



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 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.

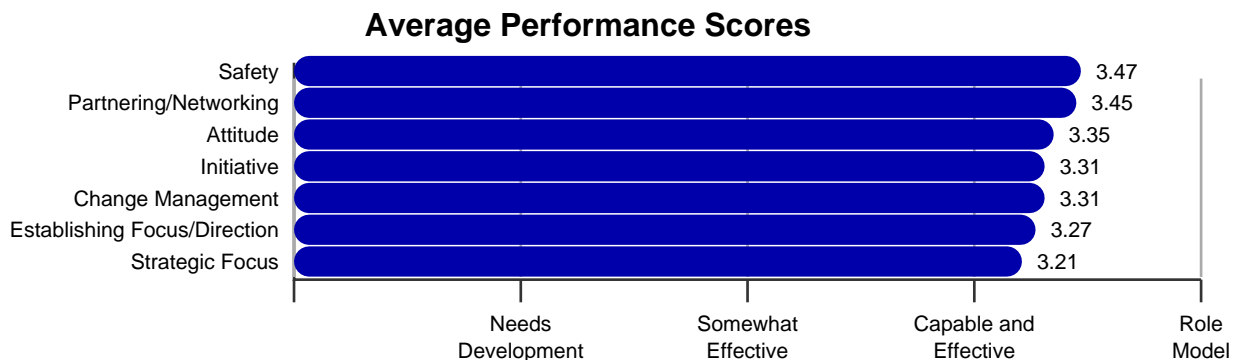
What to Do with Your Feedback

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

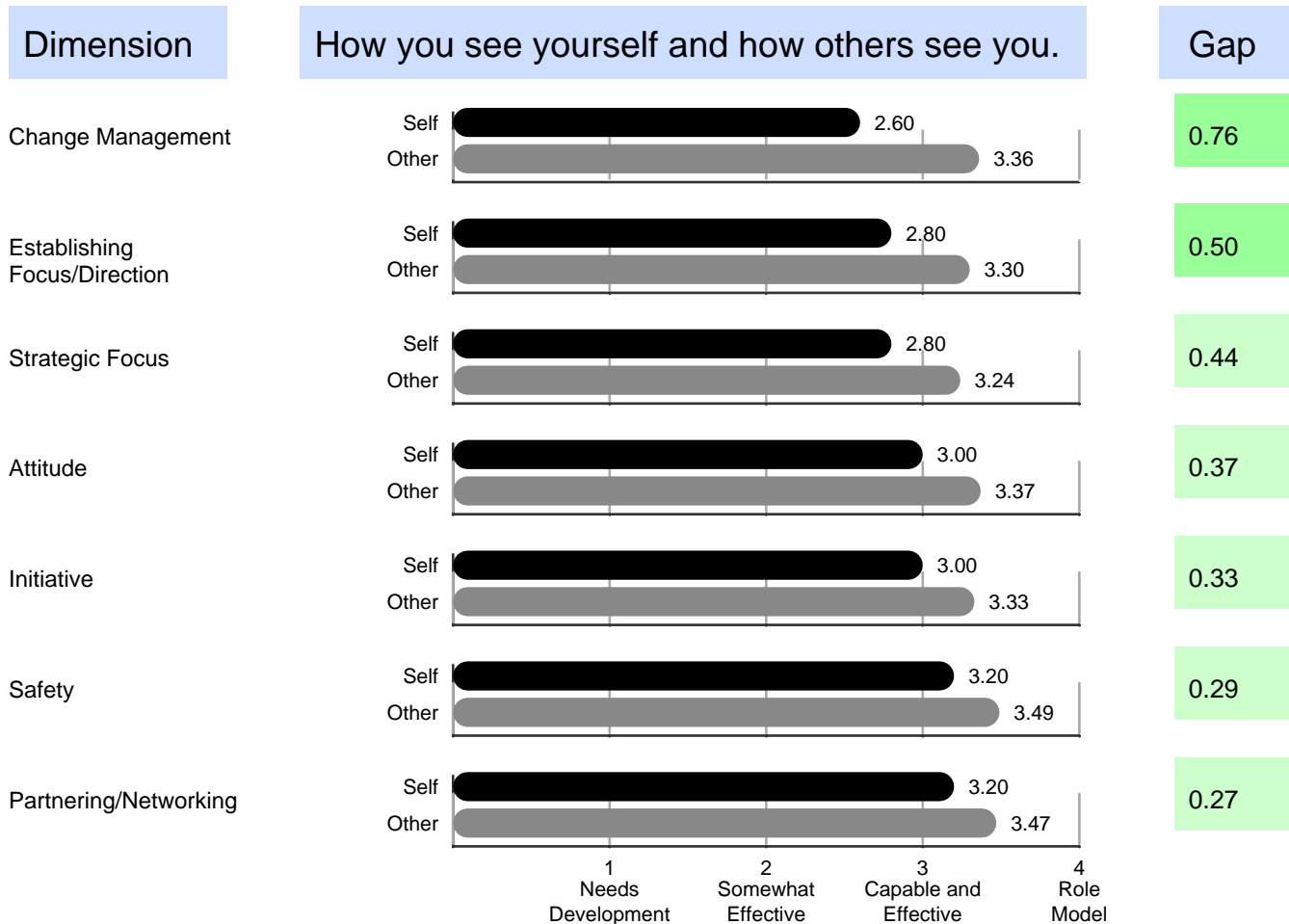
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Works to implement corrective safety measures.	15	3.20	93.3	7%	67%		27%
2. Commits adequate resources toward safety measures.	15	3.87	100.0	13%	87%		
3. Participates in safety training as applicable.	15	3.33	93.3	7%	53%		40%
4. Seeks to reduce the likelihood of accidents.	15	3.60	93.3	7%	27%	67%	
5. Develops safety guidelines for the department.	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	2023	2024	Change
1. Works to implement corrective safety measures.	3.29	3.20	-0.09 ▼
2. Commits adequate resources toward safety measures.	3.65	3.87	+0.22 ▲
3. Participates in safety training as applicable.	3.18	3.33	+0.16 ▲
4. Seeks to reduce the likelihood of accidents.	3.41	3.60	+0.19 ▲
5. Develops safety guidelines for the department.	3.24	3.33	+0.10 ▲

Comments:

- ___ is a team player and effective in her role.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- I think having ___ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.

Attitude

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Builds open and trusting relationships.	15	3.20	93.3	7%	60%	33%	
7. Shows by their actions that they trust in the positive intentions of others.	15	3.20	86.7	13%	53%	33%	
8. Treats all people fairly and with respect.	15	3.40	93.3	7%	47%	47%	
9. Contributes to a positive work environment.	15	3.47	93.3	7%	40%	53%	
10. Contributes to a positive and fun work environment.	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	2023	2024	Change
6. Builds open and trusting relationships.	3.24	3.20	-0.04 ▼
7. Shows by their actions that they trust in the positive intentions of others.	3.41	3.20	-0.21 ▼
8. Treats all people fairly and with respect.	3.24	3.40	+0.16 ▲
9. Contributes to a positive work environment.	3.18	3.47	+0.29 ▲
10. Contributes to a positive and fun work environment.	3.35	3.47	+0.11 ▲

Comments:

- She sets a good example for personal growth.
- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- Willingness to help, patience in teaching.
- She holds everyone to such a high standard, you don't want to disappoint her.
- ___ is a valuable resource to the organization and the team.
- 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.

Establishing Focus/Direction

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Maintains self-control when personally criticized.	15	3.53	100.0	47%	53%		
12. Makes sure that employees understand and identify with the team's mission.	15	3.27	100.0	73%	27%		
13. Makes sure that employees understand how their work relates to organizational goals.	15	3.33	100.0	67%	33%		
14. Sets appropriate goals for employees.	15	3.13	86.7	13%	60%	27%	
15. Aligns the department's goals with the goals of the organization.	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	2023	2024	Change
11. Maintains self-control when personally criticized.	3.47	3.53	+0.06 ▲
12. Makes sure that employees understand and identify with the team's mission.	3.47	3.27	-0.20 ▼
13. Makes sure that employees understand how their work relates to organizational goals.	3.35	3.33	-0.02 ▼
14. Sets appropriate goals for employees.	3.18	3.13	-0.04 ▼
15. Aligns the department's goals with the goals of the organization.	3.00	3.07	+0.07 ▲

Comments:

- Is reliable and keeps the team focused on the delivery of outcomes.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- Sometimes you want a little more direction from ___, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Takes the initiative to complete tasks ahead of schedule.	15	3.40	93.3	7%	47%	47%	
17. Encourages others on the team to suggest process improvements.	15	3.27	93.3	7%	60%	33%	
18. Initiates important conversation topics at meetings.	14	3.00	92.9	7%	79%	14%	
19. Capitalizes on opportunities as they become available.	15	3.47	100.0		53%	47%	
20. Addresses small problems before they become big ones.	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	2023	2024	Change
16. Takes the initiative to complete tasks ahead of schedule.	3.65	3.40	-0.25 ▼
17. Encourages others on the team to suggest process improvements.	3.47	3.27	-0.20 ▼
18. Initiates important conversation topics at meetings.	3.12	3.00	-0.12 ▼
19. Capitalizes on opportunities as they become available.	3.59	3.47	-0.12 ▼
20. Addresses small problems before they become big ones.	3.29	3.40	+0.11 ▲

Comments:

- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- She always responds in a timely manner and stays organized.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- Great year of growth!

Change 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Is an inspiration for others to accept the recent changes.	15	3.53	100.0	47%	53%		
22. Develops a strategy for implementing changes.	15	3.00	80.0	20%	60%	20%	
23. Able to get department employees to accept new changes.	15	2.87	80.0	20%	73%	7%	
24. Able to get team members to change their attitudes.	15	3.47	100.0	53%	47%		
25. Works cooperatively with others to implement changes.	15	3.67	100.0	33%	67%		

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	2023	2024	Change
21. Is an inspiration for others to accept the recent changes.	3.35	3.53	+0.18 ▲
22. Develops a strategy for implementing changes.	3.00	3.00	
23. Able to get department employees to accept new changes.	2.88	2.87	-0.02 ▼
24. Able to get team members to change their attitudes.	3.00	3.47	+0.47 ▲
25. Works cooperatively with others to implement changes.	3.76	3.67	-0.10 ▼

Comments:

- She could improve with a take charge attitude.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ____, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- Provide regular updates on the progress of work/tasks/projects.
- One of the things that I most appreciate about ____ is her willingness to mentor and grow new talent.
- She can ask a question and truly listen to the answer before giving feedback.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Is comfortable working in partnership with colleagues from other departments.	15	3.40	93.3	7%	47%	47%	
27. Develops networks with other companies to reduce costs and improve services.	15	3.33	93.3	7%	53%	40%	
28. Attends industry conferences and seminars to meet new contacts and learn from industry leaders.	15	3.53	100.0		47%	53%	
29. Develops networks and builds alliances.	15	3.67	100.0	33%		67%	
30. Shares resources, technology, facilities, or intellectual property to benefit both partners.	15	3.33	100.0		67%	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	2023	2024	Change
26. Is comfortable working in partnership with colleagues from other departments.	3.53	3.40	-0.13 ▼
27. Develops networks with other companies to reduce costs and improve services.	3.12	3.33	+0.22 ▲
28. Attends industry conferences and seminars to meet new contacts and learn from industry leaders.	3.41	3.53	+0.12 ▲
29. Develops networks and builds alliances.	3.59	3.67	+0.08 ▲
30. Shares resources, technology, facilities, or intellectual property to benefit both partners.	3.41	3.33	-0.08 ▼

Comments:

- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- ___ is a steady leader who maintains her objectivity during stressful times.

Strategic 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Creates values statement to ensure all employees are working under the same guiding principles.	15	3.20	86.7	13%	53%	33%	
32. Creates deadlines for various components of the strategy.	15	3.40	100.0		60%	40%	
33. Identifies and focuses resources on strategic growth opportunities.	15	3.20	86.7	13%	53%	33%	
34. Supports changes being recommended from senior management.	15	3.27	93.3	7%	60%	33%	
35. Evaluates and reviews the implementation of the strategic plan to ensure achievement of the objectives.	15	3.00	80.0	20%	60%	20%	

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	2023	2024	Change
31. Creates values statement to ensure all employees are working under the same guiding principles.	3.18	3.20	+0.02 ▲
32. Creates deadlines for various components of the strategy.	3.35	3.40	+0.05 ▲
33. Identifies and focuses resources on strategic growth opportunities.	3.18	3.20	+0.02 ▲
34. Supports changes being recommended from senior management.	2.88	3.27	+0.38 ▲
35. Evaluates and reviews the implementation of the strategic plan to ensure achievement of the objectives.	3.18	3.00	-0.18 ▼

Comments:

- I have enjoyed working with ___ and will miss her support and direction.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- She inspires others by the manner in which she does her work and engages others.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- She is a dedicated person who inspires excellence in both staff and customer service.

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 an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.

What do you like best about working with this individual?

- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- She inspires us to remember that as leaders, anything's possible.
- She listens to the team.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.

What do you like least about working with this individual?

- ___ is a steady leader who maintains her objectivity during stressful times.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- It's been a pleasure to work for her.
- she understands where our opportunities for savings in the employee benefits plan may be.
- I would encourage her to empathize with her team and show more of a calm, caring side.

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

- Attitude is there; however, follow through is lacking at times.
- ___ gives me feedback good and indifferent.
- ___ is a great manager. Very supportive of her staff.
- ___ has also attended many off-site events to show her support to department staff.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.

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

- ___ 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.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- She challenges me every day to be my best and I appreciate that.
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- ___ has been instrumental in the working relationship of our department.
- She is always collaborative in her approach, and makes good decisions.

Any final comments?

- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- Don't work with her enough to observe the vast majority of these items.
- She removes barriers so that we can do our job to the best of our ability.
- ___ is committed to our organization and leads by example.