



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.

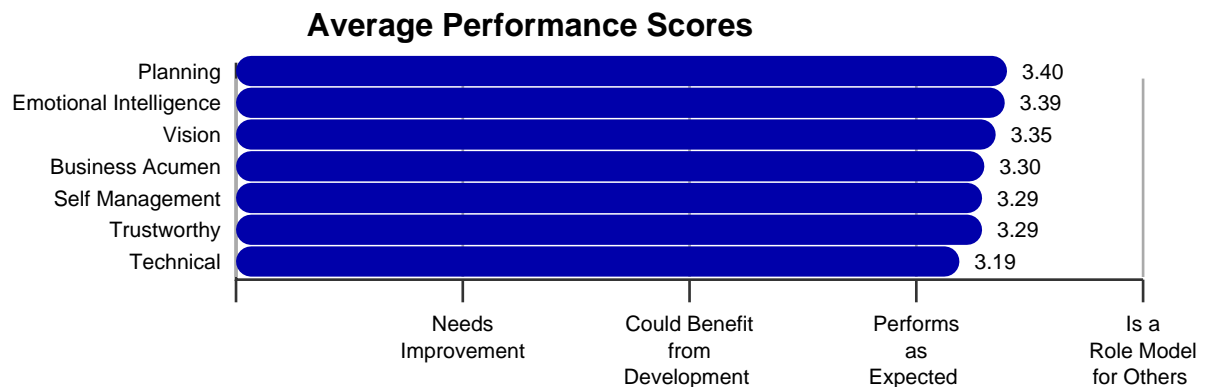
What to Do with Your Feedback

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

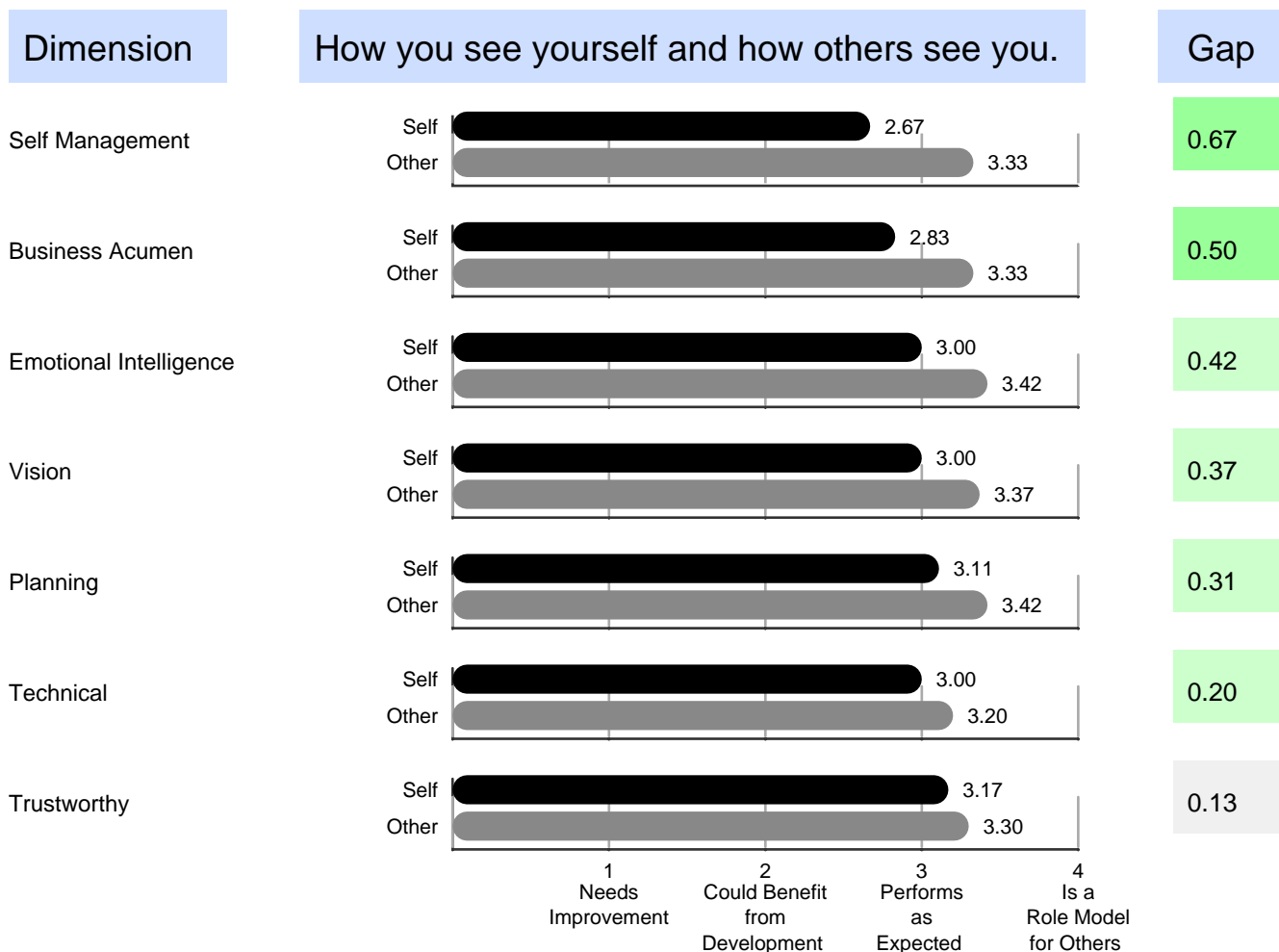
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Planning

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. Schedules staff based on seasonal needs.	15	3.20	93.3	7%	67%		27%
2. Able to stay organized and focused using excellent planning skills.	15	3.87	100.0	13%	87%		
3. Plans for how to allocate time to specific activities.	15	3.33	93.3	7%	53%		40%
4. Anticipates the impacts of strategic plans.	15	3.60	93.3	7%	27%	67%	
5. Develops strategic plans for ensuring competitiveness in the marketplace.	15	3.33	93.3	7%	53%		40%
6. Involves relevant coworkers in the development of the plan.	15	3.20	93.3	7%	60%		33%
7. Determines the amount of materials/supplies needed for the project.	15	3.20	86.7	13%	53%		33%
8. Efficiently manages deadlines.	15	3.40	93.3	7%	47%		47%
9. Is able to follow the plan set in place.	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. Schedules staff based on seasonal needs.	3.29	3.20	-0.09 ▼
2. Able to stay organized and focused using excellent planning skills.	3.65	3.87	+0.22 ▲
3. Plans for how to allocate time to specific activities.	3.18	3.33	+0.16 ▲
4. Anticipates the impacts of strategic plans.	3.41	3.60	+0.19 ▲
5. Develops strategic plans for ensuring competitiveness in the marketplace.	3.24	3.33	+0.10 ▲
6. Involves relevant coworkers in the development of the plan.	3.24	3.20	-0.04 ▼
7. Determines the amount of materials/supplies needed for the project.	3.41	3.20	-0.21 ▼
8. Efficiently manages deadlines.	3.24	3.40	+0.16 ▲
9. Is able to follow the plan set in place.	3.18	3.47	+0.29 ▲

Comments:

- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- _____ is an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
-

_____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.

- Personality. Great Mentor and Leader. Talented.
- He is a great teammate.

Business Acumen

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Understands the financial metrics used by the company.	15	3.47	93.3	7%	40%	53%	
11. Meets with customers to gain insights into their core needs and how to strategically serve them.	15	3.53	100.0		47%	53%	
12. Considers environmental, social, and governance (ESG) factors to ensure the business is sustainable in the long run.	15	3.27	100.0		73%	27%	
13. Bases decisions on business data rather than on intuition or hunches.	15	3.33	100.0		67%	33%	
14. Understands how strategic decisions impact constituents within the Company.	15	3.13	86.7	13%	60%	27%	
15. Develops strategic plans to promote business and organizational strengths.	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. Understands the financial metrics used by the company.	3.35	3.47	+0.11 ▲
11. Meets with customers to gain insights into their core needs and how to strategically serve them.	3.47	3.53	+0.06 ▲
12. Considers environmental, social, and governance (ESG) factors to ensure the business is sustainable in the long run.	3.47	3.27	-0.20 ▼
13. Bases decisions on business data rather than on intuition or hunches.	3.35	3.33	-0.02 ▼
14. Understands how strategic decisions impact constituents within the Company.	3.18	3.13	-0.04 ▼
15. Develops strategic plans to promote business and organizational strengths.	3.00	3.07	+0.07 ▲

Comments:

- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.

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
16. Entrusts team members with executing the vision.	15	3.40	93.3	7%	47%	47%	
17. Establishes a clear vision for where the company should be heading.	15	3.27	93.3	7%	60%		33%
18. Brings the strategic vision to fruition by planning, coordinating, and executing necessary actions, while ensuring the team meets the overarching goals of the organization.	14	3.00	92.9	7%	79%		14%
19. Maintains a consistent focus on long-term objectives, even when short-term pressures arise.	15	3.47	100.0		53%		47%
20. Creates and executes a strategic vision that propels the department forward.	15	3.40	93.3	7%	47%		47%
21. Expresses the Company vision in a way that is easily understood and adopted by employees.	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. Entrusts team members with executing the vision.	3.65	3.40	-0.25 ▼
17. Establishes a clear vision for where the company should be heading.	3.47	3.27	-0.20 ▼
18. Brings the strategic vision to fruition by planning, coordinating, and executing necessary actions, while ensuring the team meets the overarching goals of the organization.	3.12	3.00	-0.12 ▼
19. Maintains a consistent focus on long-term objectives, even when short-term pressures arise.	3.59	3.47	-0.12 ▼
20. Creates and executes a strategic vision that propels the department forward.	3.29	3.40	+0.11 ▲
21. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.35	3.53	+0.18 ▲

Comments:

- He listens to the team.
- _____ is determined to help make [CompanyName] successful.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- He is a joy to work for.

Self 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
22. Does not allow own emotions to interfere with the performance of others.	15	3.00	80.0	20%	60%		20%
23. Analyzes interpersonal problems instead of reacting to them.	15	2.87	80.0	20%	73%		7%
24. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.47	100.0		53%		47%
25. Uses patience and self-control in working with customers and associates.	15	3.67	100.0		33%		67%
26. Consciously controls own negative emotions in order to keep team morale up.	15	3.40	93.3	7%	47%		47%
27. Steps away from a situation to process appropriate response.	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. Does not allow own emotions to interfere with the performance of others.	3.00	3.00	
23. Analyzes interpersonal problems instead of reacting to them.	2.88	2.87	-0.02 ▼
24. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.00	3.47	+0.47 ▲
25. Uses patience and self-control in working with customers and associates.	3.76	3.67	-0.10 ▼
26. Consciously controls own negative emotions in order to keep team morale up.	3.53	3.40	-0.13 ▼
27. Steps away from a situation to process appropriate response.	3.12	3.33	+0.22 ▲

Comments:

- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- He could benefit from understanding about how to create resolution and clarity.
- I like that he challenges me.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.

Emotional Intelligence

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. Is able to manage their own emotions.	15	3.53	100.0	47%	53%		
29. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.67	100.0	33%	67%		
30. Able to understand others' points of view.	15	3.33	100.0	67%	33%		
31. Is able to control their own emotions.	15	3.20	86.7	13%	53%	33%	
32. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.40	100.0	60%	40%		
33. Is able to express themselves clearly.	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. Is able to manage their own emotions.	3.41	3.53	+0.12 ▲
29. Is attentive to emotional cues and interprets others' feelings correctly.	3.59	3.67	+0.08 ▲
30. Able to understand others' points of view.	3.41	3.33	-0.08 ▼
31. Is able to control their own emotions.	3.18	3.20	+0.02 ▲
32. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.35	3.40	+0.05 ▲
33. Is able to express themselves clearly.	3.18	3.20	+0.02 ▲

Comments:

- _____ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped _____ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- I wish I had 5 more years to learn from _____. He teaches me with every interaction.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- _____ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.

Technical

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. Willingly shares his/her technical expertise; sought out as resource by others	15	3.27	93.3	7%	60%	33%	
35. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.00	80.0	20%	60%	20%	
36. Knows how to produce high quality products/work.	15	3.20	93.3	7%	67%	27%	
37. Is knowledgeable of procedures or systems necessary for the job.	15	3.27	93.3	7%	60%	33%	
38. Seeks information from others as needed.	15	3.27	86.7	13%	47%	40%	
39. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	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. Willingly shares his/her technical expertise; sought out as resource by others	2.88	3.27	+0.38 ▲
35. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.18	3.00	-0.18 ▼
36. Knows how to produce high quality products/work.	3.18	3.20	+0.02 ▲
37. Is knowledgeable of procedures or systems necessary for the job.	3.35	3.27	-0.09 ▼
38. Seeks information from others as needed.	3.24	3.27	+0.03 ▲
39. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.59	3.13	-0.45 ▼

Comments:

- _____ analyzes all situations before making a decision.
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- _____ is very reliable and collaborates well on projects.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- I am VERY fortunate to be on his team and part of this division.

Trustworthy

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. Demonstrates a sense of responsibility and commitment to public trust.	15	3.40	93.3	7%	47%	47%	
41. Is a person you can trust.	15	3.33	93.3	7%	53%	40%	
42. Consistently keeps commitments.	15	3.33	93.3	7%	53%	40%	
43. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.13	86.7	13%	60%	27%	
44. Delivers on promises made.	15	3.00	86.7	13%	73%	13%	
45. Takes ownership, delivers on commitments	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. Demonstrates a sense of responsibility and commitment to public trust.	3.29	3.40	+0.11 ▲
41. Is a person you can trust.	3.29	3.33	+0.04 ▲
42. Consistently keeps commitments.	3.41	3.33	-0.08 ▼
43. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.35	3.13	-0.22 ▼
44. Delivers on promises made.	3.18	3.00	-0.18 ▼
45. Takes ownership, delivers on commitments	3.35	3.53	+0.18 ▲

Comments:

- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- He is a joy to work for.
- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.

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 think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.
- He keeps focused on things that are important for his department to run smoothly.
- He leads by example, not reputation.
- _____ needs no improvement
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.

What do you like best about working with this individual?

- _____ could also improve his ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- He has been a great addition to the company.
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- He holds everyone to such a high standard, you don't want to disappoint him.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- He is also an excellent resource to other managers and will take the time to offer information and support.

What do you like least about working with this individual?

- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- _____ is an excellent manager, our dept.is a good place to work with his as a boss
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- He has always encouraged others and provided tools for the employee to do so.

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

- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- He knows his material and obviously loves the continued learning that defines best practices.
- He couldn't be more engaged if he tried.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.

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

- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- _____ is a great partner in Systems Implementation.
- _____'s priority is our customers and community.
- He is very effective and he has learned so much about our product.
- _____ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with _____ for many years.
- _____ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.

Any final comments?

- _____ is professional, collaborative. . .a great team member.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- I really enjoy his mentorship.
- I am impressed with his commitment to task and job knowledge.