



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.

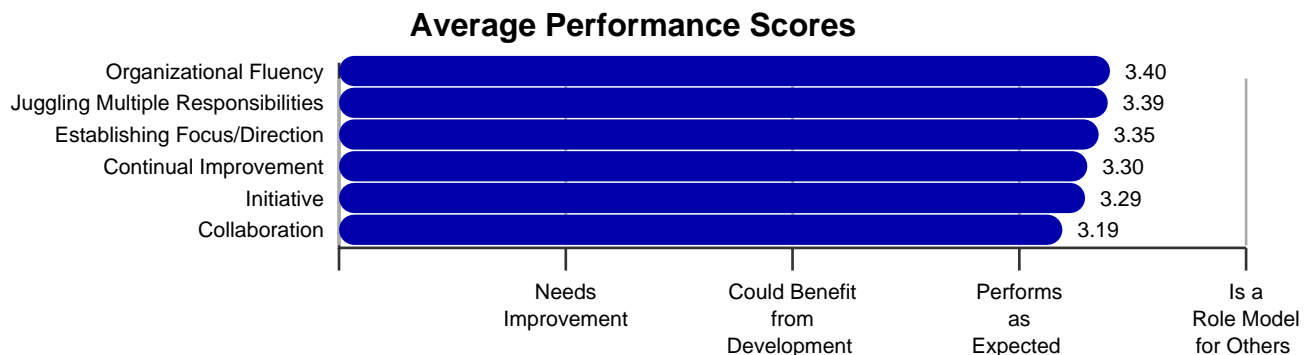
What to Do with Your Feedback

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

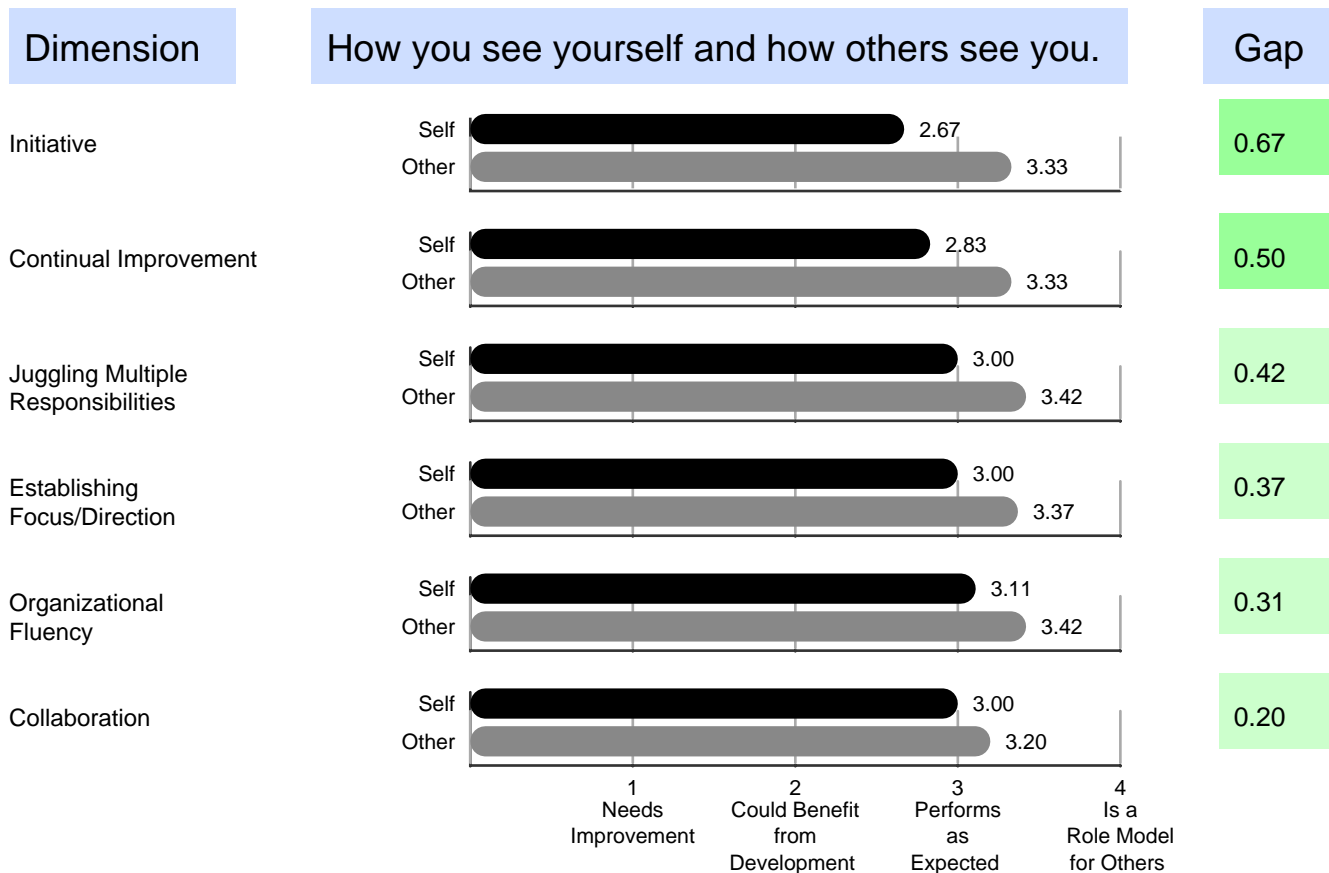
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



Organizational Fluency

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. Able to explain departmental policies and procedures to others.	15	3.20	93.3	7%	67%		27%
2. Adept at navigating within the culture of the department.	15	3.87	100.0	13%	87%		
3. Effective in communicating with others within the organization.	15	3.33	93.3	7%	53%		40%
4. Able to deal with sensitive issues with tact and professionalism.	15	3.60	93.3	7%	27%	67%	
5. Understands departmental policies and procedures.	15	3.33	93.3	7%	53%		40%
6. Anticipates problems that may affect the department.	15	3.20	93.3	7%	60%		33%
7. Understands the current organizational culture.	15	3.20	86.7	13%	53%		33%
8. Gets things done through the department.	15	3.40	93.3	7%	47%		47%
9. Able to use corporate politics to advance department 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. Able to explain departmental policies and procedures to others.	3.29	3.20	-0.09 ▼
2. Adept at navigating within the culture of the department.	3.65	3.87	+0.22 ▲
3. Effective in communicating with others within the organization.	3.18	3.33	+0.16 ▲
4. Able to deal with sensitive issues with tact and professionalism.	3.41	3.60	+0.19 ▲
5. Understands departmental policies and procedures.	3.24	3.33	+0.10 ▲
6. Anticipates problems that may affect the department.	3.24	3.20	-0.04 ▼
7. Understands the current organizational culture.	3.41	3.20	-0.21 ▼
8. Gets things done through the department.	3.24	3.40	+0.16 ▲
9. Able to use corporate politics to advance department objectives.	3.18	3.47	+0.29 ▲

Comments:

- She is very effective and she has learned so much about our product.
- ___'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate ___'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.

- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- ___ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.

Continual Improvement

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. Promotes training and development opportunities to enhance job performance.	15	3.47	93.3	7%	40%	53%	
11. Fosters a culture of open communication and continuous improvement.	15	3.53	100.0		47%	53%	
12. Open to the suggestions from others.	15	3.27	100.0		73%		27%
13. Analyzes processes to determine areas for improvement.	15	3.33	100.0		67%		33%
14. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.13	86.7	13%	60%		27%
15. Looks for ways to expand current job responsibilities.	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. Promotes training and development opportunities to enhance job performance.	3.35	3.47	+0.11 ▲
11. Fosters a culture of open communication and continuous improvement.	3.47	3.53	+0.06 ▲
12. Open to the suggestions from others.	3.47	3.27	-0.20 ▼
13. Analyzes processes to determine areas for improvement.	3.35	3.33	-0.02 ▼
14. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.18	3.13	-0.04 ▼
15. Looks for ways to expand current job responsibilities.	3.00	3.07	+0.07 ▲

Comments:

- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- 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 ___.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- Takes complete ownership of role and looks for ways to assist teammates.
- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.

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
16. Sets schedules and timelines to keep the team on track.	15	3.40	93.3	7%	47%	47%	
17. Focuses employee activities on the main goals for the department.	15	3.27	93.3	7%	60%		33%
18. Encourages employees to participate in planning or decision-making to foster a sense of ownership in the goal.	14	3.00	92.9	7%	79%		14%
19. Schedules adequate time for high-priority items.	15	3.47	100.0		53%		47%
20. Sets production schedules for the department.	15	3.40	93.3	7%	47%		47%
21. Gives direction to the department/organization.	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. Sets schedules and timelines to keep the team on track.	3.65	3.40	-0.25 ▼
17. Focuses employee activities on the main goals for the department.	3.47	3.27	-0.20 ▼
18. Encourages employees to participate in planning or decision-making to foster a sense of ownership in the goal.	3.12	3.00	-0.12 ▼
19. Schedules adequate time for high-priority items.	3.59	3.47	-0.12 ▼
20. Sets production schedules for the department.	3.29	3.40	+0.11 ▲
21. Gives direction to the department/organization.	3.35	3.53	+0.18 ▲

Comments:

- ___'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- ___ is very approachable and always willing to listen.
- She exhibits vision, compassion and high integrity in all of her work.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.

Initiative

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. Independently seeks out new learning opportunities to improve their skills.	15	3.00	80.0	20%	60%		20%
23. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	2.87	80.0	20%	73%		7%
24. Prepares for unexpected contingencies.	15	3.47	100.0		53%		47%
25. Launches initiatives that measurably improve team performance, efficiency, or morale.	15	3.67	100.0		33%		67%
26. Informs the manager of any important changes in the equipment operation.	15	3.40	93.3	7%	47%		47%
27. Initiates projects that have an impact on the department.	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. Independently seeks out new learning opportunities to improve their skills.	3.00	3.00	
23. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	2.88	2.87	-0.02 ▼
24. Prepares for unexpected contingencies.	3.00	3.47	+0.47 ▲
25. Launches initiatives that measurably improve team performance, efficiency, or morale.	3.76	3.67	-0.10 ▼
26. Informs the manager of any important changes in the equipment operation.	3.53	3.40	-0.13 ▼
27. Initiates projects that have an impact on the department.	3.12	3.33	+0.22 ▲

Comments:

- ___ exceeds in above in all she does.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- I think ___ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.

Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.53	100.0	47%	53%		
29. Can multitask while performing all of their other responsibilities and activities.	15	3.67	100.0	33%	67%		
30. Determines which tasks are critical and which tasks are optional.	15	3.33	100.0		67%	33%	
31. Ranks the importance of tasks to make sure critical tasks are completed first.	15	3.20	86.7	13%	53%	33%	
32. Completes multiple tasks simultaneously.	15	3.40	100.0		60%	40%	
33. Spends the most time and effort on critical tasks first.	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. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.41	3.53	+0.12 ▲
29. Can multitask while performing all of their other responsibilities and activities.	3.59	3.67	+0.08 ▲
30. Determines which tasks are critical and which tasks are optional.	3.41	3.33	-0.08 ▼
31. Ranks the importance of tasks to make sure critical tasks are completed first.	3.18	3.20	+0.02 ▲
32. Completes multiple tasks simultaneously.	3.35	3.40	+0.05 ▲
33. Spends the most time and effort on critical tasks first.	3.18	3.20	+0.02 ▲

Comments:

- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- ___ is smart, detailed and committed. I appreciate having her on our team.

Collaboration

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Involves others in reaching a consensus during group activities.	15	3.27	93.3	7%	60%	33%	
35. Builds consensus among partners.	15	3.00	80.0	20%	60%	20%	
36. Encourages collaboration with other departments.	15	3.20	93.3	7%	67%	27%	
37. Listens and attends to the ideas from others.	15	3.27	93.3	7%	60%	33%	
38. Creates an environment where others feel comfortable sharing knowledge and information.	15	3.27	86.7	13%	47%	40%	
39. Create an environment where collaboration and teamwork is encouraged.	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. Involves others in reaching a consensus during group activities.	2.88	3.27	+0.38 ▲
35. Builds consensus among partners.	3.18	3.00	-0.18 ▼
36. Encourages collaboration with other departments.	3.18	3.20	+0.02 ▲
37. Listens and attends to the ideas from others.	3.35	3.27	-0.09 ▼
38. Creates an environment where others feel comfortable sharing knowledge and information.	3.24	3.27	+0.03 ▲
39. Create an environment where collaboration and teamwork is encouraged.	3.59	3.13	-0.45 ▼

Comments:

- Improve communication delivery. Acknowledge what others are saying.
- She is truly dedicated to doing a good job, by helping us do a good job.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.

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?

- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- She is smart, quick, compassionate, and thorough.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- ___ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- Provides reinforcement and feedback within the context of the overall business strategy.
- She gives you confidence knowing she always has your back.

What do you like best about working with this individual?

- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- One of the things that I most appreciate about ___ is her willingness to mentor and grow new talent.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.

What do you like least about working with this individual?

- Constantly working on improving the customer experience.
- Always approachable no matter how busy she is.
- She has established credibility and trust with all the directors and managers.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- She is very supportive and easily approachable.
- She provides essential data in order to help explain decisions.

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

- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- She is very relatable and I believe it helps with the initial contact with the prospects.
- ___ is a wonderful person to work for.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.

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

- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- She is a very diligent hard worker.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.

Any final comments?

- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- I appreciate her receptiveness and openness and her sense of humor.
- I think having ___ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- I appreciate her commitment in this area.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.