



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.

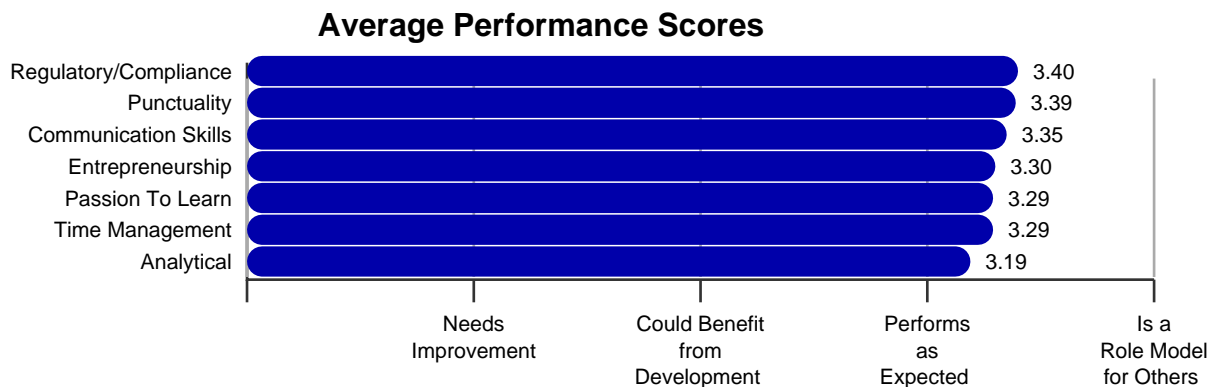
What to Do with Your Feedback

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

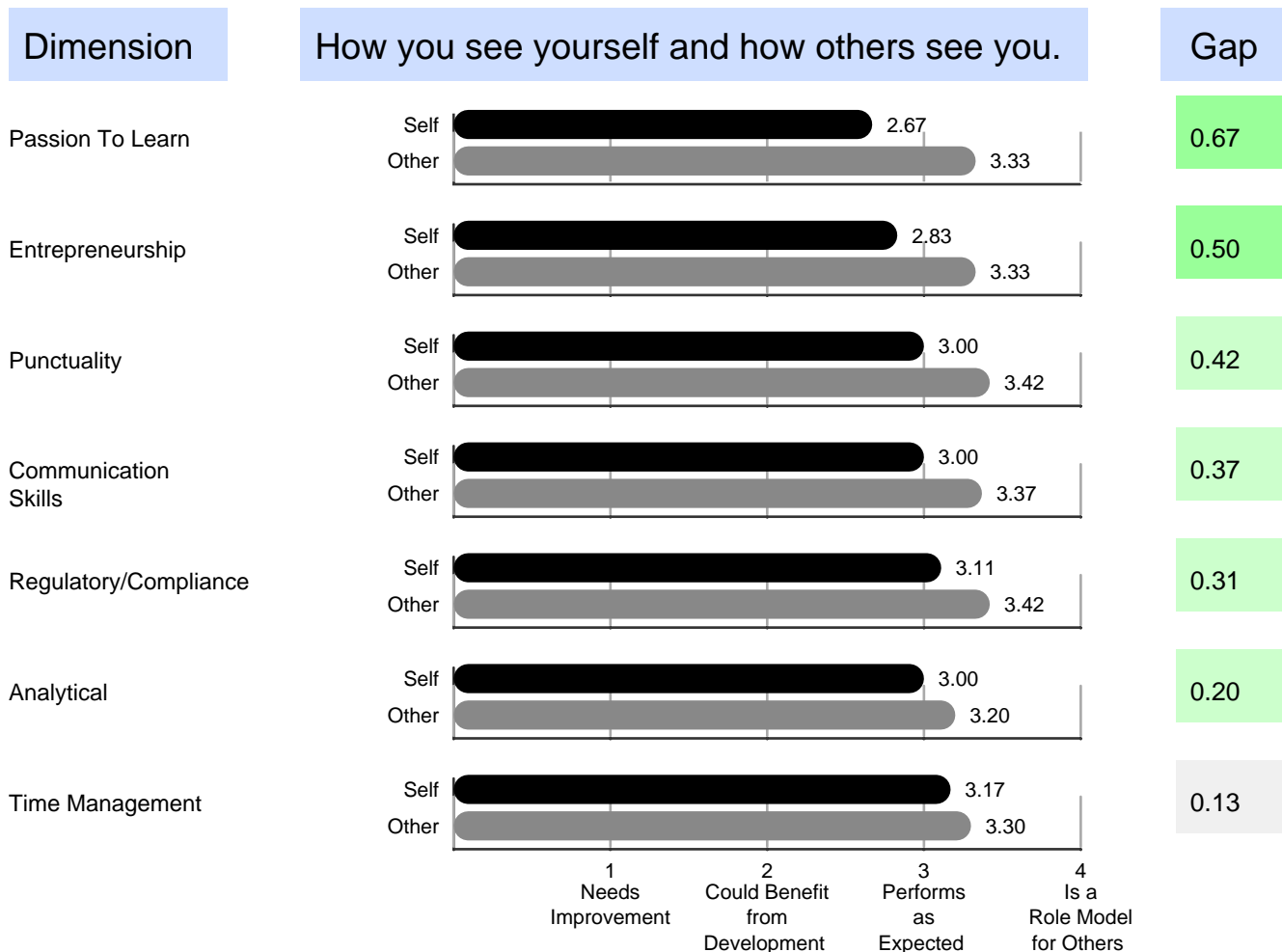
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Regulatory/Compliance

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. Reviews operations and work flows to ensure compliance with standards.	15	3.20	93.3	7%	67%		27%
2. Performs regulatory risk management to manage the risks of compliance (or non-compliance).	15	3.87	100.0	13%	87%		
3. Develops a confidential reporting system to enable employees to anonymously report safety violations.	15	3.33	93.3	7%	53%		40%
4. Implements regulatory changes in a timely manner.	15	3.60	93.3	7%	27%	67%	
5. Develops the appropriate incentives (or disincentives) for regulatory compliance.	15	3.33	93.3	7%	53%		40%
6. Responds promptly to inquiries from regulatory bodies.	15	3.20	93.3	7%	60%		33%
7. Reviews historical compliance reports to identify trends and refine reporting methodologies.	15	3.20	86.7	13%	53%		33%
8. Ensures the company is in compliance with all laws regarding the production and transportation of product.	15	3.40	93.3	7%	47%		47%
9. Keeps track of changes in legislation affecting regulatory compliance.	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. Reviews operations and work flows to ensure compliance with standards.	3.29	3.20	-0.09 ▼
2. Performs regulatory risk management to manage the risks of compliance (or non-compliance).	3.65	3.87	+0.22 ▲
3. Develops a confidential reporting system to enable employees to anonymously report safety violations.	3.18	3.33	+0.16 ▲
4. Implements regulatory changes in a timely manner.	3.41	3.60	+0.19 ▲
5. Develops the appropriate incentives (or disincentives) for regulatory compliance.	3.24	3.33	+0.10 ▲
6. Responds promptly to inquiries from regulatory bodies.	3.24	3.20	-0.04 ▼
7. Reviews historical compliance reports to identify trends and refine reporting methodologies.	3.41	3.20	-0.21 ▼
8. Ensures the company is in compliance with all laws regarding the production and transportation of product.	3.24	3.40	+0.16 ▲
9. Keeps track of changes in legislation affecting regulatory compliance.	3.18	3.47	+0.29 ▲

Comments:

- I look forward to learning and improving with her and the other members in the division.
-

I will always remember ___ as my first manager and be thankful she helped shape my first career.

- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- ___ 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.

Entrepreneurship

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. Maintains a high level of energy to respond to demands of the job.	15	3.47	93.3	7%	40%	53%	
11. Understands the processes and various stages of business development.	15	3.53	100.0		47%	53%	
12. Is comfortable operating in an environment of uncertainty.	15	3.27	100.0		73%	27%	
13. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.33	100.0		67%	33%	
14. Can work effectively in an environment of uncertainty.	15	3.13	86.7	13%	60%	27%	
15. Able to adapt the department to changing business demands and climate.	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. Maintains a high level of energy to respond to demands of the job.	3.35	3.47	+0.11 ▲
11. Understands the processes and various stages of business development.	3.47	3.53	+0.06 ▲
12. Is comfortable operating in an environment of uncertainty.	3.47	3.27	-0.20 ▼
13. Devotes a certain amount of time and effort to developing new business opportunities.	3.35	3.33	-0.02 ▼
14. Can work effectively in an environment of uncertainty.	3.18	3.13	-0.04 ▼
15. Able to adapt the department to changing business demands and climate.	3.00	3.07	+0.07 ▲

Comments:

- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- She couldn't be more engaged if she tried.
- She does not settle- but will continue a search until the right fit is found.
- _____ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. _____ has shown marked improvement in being present when needed in the department.
- She listens to the team.
- She knows her material and obviously loves the continued learning that defines best practices.

Communication Skills

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. Articulates ideas and emotions clearly to others.	15	3.40	93.3	7%	47%	47%	
17. Ensures comprehension during conversations or group presentations.	15	3.27	93.3	7%	60%		33%
18. Delivers well-prepared, informed, poised and succinct presentations.	14	3.00	92.9	7%	79%		14%
19. Provides straightforward and brief directions.	15	3.47	100.0		53%		47%
20. Notifies others about developments in plans and goals.	15	3.40	93.3	7%	47%		47%
21. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	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. Articulates ideas and emotions clearly to others.	3.65	3.40	-0.25 ▼
17. Ensures comprehension during conversations or group presentations.	3.47	3.27	-0.20 ▼
18. Delivers well-prepared, informed, poised and succinct presentations.	3.12	3.00	-0.12 ▼
19. Provides straightforward and brief directions.	3.59	3.47	-0.12 ▼
20. Notifies others about developments in plans and goals.	3.29	3.40	+0.11 ▲
21. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	3.35	3.53	+0.18 ▲

Comments:

- Provide more clarity. Increase your technical knowledge.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- ___ not only values and listens to her staff she also gives them the support they need.
- ___ is great about approaching and including staff input with decision making within the department.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.

Passion To Learn

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. Enjoys learning new skills and techniques.	15	3.00	80.0	20%	60%		20%
23. Enhances value to the company through additional training and development.	15	2.87	80.0	20%	73%		7%
24. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.47	100.0		53%		47%
25. Stays up-to-date on emerging technologies.	15	3.67	100.0		33%		67%
26. Demonstrates a willingness to participate in continuing education courses.	15	3.40	93.3	7%	47%		47%
27. Is open minded and curious about learning new skills.	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. Enjoys learning new skills and techniques.	3.00	3.00	
23. Enhances value to the company through additional training and development.	2.88	2.87	-0.02 ▼
24. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.00	3.47	+0.47 ▲
25. Stays up-to-date on emerging technologies.	3.76	3.67	-0.10 ▼
26. Demonstrates a willingness to participate in continuing education courses.	3.53	3.40	-0.13 ▼
27. Is open minded and curious about learning new skills.	3.12	3.33	+0.22 ▲

Comments:

- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- ___ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- ___ 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.

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
28. Invoices clients on a timely basis.	15	3.53	100.0	47%	53%		
29. Avoids making personal phone calls during working hours.	15	3.67	100.0	33%	67%		
30. Conducts appointments at scheduled start time.	15	3.33	100.0	67%	33%		
31. Responds to requests for information in a timely manner.	15	3.20	86.7	13%	53%	33%	
32. Maintains an efficient schedule of activities.	15	3.40	100.0	60%	40%		
33. Starts meetings on time.	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. Invoices clients on a timely basis.	3.41	3.53	+0.12 ▲
29. Avoids making personal phone calls during working hours.	3.59	3.67	+0.08 ▲
30. Conducts appointments at scheduled start time.	3.41	3.33	-0.08 ▼
31. Responds to requests for information in a timely manner.	3.18	3.20	+0.02 ▲
32. Maintains an efficient schedule of activities.	3.35	3.40	+0.05 ▲
33. Starts meetings on time.	3.18	3.20	+0.02 ▲

Comments:

- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- ___ has a good perspective on the organization as a whole.

Analytical

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. Is willing to listen to different perspectives.	15	3.27	93.3	7%	60%	33%	
35. Evaluates the integrity and comparability of data and identifies existing gaps.	15	3.00	80.0	20%	60%	20%	
36. Analyzes and consolidates data from several sources to develop logical insights.	15	3.20	93.3	7%	67%	27%	
37. Uses statistics to find hidden patterns, connections, and trends in data.	15	3.27	93.3	7%	60%	33%	
38. Creates detailed budgets that guide financial planning and decision-making.	15	3.27	86.7	13%	47%	40%	
39. Tests hypotheses, analyze experimental data, and draw conclusions.	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. Is willing to listen to different perspectives.	2.88	3.27	+0.38 ▲
35. Evaluates the integrity and comparability of data and identifies existing gaps.	3.18	3.00	-0.18 ▼
36. Analyzes and consolidates data from several sources to develop logical insights.	3.18	3.20	+0.02 ▲
37. Uses statistics to find hidden patterns, connections, and trends in data.	3.35	3.27	-0.09 ▼
38. Creates detailed budgets that guide financial planning and decision-making.	3.24	3.27	+0.03 ▲
39. Tests hypotheses, analyze experimental data, and draw conclusions.	3.59	3.13	-0.45 ▼

Comments:

- She is showing more comfort in providing and receiving critical feedback.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- she is open and willing to share her vision for the team.
- I look forward to learning and improving with her and the other members in the division.
- ___ 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.
- ___ knows her team very well and is gaining the same knowledge in regards to her team

Time 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
40. Consistently meets production deadlines.	15	3.40	93.3	7%	47%	47%	
41. Allows for time buffers between tasks so that the schedule does not become delayed due to unforeseen circumstances.	15	3.33	93.3	7%	53%	40%	
42. Organizes work responsibilities for maximum efficiency.	15	3.33	93.3	7%	53%	40%	
43. Sets target due dates or times for tasks to be completed by.	15	3.13	86.7	13%	60%	27%	
44. Effectively uses subordinates to help get more work done by the department.	15	3.00	86.7	13%	73%	13%	
45. Schedules work based on peak productivity periods to enhance focus and output.	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. Consistently meets production deadlines.	3.29	3.40	+0.11 ▲
41. Allows for time buffers between tasks so that the schedule does not become delayed due to unforeseen circumstances.	3.29	3.33	+0.04 ▲
42. Organizes work responsibilities for maximum efficiency.	3.41	3.33	-0.08 ▼
43. Sets target due dates or times for tasks to be completed by.	3.35	3.13	-0.22 ▼
44. Effectively uses subordinates to help get more work done by the department.	3.18	3.00	-0.18 ▼
45. Schedules work based on peak productivity periods to enhance focus and output.	3.35	3.53	+0.18 ▲

Comments:

- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- ___ does a great job in supporting and engaging all of her employees.
- ___ takes pride in her department. Her follow through is excellent. ___ leads by example.
- I look forward to learning and improving with her and the other members in the division.
- ___ 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.
- She has hired good people, and developed strong relationships with finance.

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?

- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- Could benefit from increasing awareness on how much influence they have on the department.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.

What do you like best about working with this individual?

- She is very customer focused and this reflects in her division leadership and performance.
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- I find her to be a stellar asset to our team at [CompanyName].
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- Increase business knowledge relating to overall strategic plan and the day to day operations.

What do you like least about working with this individual?

- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- When dealing with HR issues my HR business partner is always involved.

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

- Participates in training to learn Core Competency processes.
- She is well respected by her peers and it is clear to see why.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- I honestly cannot think of of anything to recommend that would help her to improve at this point.

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

- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- She is, quite simply, the best boss I've ever had.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- ___ continually is analyzing our current states and identifying areas that we can improve.

Any final comments?

- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- She is an excellent problem solver.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- She is quick and willing to aid.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- She is eager to learn and eager to share knowledge.