to the department employees.
- He has really filled the role of interim manager for the department well.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- He is well respected by his peers and it is clear to see why.

Any final comments?

- As a manager, _____ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.
- His quality of work is good.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.