



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.

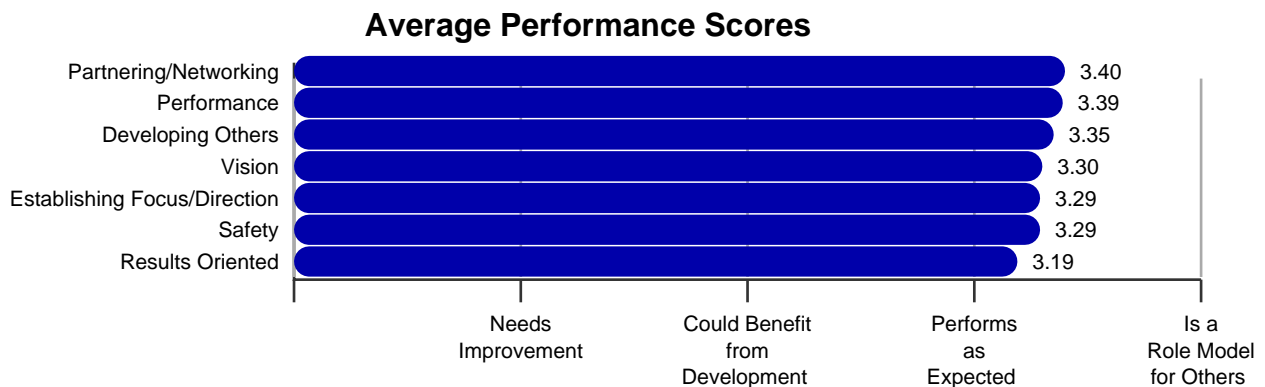
What to Do with Your Feedback

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

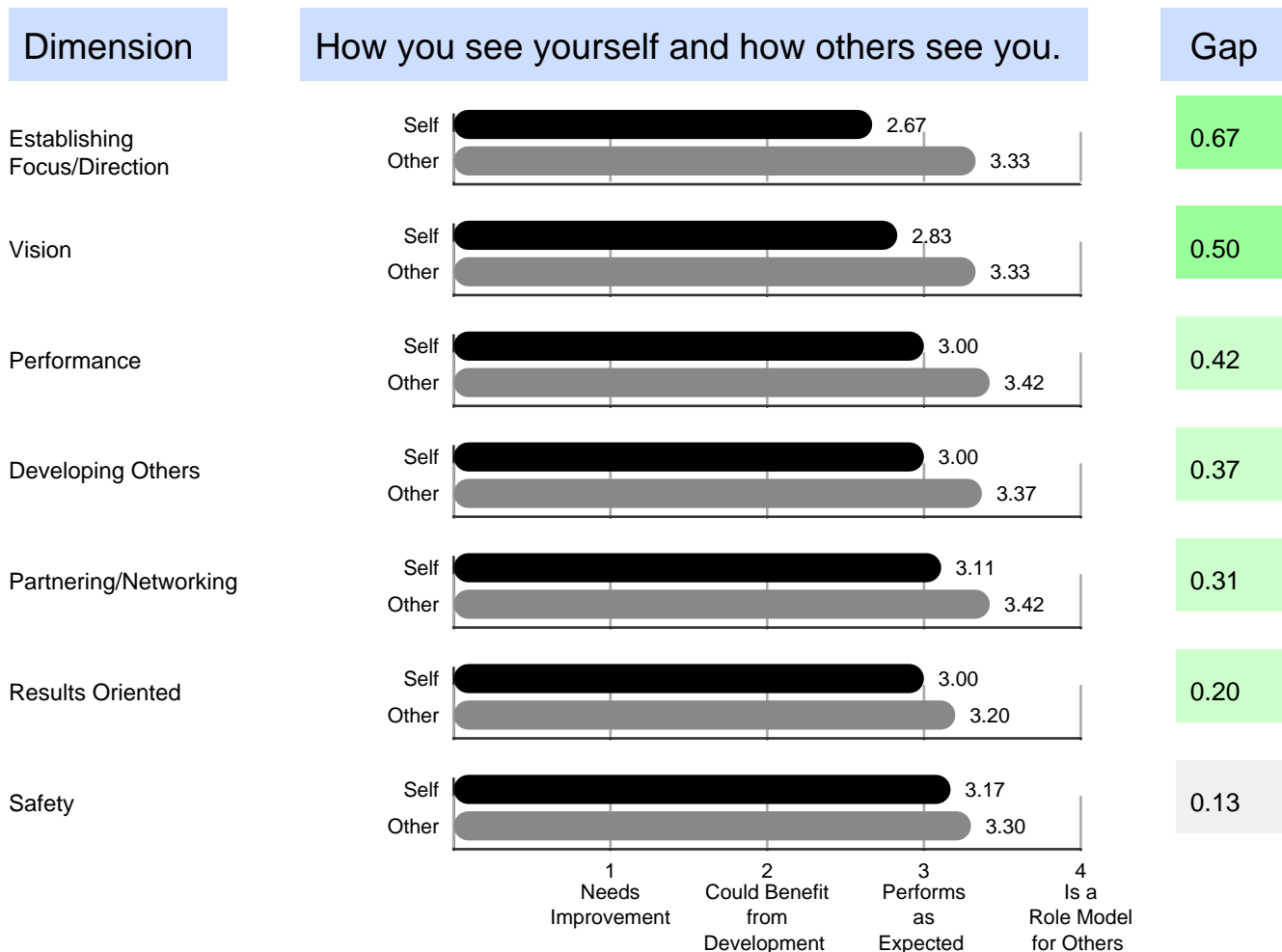
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Partnering/Networking

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs 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. Partners with other organizations to develop new technologies and processes.	15	3.20	93.3	7%	67%		27%
2. Establishes regular check-ins to ensure alignment and address any emerging issues.	15	3.87	100.0	13%	87%		
3. Collaborates with other companies to inject capital in exchange for equity, fostering growth and expansion for the partner organization.	15	3.33	93.3	7%	53%		40%
4. Plans and engages resources to the partnership effort while monitoring and evaluating progress and achievements.	15	3.60	93.3	7%	27%	67%	
5. Understands the potential implications of the partnership.	15	3.33	93.3	7%	53%		40%
6. Uses networks to create new business opportunities.	15	3.20	93.3	7%	60%		33%
7. Searches for a common solution to shared problems or issues.	15	3.20	86.7	13%	53%		33%
8. Inspires employees to seek out new collaboration opportunities to broaden market reach.	15	3.40	93.3	7%	47%		47%
9. Nurtures partnerships with key individuals in the industry to stay on top of the latest trends and best practices.	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. Partners with other organizations to develop new technologies and processes.	3.29	3.20	-0.09 ▼
2. Establishes regular check-ins to ensure alignment and address any emerging issues.	3.65	3.87	+0.22 ▲
3. Collaborates with other companies to inject capital in exchange for equity, fostering growth and expansion for the partner organization.	3.18	3.33	+0.16 ▲
4. Plans and engages resources to the partnership effort while monitoring and evaluating progress and achievements.	3.41	3.60	+0.19 ▲
5. Understands the potential implications of the partnership.	3.24	3.33	+0.10 ▲
6. Uses networks to create new business opportunities.	3.24	3.20	-0.04 ▼
7. Searches for a common solution to shared problems or issues.	3.41	3.20	-0.21 ▼
8. Inspires employees to seek out new collaboration opportunities to broaden market reach.	3.24	3.40	+0.16 ▲
9. Nurtures partnerships with key individuals in the industry to stay on top of the latest trends and best practices.	3.18	3.47	+0.29 ▲

Comments:

- ___ always has the customer at the center of focus.
- I am still learning how to work with ___ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- ___ is a great partner in Systems Implementation.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.

Vision

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs 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. Develops action plans to align his/her work with the goals of the organization.	15	3.47	93.3	7%	40%	53%	
11. Recognizes and rewards behaviors that are consistent with the company's vision.	15	3.53	100.0		47%	53%	
12. Aligns subordinates' work with the vision's critical priorities.	15	3.27	100.0		73%		27%
13. Supports a strong employee culture to ensure alignment with the company's vision.	15	3.33	100.0		67%		33%
14. Translates the department's vision into actionable objectives and a strategic plan.	15	3.13	86.7	13%	60%		27%
15. Inspires and motivates employees through an influential vision.	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. Develops action plans to align his/her work with the goals of the organization.	3.35	3.47	+0.11 ▲
11. Recognizes and rewards behaviors that are consistent with the company's vision.	3.47	3.53	+0.06 ▲
12. Aligns subordinates' work with the vision's critical priorities.	3.47	3.27	-0.20 ▼
13. Supports a strong employee culture to ensure alignment with the company's vision.	3.35	3.33	-0.02 ▼
14. Translates the department's vision into actionable objectives and a strategic plan.	3.18	3.13	-0.04 ▼
15. Inspires and motivates employees through an influential vision.	3.00	3.07	+0.07 ▲

Comments:

- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- ___ excels at keeping in touch with all aspects of their job, and our jobs.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- Her communication techniques are clear and to the point which is very much appreciated.

Developing Others

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. Tries to ensure employees are ready to move to the next level.	15	3.40	93.3	7%	47%	47%	
17. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.27	93.3	7%	60%	33%	
18. Encourages employees through recognition of positive changes in behavior.	14	3.00	92.9	7%	79%	14%	
19. Provides constructive feedback to others.	15	3.47	100.0		53%	47%	
20. Assesses employees' developmental needs.	15	3.40	93.3	7%	47%	47%	
21. Creates opportunities for professional development.	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. Tries to ensure employees are ready to move to the next level.	3.65	3.40	-0.25 ▼
17. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.47	3.27	-0.20 ▼
18. Encourages employees through recognition of positive changes in behavior.	3.12	3.00	-0.12 ▼
19. Provides constructive feedback to others.	3.59	3.47	-0.12 ▼
20. Assesses employees' developmental needs.	3.29	3.40	+0.11 ▲
21. Creates opportunities for professional development.	3.35	3.53	+0.18 ▲

Comments:

- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- She is also an excellent resource to other managers and will take the time to offer information and support.

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
22. Makes sure that employees understand how their work relates to organizational goals.	15	3.00	80.0	20%	60%		20%
23. Helps employees establish deadlines for important phases of the project.	15	2.87	80.0	20%	73%		7%
24. Regularly checks in to ensure the team is on track.	15	3.47	100.0		53%		47%
25. Gives direction to the department/organization.	15	3.67	100.0		33%		67%
26. Monitors the workload balance and their impact on employees.	15	3.40	93.3	7%	47%		47%
27. Redirects efforts when team members drift from core objectives or timelines.	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. Makes sure that employees understand how their work relates to organizational goals.	3.00	3.00	
23. Helps employees establish deadlines for important phases of the project.	2.88	2.87	-0.02 ▼
24. Regularly checks in to ensure the team is on track.	3.00	3.47	+0.47 ▲
25. Gives direction to the department/organization.	3.76	3.67	-0.10 ▼
26. Monitors the workload balance and their impact on employees.	3.53	3.40	-0.13 ▼
27. Redirects efforts when team members drift from core objectives or timelines.	3.12	3.33	+0.22 ▲

Comments:

- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- Lean on team to help reduce burden and establish clear expectations.

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 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. Effectively organizes resources and plans	15	3.53	100.0	47%	53%		
29. Able to organize work.	15	3.67	100.0	33%	67%		
30. Sets a high standard for job performance.	15	3.33	100.0		67%	33%	
31. Listens and responds to issues and problems	15	3.20	86.7	13%	53%	33%	
32. Shown significant improvement in job performance.	15	3.40	100.0		60%	40%	
33. ...Overall Performance	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. Effectively organizes resources and plans	3.41	3.53	+0.12 ▲
29. Able to organize work.	3.59	3.67	+0.08 ▲
30. Sets a high standard for job performance.	3.41	3.33	-0.08 ▼
31. Listens and responds to issues and problems	3.18	3.20	+0.02 ▲
32. Shown significant improvement in job performance.	3.35	3.40	+0.05 ▲
33. ...Overall Performance	3.18	3.20	+0.02 ▲

Comments:

- ___ is an excellent Director.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- I think ___ works really hard to engage with everyone of us.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.

Results Oriented

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. Shares lessons learned from failures and use them to guide future decisions.	15	3.27	93.3	7%	60%	33%	
35. Willing to take on new assignments to help increase production.	15	3.00	80.0	20%	60%	20%	
36. Supports team members through transitions, maintaining morale and productivity.	15	3.20	93.3	7%	67%	27%	
37. Flexible in adjusting priorities to meet the demands of changing situations.	15	3.27	93.3	7%	60%	33%	
38. Seeks out stretch assignments to challenge personal and team capabilities.	15	3.27	86.7	13%	47%	40%	
39. Builds a supportive environment where enthusiasm and collaboration thrive.	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. Shares lessons learned from failures and use them to guide future decisions.	2.88	3.27	+0.38 ▲
35. Willing to take on new assignments to help increase production.	3.18	3.00	-0.18 ▼
36. Supports team members through transitions, maintaining morale and productivity.	3.18	3.20	+0.02 ▲
37. Flexible in adjusting priorities to meet the demands of changing situations.	3.35	3.27	-0.09 ▼
38. Seeks out stretch assignments to challenge personal and team capabilities.	3.24	3.27	+0.03 ▲
39. Builds a supportive environment where enthusiasm and collaboration thrive.	3.59	3.13	-0.45 ▼

Comments:

- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- She values our feedback and takes our recommendations seriously.
- I have never known ___ to not hire for talent.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.

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
40. Identifies predictable hazards in the workplace.	15	3.40	93.3	7%	47%	47%	
41. Keeps accurate safety records.	15	3.33	93.3	7%	53%	40%	
42. Commits adequate resources toward safety measures.	15	3.33	93.3	7%	53%	40%	
43. Works to implement corrective safety measures.	15	3.13	86.7	13%	60%	27%	
44. Performs work safely.	15	3.00	86.7	13%	73%	13%	
45. Seeks to reduce the likelihood of accidents.	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. Identifies predictable hazards in the workplace.	3.29	3.40	+0.11 ▲
41. Keeps accurate safety records.	3.29	3.33	+0.04 ▲
42. Commits adequate resources toward safety measures.	3.41	3.33	-0.08 ▼
43. Works to implement corrective safety measures.	3.35	3.13	-0.22 ▼
44. Performs work safely.	3.18	3.00	-0.18 ▼
45. Seeks to reduce the likelihood of accidents.	3.35	3.53	+0.18 ▲

Comments:

- She is a great teammate.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- ___'s management style is excellent.
- Shows curiosity.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- Establishes a culture where everyone's contribution is acknowledged and valued.

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?

- Your initiative influences others in a positive way.
- ___ is a valuable resource to the organization and the team.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.

What do you like best about working with this individual?

- I can depend on her with whatever is needed.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. ___ is an engaged Leader.
- ___ 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 a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.

What do you like least about working with this individual?

- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- 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.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.

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

- It's been a pleasure to work for her.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- I really appreciate her.
- I truly enjoy working with ___. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.

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

- ___ 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.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- ___'s dedication and leadership in the management development program is evident.
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- Dedicated to the customer and community, she is worth her weight in gold.

Any final comments?

- She gives you confidence knowing she always has your back.
- More opportunities to share knowledge with the team.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- ___ is an extremely effective leader.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.