



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

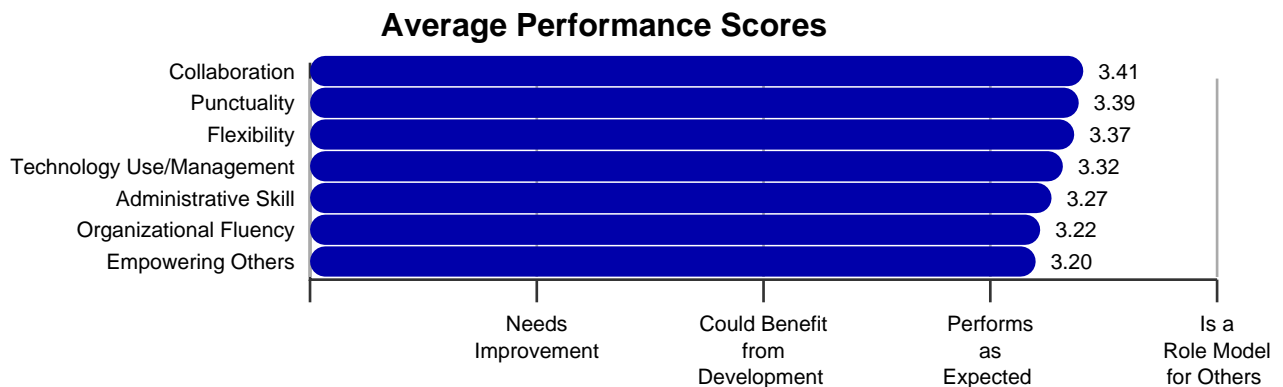
## What to Do with Your Feedback

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

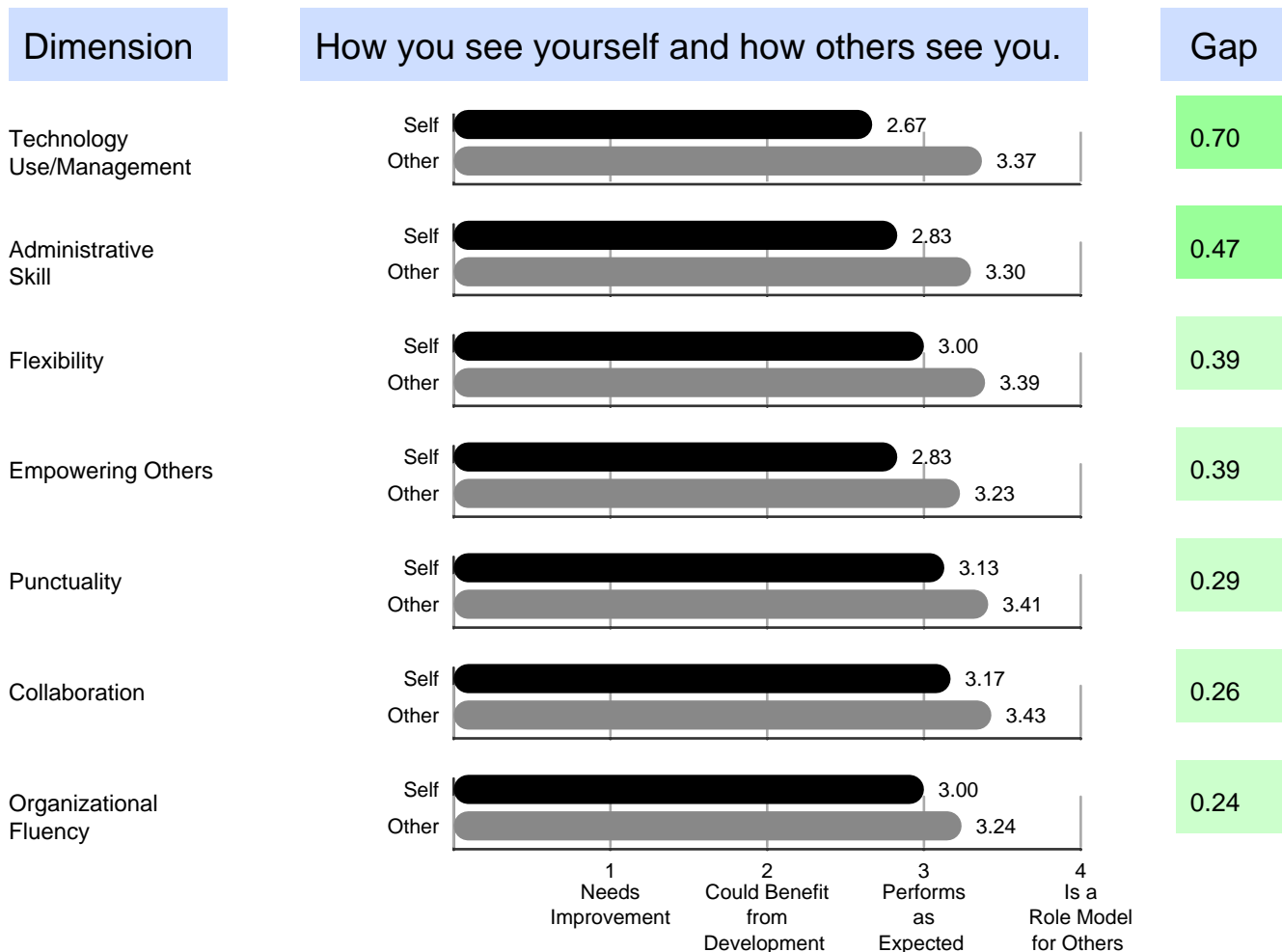
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



# Punctuality

## 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. Starts the workday when scheduled.	15	3.20	93.3	7%	67%		27%
2. Avoids making personal phone calls during working hours.	15	3.87	100.0	13%	87%		
3. Starts meetings on time.	15	3.33	93.3	7%	53%		40%
4. Arrives to meetings on time.	15	3.60	93.3	7%	27%	67%	
5. Maintains an efficient schedule of activities.	15	3.33	93.3	7%	53%		40%
6. Conducts appointments at scheduled start time.	15	3.20	93.3	7%	60%		33%
7. Invoices clients on a timely basis.	15	3.20	86.7	13%	53%		33%
8. Responds to requests for information in a timely manner.	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. Starts the workday when scheduled.	3.29	3.20	-0.09 ▼
2. Avoids making personal phone calls during working hours.	3.65	3.87	+0.22 ▲
3. Starts meetings on time.	3.18	3.33	+0.16 ▲
4. Arrives to meetings on time.	3.41	3.60	+0.19 ▲
5. Maintains an efficient schedule of activities.	3.24	3.33	+0.10 ▲
6. Conducts appointments at scheduled start time.	3.24	3.20	-0.04 ▼
7. Invoices clients on a timely basis.	3.41	3.20	-0.21 ▼
8. Responds to requests for information in a timely manner.	3.24	3.40	+0.16 ▲

### Comments:

- Under her leadership, the department teams have become very cohesive.
- I enjoy working with \_\_\_\_\_. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows \_\_\_\_\_ to give a whole new perspective on a subject.
- Increase in confidence. Being willing to lean into the uncomfortable.
- \_\_\_\_\_ is a great manager, committed to each employee in our department.
- \_\_\_\_\_ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. \_\_\_\_\_ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. \_\_\_\_\_ is a role model for communication with staff, customers as well as community members.
- She uses the strengths of everyone around her to get the best solutions possible.

## Flexibility

### 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 open to change and new ways of doing things.	15	3.47	93.3	7%	40%	53%	
10. Regularly assesses current methods, welcomes feedback, and is willing to implement changes to improve efficiency and effectiveness.	15	3.47	93.3	7%	40%	53%	
11. Maintains an adaptive mindset crucial for navigating the dynamic challenges and opportunities that arise in business environments.	15	3.53	100.0		47%	53%	
12. Adapts to new organizational structures, policies, or procedures.	15	3.27	100.0		73%	27%	
13. Able to produce goods and services across a wide spectrum of business needs.	15	3.33	100.0		67%	33%	
14. Adapts to circumstances as needed.	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 open to change and new ways of doing things.	3.18	3.47	+0.29 ▲
10. Regularly assesses current methods, welcomes feedback, and is willing to implement changes to improve efficiency and effectiveness.	3.35	3.47	+0.11 ▲
11. Maintains an adaptive mindset crucial for navigating the dynamic challenges and opportunities that arise in business environments.	3.47	3.53	+0.06 ▲
12. Adapts to new organizational structures, policies, or procedures.	3.47	3.27	-0.20 ▼
13. Able to produce goods and services across a wide spectrum of business needs.	3.35	3.33	-0.02 ▼
14. Adapts to circumstances as needed.	3.18	3.13	-0.04 ▼

### Comments:

- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- 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.
- She is becoming more comfortable to deliver critical feedback.
- \_\_\_ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- She values our feedback and takes our recommendations seriously.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.

## Administrative Skill

### 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. Organizes documents in a visually appealing and consistent manner, following company standards or branding guidelines.	15	3.07	80.0	20%	53%		27%
16. Receives and welcomes visitors.	15	3.40	93.3	7%	47%		47%
17. Drafts letters, memos, invoices, reports, and other business documents.	15	3.27	93.3	7%	60%		33%
18. High attention to detail.	14	3.00	92.9	7%	79%		14%
19. Speaks clearly to be understood.	15	3.47	100.0		53%		47%
20. Communicates effectively both in writing and verbally.	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. Organizes documents in a visually appealing and consistent manner, following company standards or branding guidelines.	3.00	3.07	+0.07 ▲
16. Receives and welcomes visitors.	3.65	3.40	-0.25 ▼
17. Drafts letters, memos, invoices, reports, and other business documents.	3.47	3.27	-0.20 ▼
18. High attention to detail.	3.12	3.00	-0.12 ▼
19. Speaks clearly to be understood.	3.59	3.47	-0.12 ▼
20. Communicates effectively both in writing and verbally.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- \_\_\_ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- \_\_\_ is great about approaching and including staff input with decision making within the department.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- \_\_\_ appropriately utilizes the resources of other team members to meet the needs of the organization.

## Technology Use/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
21. Proficient in the use of technical systems and processes.	15	3.53	100.0	47%	53%		
22. Adopts the implementation of new technology into the workplace.	15	3.00	80.0	20%	60%	20%	
23. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	2.87	80.0	20%	73%	7%	
24. Supports technical training and development of employees.	15	3.47	100.0	53%	47%		
25. Applies complex rules and regulations to maintain optimal system performance.	15	3.67	100.0	33%	67%		
26. Understands and is committed to implementing new technologies.	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. Proficient in the use of technical systems and processes.	3.35	3.53	+0.18 ▲
22. Adopts the implementation of new technology into the workplace.	3.00	3.00	
23. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	2.88	2.87	-0.02 ▼
24. Supports technical training and development of employees.	3.00	3.47	+0.47 ▲
25. Applies complex rules and regulations to maintain optimal system performance.	3.76	3.67	-0.10 ▼
26. Understands and is committed to implementing new technologies.	3.53	3.40	-0.13 ▼

### Comments:

- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- \_\_\_ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- She cares deeply about the engagement of her staff and has concern for those in need.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.

## 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
27. Devotes time and energy to empower the team to succeed.	15	3.33	93.3	7%	53%	40%	
28. Creates an environment that encourages information sharing.	15	3.53	100.0		47%	53%	
29. Effectively uses technology to facilitate collaborative efforts in building process and policy documents.	15	3.67	100.0		33%	67%	
30. Creates an environment where others feel comfortable sharing knowledge and information.	15	3.33	100.0		67%	33%	
31. Rewards collaborative efforts of team members.	15	3.20	86.7	13%	53%	33%	
32. Is comfortable working with employees from different departments/divisions.	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. Devotes time and energy to empower the team to succeed.	3.12	3.33	+0.22 ▲
28. Creates an environment that encourages information sharing.	3.41	3.53	+0.12 ▲
29. Effectively uses technology to facilitate collaborative efforts in building process and policy documents.	3.59	3.67	+0.08 ▲
30. Creates an environment where others feel comfortable sharing knowledge and information.	3.41	3.33	-0.08 ▼
31. Rewards collaborative efforts of team members.	3.18	3.20	+0.02 ▲
32. Is comfortable working with employees from different departments/divisions.	3.35	3.40	+0.05 ▲

### Comments:

- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- \_\_\_ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- I appreciate \_\_\_'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- \_\_\_ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- \_\_\_ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. \_\_\_ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. \_\_\_ is a role model for communication with staff, customers as well as community members.

## Empowering 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
33. Allows individuals to be responsible for their decisions.	15	3.20	86.7	13%	53%	33%	
34. Gives employees the authority to act on their own.	15	3.27	93.3	7%	60%	33%	
35. Encourages employees to think outside the box.	15	3.00	80.0	20%	60%	20%	
36. Set clear goals for assignments.	15	3.20	93.3	7%	67%	27%	
37. Enables employees to take on more challenging roles.	15	3.27	93.3	7%	60%	33%	
38. Allows employees to take on more responsibilities.	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. Allows individuals to be responsible for their decisions.	3.18	3.20	+0.02 ▲
34. Gives employees the authority to act on their own.	2.88	3.27	+0.38 ▲
35. Encourages employees to think outside the box.	3.18	3.00	-0.18 ▼
36. Set clear goals for assignments.	3.18	3.20	+0.02 ▲
37. Enables employees to take on more challenging roles.	3.35	3.27	-0.09 ▼
38. Allows employees to take on more responsibilities.	3.24	3.27	+0.03 ▲

### Comments:

- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- \_\_\_ is very visible on the unit. Spending many hours with staff.
- She removes barriers so that we can do our job to the best of our ability.
- She holds everyone to such a high standard, you don't want to disappoint her.
- \_\_\_ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.

## 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
39. Able to explain departmental policies and procedures to others.	15	3.13	86.7	13%	60%		27%
40. Able to use corporate politics to advance department objectives.	15	3.40	93.3	7%	47%		47%
41. Gets things done through the department.	15	3.33	93.3	7%	53%		40%
42. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.33	93.3	7%	53%		40%
43. Anticipates problems that may affect the department.	15	3.13	86.7	13%	60%		27%
44. Able to deal with sensitive issues with tact and professionalism.	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. Able to explain departmental policies and procedures to others.	3.59	3.13	-0.45 ▼
40. Able to use corporate politics to advance department objectives.	3.29	3.40	+0.11 ▲
41. Gets things done through the department.	3.29	3.33	+0.04 ▲
42. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.41	3.33	-0.08 ▼
43. Anticipates problems that may affect the department.	3.35	3.13	-0.22 ▼
44. Able to deal with sensitive issues with tact and professionalism.	3.18	3.00	-0.18 ▼

### Comments:

- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- \_\_\_'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- \_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- She often involves her team in decision making and to determine how to achieve outcomes.

## Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

### What would help make you a more effective leader?

- \_\_\_ has done tremendous work this past year in the Finance team.
- Improve communication delivery. Acknowledge what others are saying.
- \_\_\_ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- \_\_\_ consistently asks how the day is going, if she can help us at all.
- \_\_\_ 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.
- Overall \_\_\_ is highly competent and brings a fresh perspective to the Engineering department.

### What do you like best about working with this individual?

- I think \_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- \_\_\_ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- \_\_\_ 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 a definite asset to the organization. She is a creative thinker and a strong leader.
- \_\_\_ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.

### What do you like least about working with this individual?

- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- Is very upbeat and quick to contribute to the team.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. \_\_\_ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- She is respectful of the people she works with regardless of the level in the organization.
- just know going through the hiring process with her.

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

- \_\_\_ excels at looking at other people's strengths and building upon them for the good of the department.
- \_\_\_ is a great listener and leader for the department.
- \_\_\_ knows her team very well and is gaining the same knowledge in regards to her team
- \_\_\_ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- I am confident that whenever I need to talk with \_\_\_, she is honest and direct and provides good guidance for my professional growth.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.

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

- As a leader, I can clearly see that \_\_\_ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- She has been a great addition to the company.
- \_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- \_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- She is a team player and willing to help other departments and staff when needed.

### Any final comments?

- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- \_\_\_ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. \_\_\_ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. \_\_\_ is a great mentor and example to those she supervises.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- \_\_\_ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- She can fall behind on projects without providing timely feedback.