



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.

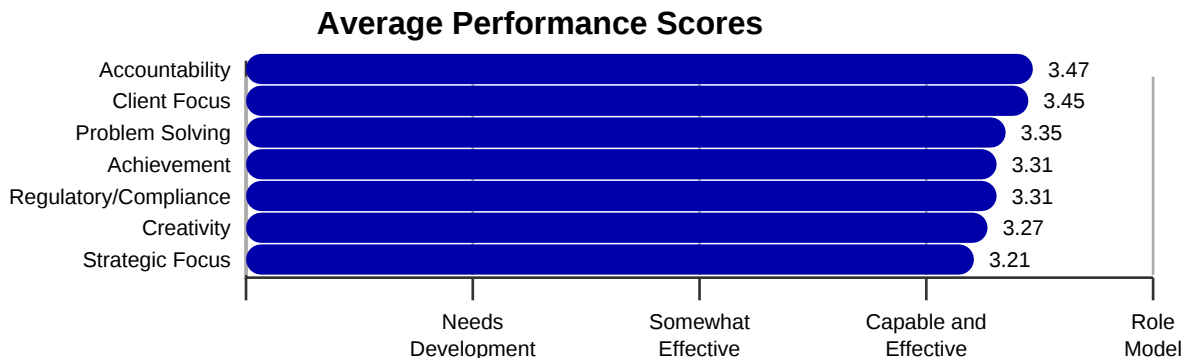
What to Do with Your Feedback

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

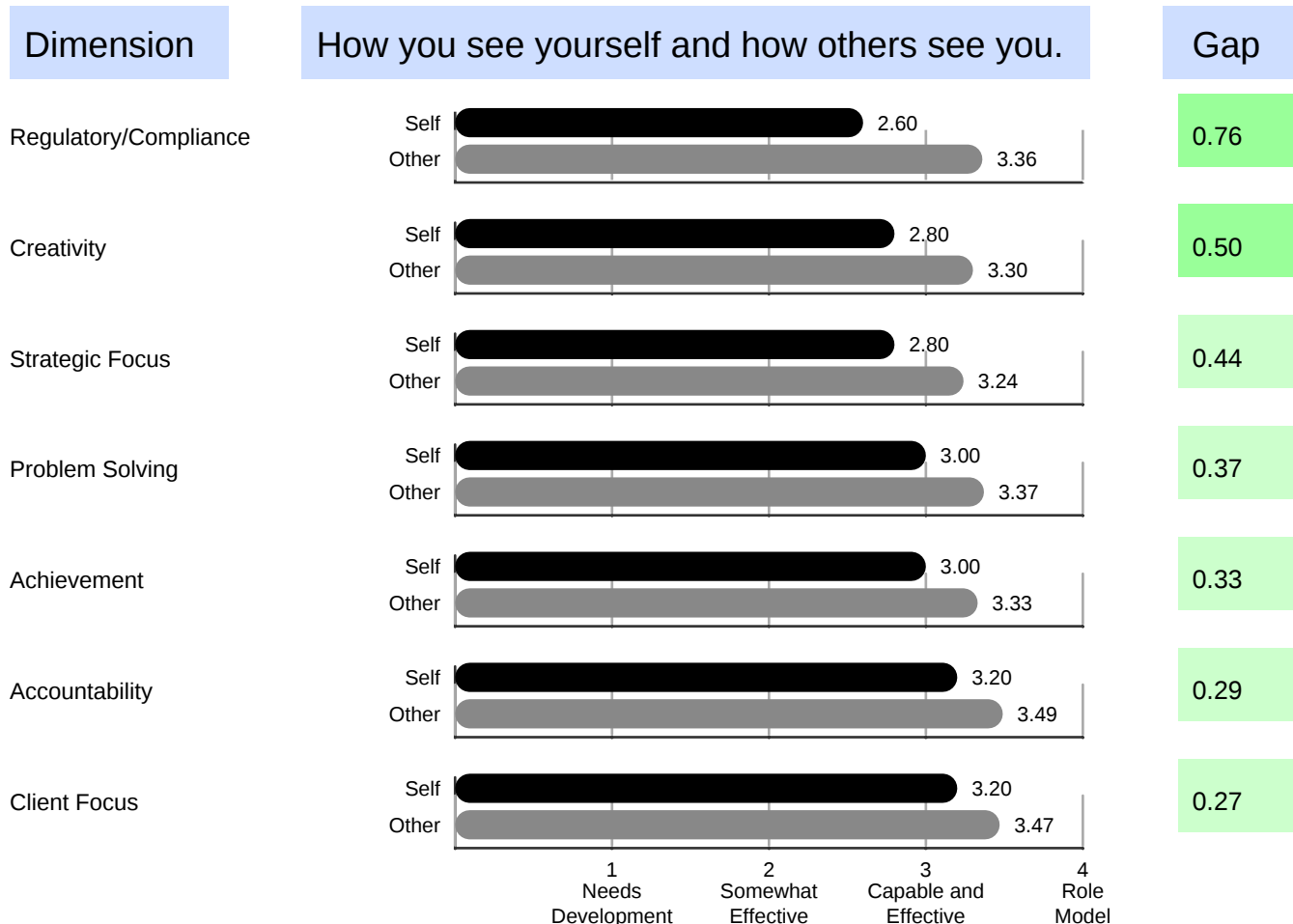
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Accountability

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. Accepts personal responsibility for producing high quality and timely work.	15	3.20	93.3	7%	67%		27%
2. Understands the importance of holding employees accountable for their work.	15	3.87	100.0	13%	87%		
3. Upholds ethical standards even when no one is watching.	15	3.33	93.3	7%	53%		40%
4. Takes charge of addressing and solving problems.	15	3.60	93.3	7%	27%	67%	
5. Takes responsibility for seeing the project through to completion.	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
1. Accepts personal responsibility for producing high quality and timely work.	3.29	3.20	-0.09 ▼
2. Understands the importance of holding employees accountable for their work.	3.65	3.87	+0.22 ▲
3. Upholds ethical standards even when no one is watching.	3.18	3.33	+0.16 ▲
4. Takes charge of addressing and solving problems.	3.41	3.60	+0.19 ▲
5. Takes responsibility for seeing the project through to completion.	3.24	3.33	+0.10 ▲

Comments:

- _____ takes people where they want to go and pushes them to be their own success.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- _____ is a true asset to [CompanyName].
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- He collaborates with all departments and operates under shared governance.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.

Problem Solving

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. Allocates resources strategically to areas with higher risk potential.	15	3.20	93.3	7%	60%		33%
7. Actively seeks the root cause of a problem.	15	3.20	86.7	13%	53%		33%
8. Able to solve problems that involve political biases, conflicting evidence, and/or lack of data.	15	3.40	93.3	7%	47%		47%
9. Chooses a diverse group with relevant expertise and perspectives for a brainstorming session.	15	3.47	93.3	7%	40%		53%
10. Focuses solutions on closing the gap between expected outcomes and the current situation.	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
6. Allocates resources strategically to areas with higher risk potential.	3.24	3.20	-0.04 ▼
7. Actively seeks the root cause of a problem.	3.41	3.20	-0.21 ▼
8. Able to solve problems that involve political biases, conflicting evidence, and/or lack of data.	3.24	3.40	+0.16 ▲
9. Chooses a diverse group with relevant expertise and perspectives for a brainstorming session.	3.18	3.47	+0.29 ▲
10. Focuses solutions on closing the gap between expected outcomes and the current situation.	3.35	3.47	+0.11 ▲

Comments:

- Your initiative influences others in a positive way.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- _____ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- _____ is smart, detailed and committed. I appreciate having his on our team.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.

Creativity

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. Ensures that employees have the opportunity to experience new and different things to spark their creativity.	15	3.53	100.0	47%		53%	
12. Encourages exploration of unconventional approaches.	15	3.27	100.0	73%			27%
13. Seeks out diverse viewpoints to enrich creative problem-solving.	15	3.33	100.0	67%			33%
14. Creates an atmosphere where creative energy thrives.	15	3.13	86.7	13%	60%		27%
15. Reflects on new learning to inspire imaginative thinking.	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
11. Ensures that employees have the opportunity to experience new and different things to spark their creativity.	3.47	3.53	+0.06 ▲
12. Encourages exploration of unconventional approaches.	3.47	3.27	-0.20 ▼
13. Seeks out diverse viewpoints to enrich creative problem-solving.	3.35	3.33	-0.02 ▼
14. Creates an atmosphere where creative energy thrives.	3.18	3.13	-0.04 ▼
15. Reflects on new learning to inspire imaginative thinking.	3.00	3.07	+0.07 ▲

Comments:

- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- He is someone that has proven he can be trusted to do what is right.
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- His focus is for quality that is customer centered.
- Improve on providing feedback.
- We are striving to meet best practice standards.

Achievement

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. Always works to improve the processes and procedures.	15	3.40	93.3	7%	47%	47%	
17. Prioritizes time management and coordination, ensuring high-value tasks are addressed efficiently.	15	3.27	93.3	7%	60%	33%	
18. Strives for operational excellence by refining workflows and optimizing procedures.	14	3.00	92.9	7%	79%	14%	
19. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	3.47	100.0		53%	47%	
20. Implements standardized processes and procedures to help others achieve success.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
16. Always works to improve the processes and procedures.	3.65	3.40	-0.25 ▼
17. Prioritizes time management and coordination, ensuring high-value tasks are addressed efficiently.	3.47	3.27	-0.20 ▼
18. Strives for operational excellence by refining workflows and optimizing procedures.	3.12	3.00	-0.12 ▼
19. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	3.59	3.47	-0.12 ▼
20. Implements standardized processes and procedures to help others achieve success.	3.29	3.40	+0.11 ▲

Comments:

- he is open and willing to share his vision for the team.
- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- Need to take in all opinions, not just those of employees who are not always truthful....
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- Shows curiosity.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Creates documents and reports as needed to maintain compliance with regulations.	15	3.53	100.0	47%		53%	
22. Is aware of the documents and reports needed to maintain compliance with regulations.	15	3.00	80.0	20%	60%		20%
23. Complies with regulatory requirements for the state.	15	2.87	80.0	20%	73%		7%
24. Creates and maintains necessary regulatory documentation.	15	3.47	100.0	53%		47%	
25. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	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	2024	2025	Change
21. Creates documents and reports as needed to maintain compliance with regulations.	3.35	3.53	+0.18 ▲
22. Is aware of the documents and reports needed to maintain compliance with regulations.	3.00	3.00	
23. Complies with regulatory requirements for the state.	2.88	2.87	-0.02 ▼
24. Creates and maintains necessary regulatory documentation.	3.00	3.47	+0.47 ▲
25. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	3.76	3.67	-0.10 ▼

Comments:

- _____ is a very good leader.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- Great year of growth!
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- Is very upbeat and quick to contribute to the team.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.

Client 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
26. Anticipates resources needed to meet the client needs.	15	3.40	93.3	7%	47%	47%	
27. Understands what resources are needed to meet client needs.	15	3.33	93.3	7%	53%	40%	
28. Treats clients with courtesy and respect.	15	3.53	100.0		47%	53%	
29. Able to handle difficult clients.	15	3.67	100.0		33%	67%	
30. Is committed to the success of the client.	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	2024	2025	Change
26. Anticipates resources needed to meet the client needs.	3.53	3.40	-0.13 ▼
27. Understands what resources are needed to meet client needs.	3.12	3.33	+0.22 ▲
28. Treats clients with courtesy and respect.	3.41	3.53	+0.12 ▲
29. Able to handle difficult clients.	3.59	3.67	+0.08 ▲
30. Is committed to the success of the client.	3.41	3.33	-0.08 ▼

Comments:

- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- He strives to be an effective and available leader.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- I value and appreciate _____ very much.
- _____ has done a wonderful job in supporting his team and making himself available.

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 deadlines for various components of the strategy.	15	3.20	86.7	13%	53%	33%	
32. Understands how to achieve strategic financial objectives.	15	3.40	100.0		60%	40%	
33. Understands how to grow the business and increase customers.	15	3.20	86.7	13%	53%	33%	
34. Exploits resources and capabilities strategically to increase production and responsiveness.	15	3.27	93.3	7%	60%	33%	
35. Avoids complacency and strives to be ahead of changes in the business environment.	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	2024	2025	Change
31. Creates deadlines for various components of the strategy.	3.18	3.20	+0.02 ▲
32. Understands how to achieve strategic financial objectives.	3.35	3.40	+0.05 ▲
33. Understands how to grow the business and increase customers.	3.18	3.20	+0.02 ▲
34. Exploits resources and capabilities strategically to increase production and responsiveness.	2.88	3.27	+0.38 ▲
35. Avoids complacency and strives to be ahead of changes in the business environment.	3.18	3.00	-0.18 ▼

Comments:

- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- He knows his subject matter!
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- Our organization is a better place because of his and his future focus.

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?

- He presents a clear picture of where the department is now and where we need to be headed.
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- _____ has a calm and professional style.
- I really enjoy working with _____ and I respect his as a leader and role model.
- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.

What do you like best about working with this individual?

- I like _____, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- Our department continues to have a very low loss rate.
- He listens to the team.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.

What do you like least about working with this individual?

- _____ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- He encourages individual and professional improvement and provides educational opportunities.
- 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.
- _____ works very well with other departments.
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.

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

- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- I appreciate _____'s willingness to share his knowledge with our team.
- I'm not sure if management is _____'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- Provides team members with frequent informal feedback.

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

- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- He has a calm demeanor and willingness to help with anything.
- he continues to make improvements in core competencies.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- I appreciate how _____ guides, supports, and direct staff.
- He strives for self improvement and is heavily invested in the same for others.

Any final comments?

- Unfortunately there has been inconsistency in actions and results.
- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- He cares deeply about the engagement of his staff and has concern for those in need.