



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

January 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.

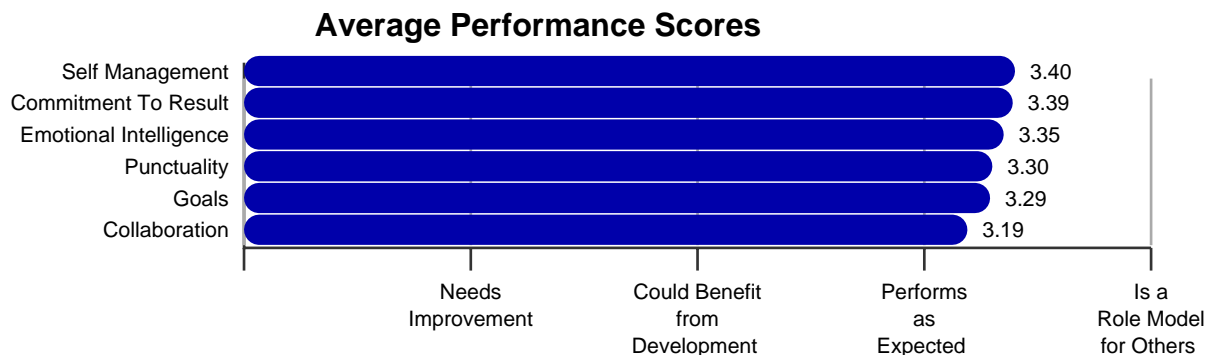
What to Do with Your Feedback

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

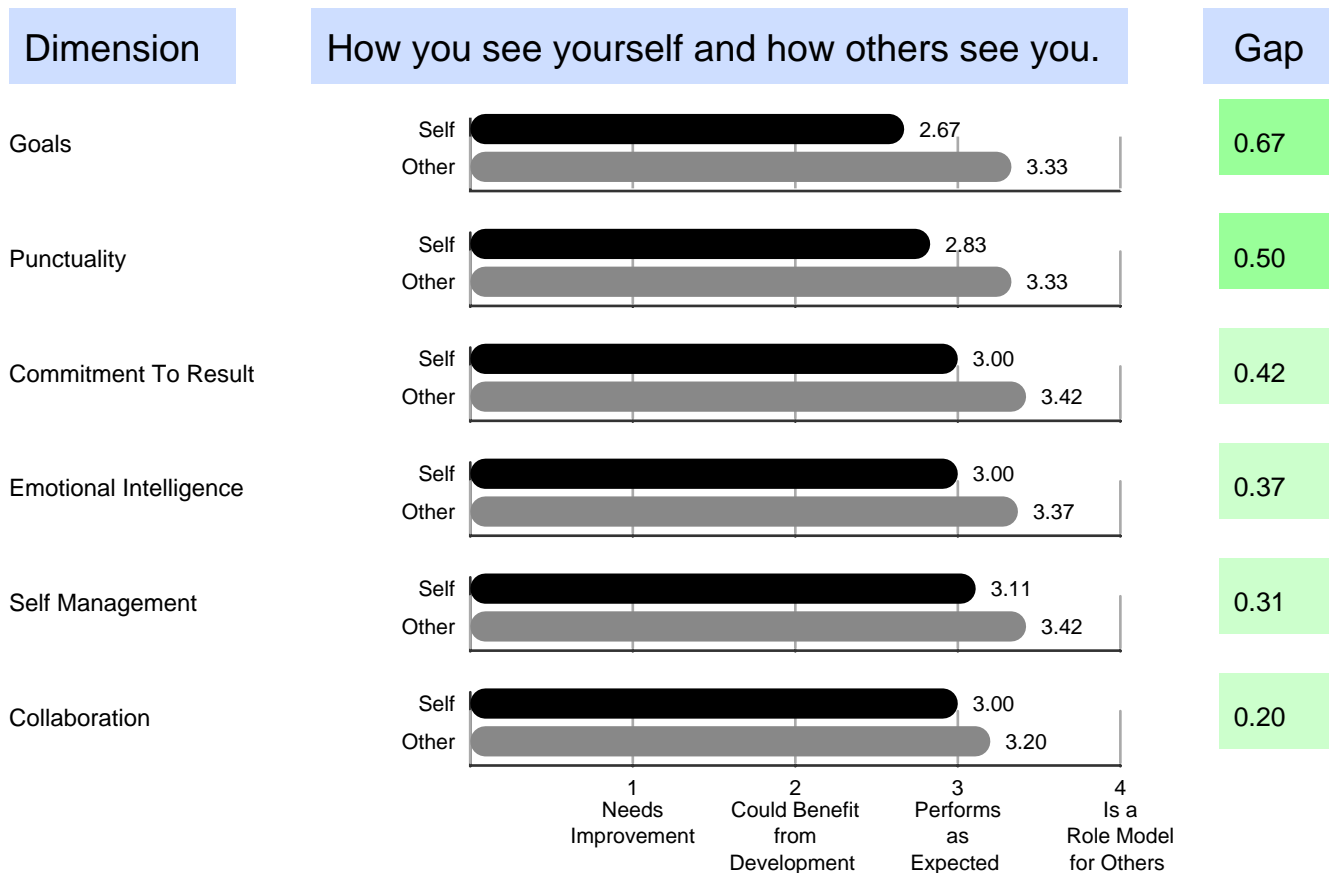
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



Self Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Uses patience and self-control in working with customers and associates.	15	3.20	93.3	7%	67%		27%
2. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.87	100.0	13%	87%		
3. Does not allow own emotions to interfere with the performance of others.	15	3.33	93.3	7%	53%		40%
4. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.60	93.3	7%	27%	67%	
5. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.33	93.3	7%	53%		40%
6. Analyzes interpersonal problems instead of reacting to them.	15	3.20	93.3	7%	60%		33%
7. Steps away from a situation to process appropriate response.	15	3.20	86.7	13%	53%		33%
8. Consciously controls own negative emotions in order to keep team morale up.	15	3.40	93.3	7%	47%		47%
9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	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
1. Uses patience and self-control in working with customers and associates.	3.29	3.20	-0.09 ▼
2. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.65	3.87	+0.22 ▲
3. Does not allow own emotions to interfere with the performance of others.	3.18	3.33	+0.16 ▲
4. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.41	3.60	+0.19 ▲
5. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.24	3.33	+0.10 ▲
6. Analyzes interpersonal problems instead of reacting to them.	3.24	3.20	-0.04 ▼
7. Steps away from a situation to process appropriate response.	3.41	3.20	-0.21 ▼
8. Consciously controls own negative emotions in order to keep team morale up.	3.24	3.40	+0.16 ▲
9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.18	3.47	+0.29 ▲

Comments:

- _____ is very friendly and expresses genuine care for the staff when he is present.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- He has really filled the role of interim manager for the department well.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.

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
10. Starts meetings on time.	15	3.47	93.3	7%	40%	53%	
11. Responds to requests for information in a timely manner.	15	3.53	100.0		47%	53%	
12. Invoices clients on a timely basis.	15	3.27	100.0		73%	27%	
13. Arrives to meetings on time.	15	3.33	100.0		67%	33%	
14. Starts the workday when scheduled.	15	3.13	86.7	13%	60%	27%	
15. Avoids making personal phone calls during working hours.	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
10. Starts meetings on time.	3.35	3.47	+0.11 ▲
11. Responds to requests for information in a timely manner.	3.47	3.53	+0.06 ▲
12. Invoices clients on a timely basis.	3.47	3.27	-0.20 ▼
13. Arrives to meetings on time.	3.35	3.33	-0.02 ▼
14. Starts the workday when scheduled.	3.18	3.13	-0.04 ▼
15. Avoids making personal phone calls during working hours.	3.00	3.07	+0.07 ▲

Comments:

- 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.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- I enjoy working with _____ very much.
- I am impressed with his commitment to task and job knowledge.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.

Emotional Intelligence

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. Able to understand others' points of view.	15	3.40	93.3	7%	47%	47%	
17. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.27	93.3	7%	60%	33%	
18. Is able to express themselves clearly.	14	3.00	92.9	7%	79%	14%	
19. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.47	100.0		53%	47%	
20. Is able to manage their own emotions.	15	3.40	93.3	7%	47%	47%	
21. Accurately perceives the emotional reactions of others.	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	2023	2024	Change
16. Able to understand others' points of view.	3.65	3.40	-0.25 ▼
17. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.47	3.27	-0.20 ▼
18. Is able to express themselves clearly.	3.12	3.00	-0.12 ▼
19. Is attentive to emotional cues and interprets others' feelings correctly.	3.59	3.47	-0.12 ▼
20. Is able to manage their own emotions.	3.29	3.40	+0.11 ▲
21. Accurately perceives the emotional reactions of others.	3.35	3.53	+0.18 ▲

Comments:

- _____ routinely goes out of his way to make work a more engaging experience.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- _____ is a strong advocate for both the customer and staff.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.

Goals

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. Understands & contributes to development of strategic goals.	15	3.00	80.0	20%	60%		20%
23. Sets high expectations and goals; encourages others to support the organization.	15	2.87	80.0	20%	73%		7%
24. Achieves goals.	15	3.47	100.0		53%		47%
25. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.67	100.0		33%	67%	
26. Makes sure that I have a clear idea of our group's goals.	15	3.40	93.3	7%	47%		47%
27. Establishes and documents goals and objectives.	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
22. Understands & contributes to development of strategic goals.	3.00	3.00	
23. Sets high expectations and goals; encourages others to support the organization.	2.88	2.87	-0.02 ▼
24. Achieves goals.	3.00	3.47	+0.47 ▲
25. Conducts timely follow-up; keeps others informed on a need to know basis.	3.76	3.67	-0.10 ▼
26. Makes sure that I have a clear idea of our group's goals.	3.53	3.40	-0.13 ▼
27. Establishes and documents goals and objectives.	3.12	3.33	+0.22 ▲

Comments:

- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- _____ 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.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- In my opinion, _____ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop _____.
- He takes the time to explain to staff the rationale of changes being made.

Commitment To Result

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. Takes immediate action toward goals.	15	3.53	100.0	47%	53%		
29. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.67	100.0	33%	67%		
30. Committed to the team.	15	3.33	100.0	67%	33%		
31. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.20	86.7	13%	53%	33%	
32. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.40	100.0	60%	40%		
33. Coordinates all department activities into a cohesive team effort.	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	2023	2024	Change
28. Takes immediate action toward goals.	3.41	3.53	+0.12 ▲
29. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.59	3.67	+0.08 ▲
30. Committed to the team.	3.41	3.33	-0.08 ▼
31. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.18	3.20	+0.02 ▲
32. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.35	3.40	+0.05 ▲
33. Coordinates all department activities into a cohesive team effort.	3.18	3.20	+0.02 ▲

Comments:

- He make sure the team effort not only succeed on paper.
- He is always available to listen, lend a hand, or guide the staff when needed.
- I appreciate that as a new manager to this department _____ has sought to understand my work flow and process.He is actively learning more about our work processes and involved to determine needed resources.
- Under his leadership, the department teams have become very cohesive.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- I am glad _____ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.

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
34. Respects other committee members.	15	3.27	93.3	7%	60%	33%	
35. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	15	3.00	80.0	20%	60%	20%	
36. Collaborates in time, effort, and expertise to help achieve success.	15	3.20	93.3	7%	67%	27%	
37. Allows various stakeholders to contribute their expertise to the solution of a problem.	15	3.27	93.3	7%	60%	33%	
38. Respectful of others in group discussions.	15	3.27	86.7	13%	47%	40%	
39. Encourages trust among committee members.	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	2023	2024	Change
34. Respects other committee members.	2.88	3.27	+0.38 ▲
35. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	3.18	3.00	-0.18 ▼
36. Collaborates in time, effort, and expertise to help achieve success.	3.18	3.20	+0.02 ▲
37. Allows various stakeholders to contribute their expertise to the solution of a problem.	3.35	3.27	-0.09 ▼
38. Respectful of others in group discussions.	3.24	3.27	+0.03 ▲
39. Encourages trust among committee members.	3.59	3.13	-0.45 ▼

Comments:

- He is very professional and caring in his job
- I look forward to learning and improving with his and the other members in the division.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- I have been most impressed by _____ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from _____.

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?

- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- he has patience.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- We are lucky to have his here at [CompanyName].

What do you like best about working with this individual?

- _____ consistently asks how the day is going, if he can help us at all.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- _____ always remembers the customer is at the center of what we do.
- _____ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- I look forward to learning and improving with his and the other members in the division.

What do you like least about working with this individual?

- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- Has good intentions, but follow through needs more work.
- _____ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.

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

- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- _____ is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.
- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- He is a joy to work for.
- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.

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

- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- _____'s priority is our customers and community.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- _____ is a very solid manager who meets or exceeds expectations of his role.
- I honestly cannot think of anything to recommend that would help him to improve at this point.

Any final comments?

- _____ is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.
- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- _____ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.