



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.

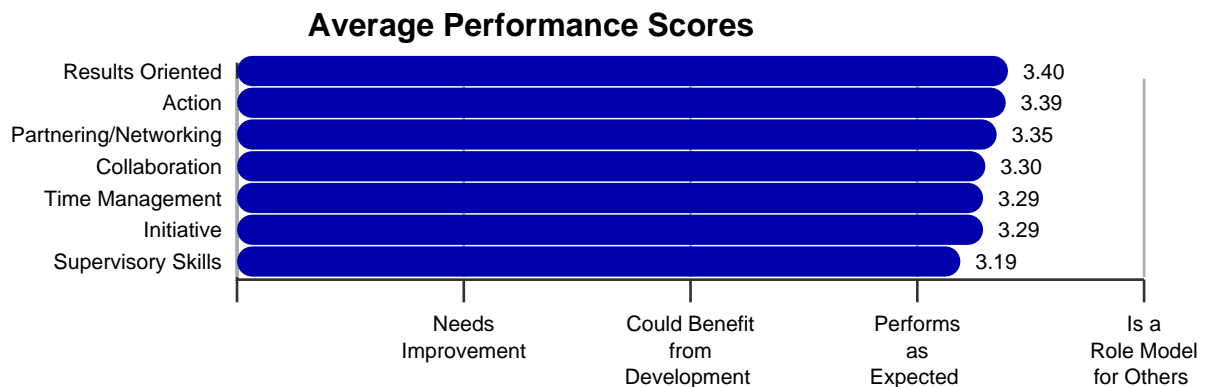
What to Do with Your Feedback

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

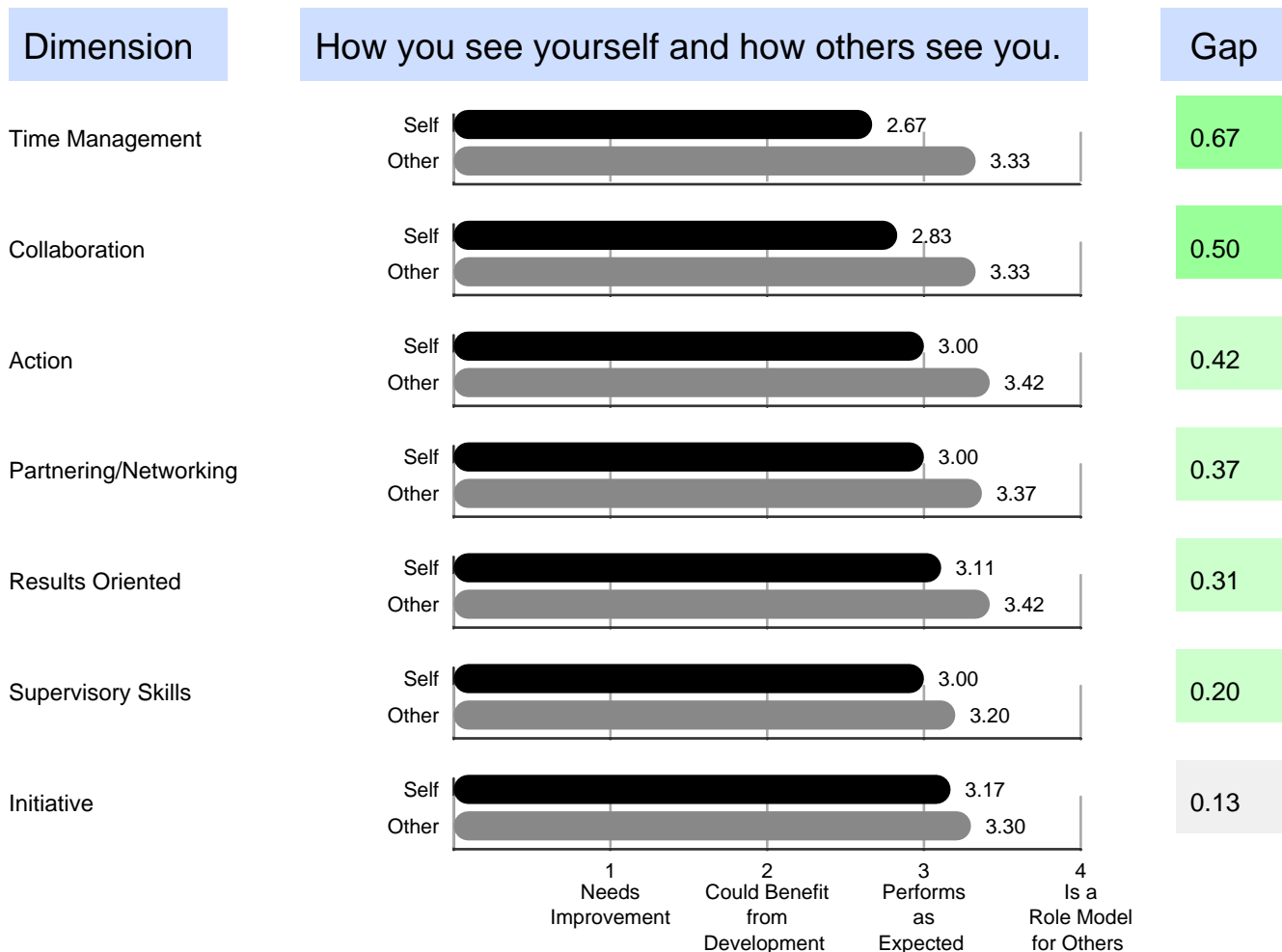
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Results Oriented

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Conducts regular check-ins that focus on progress, roadblocks, and how to support growth.	15	3.20	93.3	7%	67%		27%
2. Follows up on service delivery to confirm expectations were met or exceeded.	15	3.87	100.0	13%	87%		
3. Encourages open dialogue to surface new ideas and pivot strategies collaboratively.	15	3.33	93.3	7%	53%		40%
4. Makes changes to the plans if it will result in increased output.	15	3.60	93.3	7%	27%	67%	
5. Reassesses KPIs and success metrics when external factors shift the playing field.	15	3.33	93.3	7%	53%		40%
6. Determines what resources will be needed to achieve the objectives.	15	3.20	93.3	7%	60%		33%
7. Builds trust by consistently being available and responsive to team needs.	15	3.20	86.7	13%	53%		33%
8. Adapts to disruptions in the supply chain to maintain production levels.	15	3.40	93.3	7%	47%		47%
9. Modifies team roles or workflows to better align with changing business conditions.	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. Conducts regular check-ins that focus on progress, roadblocks, and how to support growth.	3.29	3.20	-0.09 ▼
2. Follows up on service delivery to confirm expectations were met or exceeded.	3.65	3.87	+0.22 ▲
3. Encourages open dialogue to surface new ideas and pivot strategies collaboratively.	3.18	3.33	+0.16 ▲
4. Makes changes to the plans if it will result in increased output.	3.41	3.60	+0.19 ▲
5. Reassesses KPIs and success metrics when external factors shift the playing field.	3.24	3.33	+0.10 ▲
6. Determines what resources will be needed to achieve the objectives.	3.24	3.20	-0.04 ▼
7. Builds trust by consistently being available and responsive to team needs.	3.41	3.20	-0.21 ▼
8. Adapts to disruptions in the supply chain to maintain production levels.	3.24	3.40	+0.16 ▲
9. Modifies team roles or workflows to better align with changing business conditions.	3.18	3.47	+0.29 ▲

Comments:

- _____ supports each security officer in such a way that you want to grow and improve in what you do.
-

Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department and was a valuable member.

- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- Under his leadership, the department teams have become very cohesive.
- He does follow up and follow through.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.

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
10. Actively engages with team members to foster a cooperative environment.	15	3.47	93.3	7%	40%	53%	
11. Uses digital tools to support collaborative efforts in document creation?	15	3.53	100.0		47%	53%	
12. Creates an environment to support free exchange of information.	15	3.27	100.0		73%	27%	
13. Consults with other partners on issues.	15	3.33	100.0		67%	33%	
14. Works with other experts to solve problems.	15	3.13	86.7	13%	60%	27%	
15. Engages with team members to build a collaborative work environment.	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. Actively engages with team members to foster a cooperative environment.	3.35	3.47	+0.11 ▲
11. Uses digital tools to support collaborative efforts in document creation?	3.47	3.53	+0.06 ▲
12. Creates an environment to support free exchange of information.	3.47	3.27	-0.20 ▼
13. Consults with other partners on issues.	3.35	3.33	-0.02 ▼
14. Works with other experts to solve problems.	3.18	3.13	-0.04 ▼
15. Engages with team members to build a collaborative work environment.	3.00	3.07	+0.07 ▲

Comments:

- He is a real advocate for the customers. Excellent department and computer skills
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- _____ has made good judgements in hiring top notch employees.
- _____ is the consummate professional and pleasure to work with.

Partnering/Networking

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Engages in partnerships that produce significant results.	15	3.40	93.3	7%	47%	47%	
17. Forms strong relationships with customers.	15	3.27	93.3	7%	60%	33%	
18. Creates strategic partnerships when resources are limited.	14	3.00	92.9	7%	79%	14%	
19. Works to combine the unique strengths of each partner to develop new products or services.	15	3.47	100.0		53%	47%	
20. Identifies partnerships with overseas companies to expand market opportunities.	15	3.40	93.3	7%	47%	47%	
21. Creates an environment that supports information exchange.	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. Engages in partnerships that produce significant results.	3.65	3.40	-0.25 ▼
17. Forms strong relationships with customers.	3.47	3.27	-0.20 ▼
18. Creates strategic partnerships when resources are limited.	3.12	3.00	-0.12 ▼
19. Works to combine the unique strengths of each partner to develop new products or services.	3.59	3.47	-0.12 ▼
20. Identifies partnerships with overseas companies to expand market opportunities.	3.29	3.40	+0.11 ▲
21. Creates an environment that supports information exchange.	3.35	3.53	+0.18 ▲

Comments:

- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- He has established credibility and trust with all the directors and managers.
- _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.

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
22. Encourages colleagues to spend more time on work related activities.	15	3.00	80.0	20%	60%		20%
23. Consistently meets production deadlines.	15	2.87	80.0	20%	73%		7%
24. Stays focused on the job.	15	3.47	100.0		53%		47%
25. Persists with crucial assignments.	15	3.67	100.0		33%		67%
26. Organizes work responsibilities for maximum efficiency.	15	3.40	93.3	7%	47%		47%
27. Delegates administrative and support functions to optimize time for strategic planning and leadership.	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. Encourages colleagues to spend more time on work related activities.	3.00	3.00	
23. Consistently meets production deadlines.	2.88	2.87	-0.02 ▼
24. Stays focused on the job.	3.00	3.47	+0.47 ▲
25. Persists with crucial assignments.	3.76	3.67	-0.10 ▼
26. Organizes work responsibilities for maximum efficiency.	3.53	3.40	-0.13 ▼
27. Delegates administrative and support functions to optimize time for strategic planning and leadership.	3.12	3.33	+0.22 ▲

Comments:

- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- He is an excellent problem solver.
- He works diligently with our supplier to ensure the inventory is cost effective.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- Confidence, Attitude, Desire to learn.
- _____ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.

Action

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. Acts quickly to create innovative products and services.	15	3.53	100.0	47%	53%		
29. Takes advantage of opportunities to move the organization forward.	15	3.67	100.0	33%	67%		
30. Takes action when necessary.	15	3.33	100.0	67%	33%		
31. Undertakes actions to achieve specific goals.	15	3.20	86.7	13%	53%	33%	
32. Creates opportunities and then takes advantage of them.	15	3.40	100.0	60%	40%		
33. Initiates actions to get things done.	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. Acts quickly to create innovative products and services.	3.41	3.53	+0.12 ▲
29. Takes advantage of opportunities to move the organization forward.	3.59	3.67	+0.08 ▲
30. Takes action when necessary.	3.41	3.33	-0.08 ▼
31. Undertakes actions to achieve specific goals.	3.18	3.20	+0.02 ▲
32. Creates opportunities and then takes advantage of them.	3.35	3.40	+0.05 ▲
33. Initiates actions to get things done.	3.18	3.20	+0.02 ▲

Comments:

- He is an excellent problem solver.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- _____ is a great team player for our organization as a whole and for the Department itself.

Supervisory 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
34. Willing to consider a spectrum of disciplinary measures, ranging from formal warnings to unpaid leave.	15	3.27	93.3	7%	60%	33%	
35. Encourages good working relationships between employees.	15	3.00	80.0	20%	60%	20%	
36. Communicates equally well with all employees.	15	3.20	93.3	7%	67%	27%	
37. Seeks to enhance the performance of employees under their supervision.	15	3.27	93.3	7%	60%	33%	
38. Maintains disciplinary policy and fair enforcement of work rules	15	3.27	86.7	13%	47%	40%	
39. Provides feedback referencing specific instances or examples of behaviors.	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. Willing to consider a spectrum of disciplinary measures, ranging from formal warnings to unpaid leave.	2.88	3.27	+0.38 ▲
35. Encourages good working relationships between employees.	3.18	3.00	-0.18 ▼
36. Communicates equally well with all employees.	3.18	3.20	+0.02 ▲
37. Seeks to enhance the performance of employees under their supervision.	3.35	3.27	-0.09 ▼
38. Maintains disciplinary policy and fair enforcement of work rules	3.24	3.27	+0.03 ▲
39. Provides feedback referencing specific instances or examples of behaviors.	3.59	3.13	-0.45 ▼

Comments:

- Positive energy and a team player.
- He encourages teammates more as a peer than a coach.
- Experience, mentoring and self-confidence.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- He sets a good example for personal growth.

Initiative

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. Will continue to work on a problem even in the face of obstacles.	15	3.40	93.3	7%	47%	47%	
41. Encourages others on the team to suggest process improvements.	15	3.33	93.3	7%	53%	40%	
42. Allocates resources in advance to support anticipated growth or change initiatives.	15	3.33	93.3	7%	53%	40%	
43. Gladly seeks additional responsibilities.	15	3.13	86.7	13%	60%	27%	
44. Immediately works on solving problems.	15	3.00	86.7	13%	73%	13%	
45. Initiates automation or tooling to reduce future manual workload or bottlenecks.	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. Will continue to work on a problem even in the face of obstacles.	3.29	3.40	+0.11 ▲
41. Encourages others on the team to suggest process improvements.	3.29	3.33	+0.04 ▲
42. Allocates resources in advance to support anticipated growth or change initiatives.	3.41	3.33	-0.08 ▼
43. Gladly seeks additional responsibilities.	3.35	3.13	-0.22 ▼
44. Immediately works on solving problems.	3.18	3.00	-0.18 ▼
45. Initiates automation or tooling to reduce future manual workload or bottlenecks.	3.35	3.53	+0.18 ▲

Comments:

- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- _____ is smart, detailed and committed. I appreciate having his on our team.
- He knows product and how to engage potential clients.

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?

- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- _____ not only values and listens to his staff he also gives them the support they need.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- He provided coaching and support to improve this individual's performance.

What do you like best about working with this individual?

- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- I have observed _____ work with his staff and team on improvement activities. He has assigned" lead people to work on projects given their strengths. _____ does take action when there are employees who do not fit with the organization mission and values.
- _____ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate _____ !
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.

What do you like least about working with this individual?

- He has grown as a manager in the last few months and it shows.
- I appreciate his receptiveness and openness and his sense of humor.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- I appreciate _____'s willingness to share his knowledge with our team.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.

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

- I am very surprised and impressed with _____ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- _____ is an excellent manager.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- Each member feels they are a part of the team and knows their contribution is valued.
- I value _____ for so much more than his negotiating skills which are outstanding.
- He recognized where I needed help and supported me in making the case to get it.

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

- He consistently helps us in problem solving a variety of issues.
- He is very supportive of us and the job we do.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- I have never known _____ to not hire for talent.
- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.
- 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.

Any final comments?

- _____ has nothing but [CompanyName]'s best interest at heart.
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with him when he has many meetings throughout his week.
- One of the things I appreciate about _____ as a leader is his willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been his involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.