



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

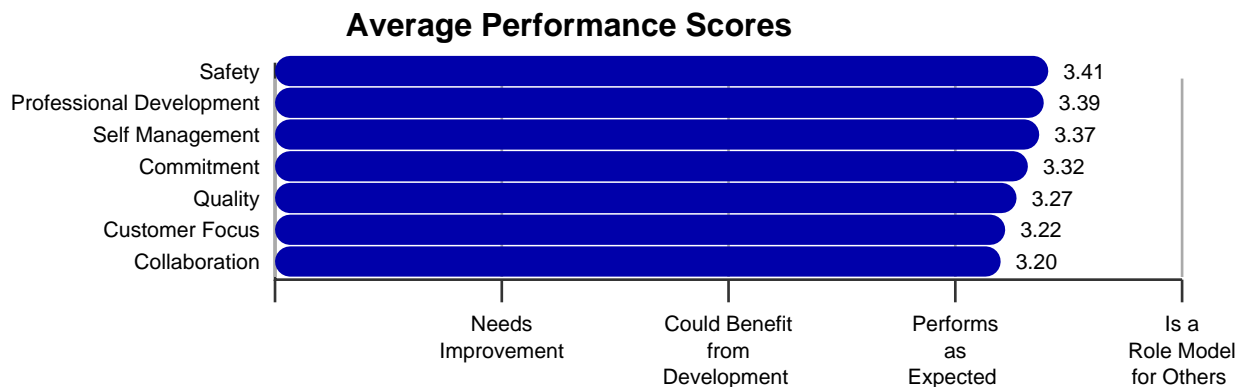
What to Do with Your Feedback

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.



Professional Development

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. Contributing fully to the extent of their skills	15	3.20	93.3	7%	67%		27%
2. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.87	100.0	13%	87%		
3. Keep themselves up-to-date of technical/professional issues	15	3.33	93.3	7%	53%		40%
4. Quickly acquire and apply new knowledge and skills when needed	15	3.60	93.3	7%	27%	67%	
5. Allows employees to fully participate in employee training and professional development.	15	3.33	93.3	7%	53%		40%
6. Seeks opportunities for continuous learning.	15	3.20	93.3	7%	60%		33%
7. Seeks opportunities for professional development.	15	3.20	86.7	13%	53%		33%
8. Encourages employees to take courses relevant to their job.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
1. Contributing fully to the extent of their skills	3.29	3.20	-0.09 ▼
2. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.65	3.87	+0.22 ▲
3. Keep themselves up-to-date of technical/professional issues	3.18	3.33	+0.16 ▲
4. Quickly acquire and apply new knowledge and skills when needed	3.41	3.60	+0.19 ▲
5. Allows employees to fully participate in employee training and professional development.	3.24	3.33	+0.10 ▲
6. Seeks opportunities for continuous learning.	3.24	3.20	-0.04 ▼
7. Seeks opportunities for professional development.	3.41	3.20	-0.21 ▼
8. Encourages employees to take courses relevant to their job.	3.24	3.40	+0.16 ▲

Comments:

- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- He is quick and willing to aid.
- _____ established an environment in which teamwork and creativity flourished.
-

I think _____ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.

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
9. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.47	93.3	7%	40%	53%	
10. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.47	93.3	7%	40%	53%	
11. Uses patience and self-control in working with customers and associates.	15	3.53	100.0		47%	53%	
12. Steps away from a situation to process appropriate response.	15	3.27	100.0		73%	27%	
13. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.33	100.0		67%	33%	
14. Does not allow own emotions to interfere with the performance of others.	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
9. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.18	3.47	+0.29 ▲
10. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.35	3.47	+0.11 ▲
11. Uses patience and self-control in working with customers and associates.	3.47	3.53	+0.06 ▲
12. Steps away from a situation to process appropriate response.	3.47	3.27	-0.20 ▼
13. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.35	3.33	-0.02 ▼
14. Does not allow own emotions to interfere with the performance of others.	3.18	3.13	-0.04 ▼

Comments:

- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- _____ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- He inspires others by the manner in which he does his work and engages others.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.

Quality

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
15. Effectively works with Quality Control (QC) engineers.	15	3.07	80.0	20%	53%		27%
16. Is flexible in addressing issues related to quality.	15	3.40	93.3	7%	47%		47%
17. Adjusts processes or procedures to improve quality results.	15	3.27	93.3	7%	60%		33%
18. Identifies strategies and their associated risks to improve quality.	14	3.00	92.9	7%	79%		14%
19. Promotes an environment that fosters quality and safety.	15	3.47	100.0		53%		47%
20. Communicates quality standards clearly.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
15. Effectively works with Quality Control (QC) engineers.	3.00	3.07	+0.07 ▲
16. Is flexible in addressing issues related to quality.	3.65	3.40	-0.25 ▼
17. Adjusts processes or procedures to improve quality results.	3.47	3.27	-0.20 ▼
18. Identifies strategies and their associated risks to improve quality.	3.12	3.00	-0.12 ▼
19. Promotes an environment that fosters quality and safety.	3.59	3.47	-0.12 ▼
20. Communicates quality standards clearly.	3.29	3.40	+0.11 ▲

Comments:

- Improve communication delivery. Acknowledge what others are saying.
- Unfortunately there has been inconsistency in actions and results.
- _____ has also attended many off-site events to show his support to department staff.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.

Commitment

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
21. Builds a culture where employees embrace shared values as the foundation for productivity.	15	3.53	100.0	47%	53%		
22. Elevates customer experiences by cultivating employee expertise and loyalty to organizational goals.	15	3.00	80.0	20%	60%	20%	
23. Seeks to obtain institutional commitment for the department's initiatives.	15	2.87	80.0	20%	73%	7%	
24. Focuses efforts on the most impactful commitments rather than scattering energy.	15	3.47	100.0	53%	47%		
25. Strengthens employee dedication to applying their skills in service of organizational goals.	15	3.67	100.0	33%	67%		
26. Is committed to the process even if the results are not registered for some time.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
21. Builds a culture where employees embrace shared values as the foundation for productivity.	3.35	3.53	+0.18 ▲
22. Elevates customer experiences by cultivating employee expertise and loyalty to organizational goals.	3.00	3.00	
23. Seeks to obtain institutional commitment for the department's initiatives.	2.88	2.87	-0.02 ▼
24. Focuses efforts on the most impactful commitments rather than scattering energy.	3.00	3.47	+0.47 ▲
25. Strengthens employee dedication to applying their skills in service of organizational goals.	3.76	3.67	-0.10 ▼
26. Is committed to the process even if the results are not registered for some time.	3.53	3.40	-0.13 ▼

Comments:

- He is also quick to tap into his past experiences in attempting to find the best solution.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- He is an excellent teammate, great attitude, effort, and energy.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.

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
27. Is not afraid to question a potential safety issue observed in the workplace.	15	3.33	93.3	7%	53%	40%	
28. Keeps accurate safety records.	15	3.53	100.0		47%	53%	
29. Develops safety guidelines for the department.	15	3.67	100.0		33%	67%	
30. Participates in safety training when available.	15	3.33	100.0		67%	33%	
31. Participates in safety training when offered.	15	3.20	86.7	13%	53%	33%	
32. Is aware of OSHA safety guidelines.	15	3.40	100.0		60%	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
27. Is not afraid to question a potential safety issue observed in the workplace.	3.12	3.33	+0.22 ▲
28. Keeps accurate safety records.	3.41	3.53	+0.12 ▲
29. Develops safety guidelines for the department.	3.59	3.67	+0.08 ▲
30. Participates in safety training when available.	3.41	3.33	-0.08 ▼
31. Participates in safety training when offered.	3.18	3.20	+0.02 ▲
32. Is aware of OSHA safety guidelines.	3.35	3.40	+0.05 ▲

Comments:

- _____ is a good leader because he gives examples through his own behavior.
- I work with _____ regularly and see his interactions with other leaders frequently.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- _____ is the best employee the department has employed.
- _____ has done a wonderful job in supporting his team and making himself available.

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
33. Encourages diversity of opinions and ideas.	15	3.20	86.7	13%	53%	33%	
34. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	15	3.27	93.3	7%	60%	33%	
35. Create an environment where collaboration and teamwork is encouraged.	15	3.00	80.0	20%	60%	20%	
36. Willing to work with others to solve problems.	15	3.20	93.3	7%	67%	27%	
37. Collaborates to manage interpersonal disputes with a positive approach.	15	3.27	93.3	7%	60%	33%	
38. Devotes time and energy to empower the team to succeed.	15	3.27	86.7	13%	47%	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
33. Encourages diversity of opinions and ideas.	3.18	3.20	+0.02 ▲
34. Uses effective strategies to re-engage team members and secure their commitment to the business's common good.	2.88	3.27	+0.38 ▲
35. Create an environment where collaboration and teamwork is encouraged.	3.18	3.00	-0.18 ▼
36. Willing to work with others to solve problems.	3.18	3.20	+0.02 ▲
37. Collaborates to manage interpersonal disputes with a positive approach.	3.35	3.27	-0.09 ▼
38. Devotes time and energy to empower the team to succeed.	3.24	3.27	+0.03 ▲

Comments:

- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leads and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- _____ always remains professional in his interactions and I appreciate his direct style of communication.
- _____ is a very good leader.
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.

Customer 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
39. Sets an example for excellent customer relations.	15	3.13	86.7	13%	60%		27%
40. Able to handle difficult customers.	15	3.40	93.3	7%	47%		47%
41. Is pro-active in dealing with customers and addressing their needs.	15	3.33	93.3	7%	53%		40%
42. Collaborates with teammates to resolve customer issues.	15	3.33	93.3	7%	53%		40%
43. Takes time to explain options clearly and ensures the customer feels informed.	15	3.13	86.7	13%	60%		27%
44. Persistent in solving customer issues.	15	3.00	86.7	13%	73%		13%

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
39. Sets an example for excellent customer relations.	3.59	3.13	-0.45 ▼
40. Able to handle difficult customers.	3.29	3.40	+0.11 ▲
41. Is pro-active in dealing with customers and addressing their needs.	3.29	3.33	+0.04 ▲
42. Collaborates with teammates to resolve customer issues.	3.41	3.33	-0.08 ▼
43. Takes time to explain options clearly and ensures the customer feels informed.	3.35	3.13	-0.22 ▼
44. Persistent in solving customer issues.	3.18	3.00	-0.18 ▼

Comments:

- He has the ability to look at the system as a whole and make solid long range decisions.
- _____, more than most, takes what we've learned and implements changes.
- _____ 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.
- _____ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- I know that _____ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- _____ is highly professional in his everyday work.

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 appreciate his style and support.
- He would benefit from soliciting more feedback and pushing others to do more.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- Lean on team to help reduce burden and establish clear expectations.

What do you like best about working with this individual?

- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- _____, more than most, takes what we've learned and implements changes.
- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- Need to continue to take action when needed, although have improved. . .
- _____ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.
- _____ excels at keeping in touch with all aspects of their job, and our jobs.

What do you like least about working with this individual?

- _____ has good knowledge and awareness of the strengths and talents within the organization.
- He is an excellent problem solver.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- Is extremely knowledgeable and is always continuing his education to stay up to date.
- _____ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- Show others it is possible to understand both sides without having to agree all the time.

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

- He has always encouraged others and provided tools for the employee to do so.
- He is continually looking for ways to improve our service to our customers.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- I work with _____ regularly and see his interactions with other leaders frequently.
- It is often difficult to contact _____ and email communication may take a long period for a reply.

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

- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- _____ has been an excellent assistant manager.
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.
- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- Demonstrates a focus on the business goals through task prioritization.
- I am VERY fortunate to be on his team and part of this division.

Any final comments?

- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- _____ exemplifies all of the above.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- He encourages staff skill development and input to improve department processes
- He can ask a question and truly listen to the answer before giving feedback.