



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.

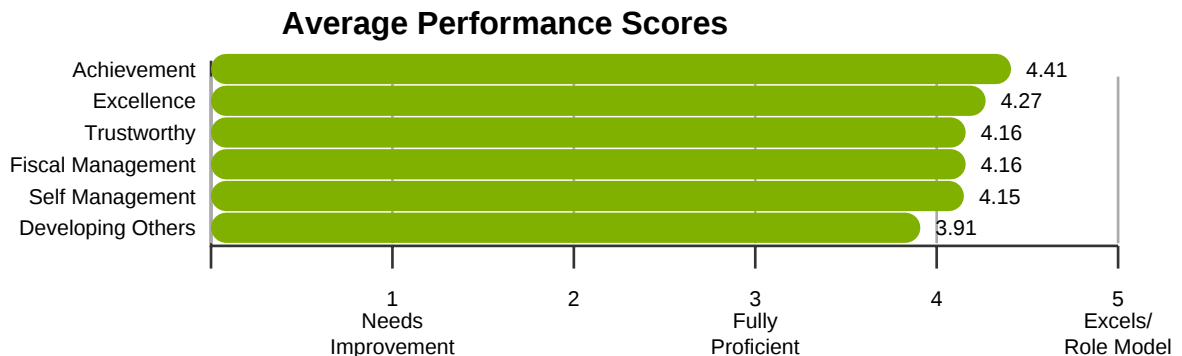
What to Do with Your Feedback

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 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.



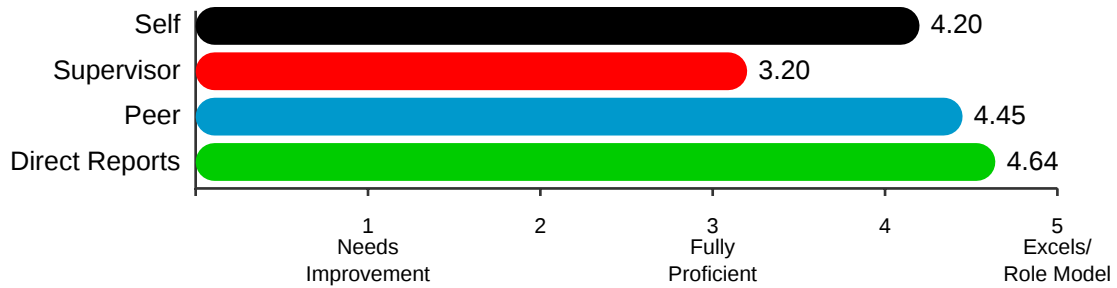
Gap Analysis

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.



Achievement

Summary Scores



1. Reduced department expenses by 25 percent.



2. Adheres to established guidelines and best practices to drive consistent, high-quality performance.



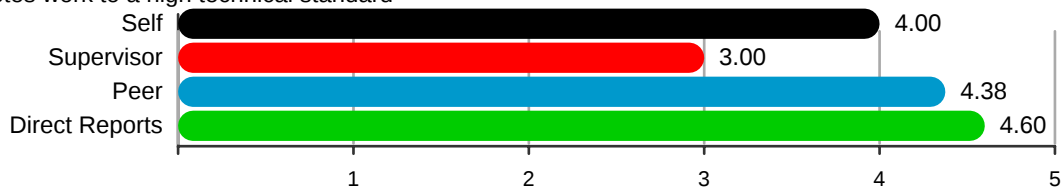
3. Turns setbacks into learning opportunities.



4. Navigates uncertainty with confidence.



5. Completes work to a high technical standard



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 (Excels/ Role Model).

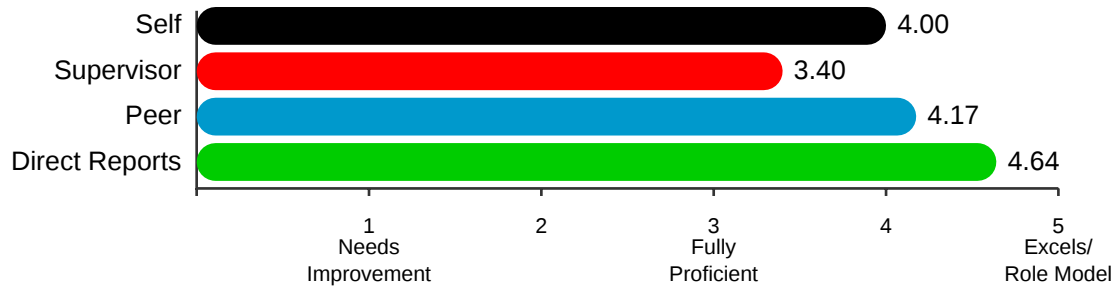
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Reduced department expenses by 25 percent.	15	4.20	93.3	7%	67%	27%
2. Adheres to established guidelines and best practices to drive consistent, high-quality performance.	15	4.87	100.0	13%	87%	
3. Turns setbacks into learning opportunities.	15	4.27	93.3	7%	60%	33%
4. Navigates uncertainty with confidence.	15	4.40	86.7	13%	33%	53%
5. Completes work to a high technical standard	15	4.33	93.3	7%	53%	40%

Comments:

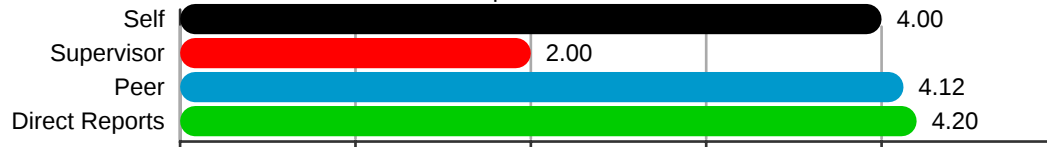
- He has integrity, dependability, and a desire to constantly improve.
- _____ promotes and encourages teambuilding throughout the entire department.
- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- He is always collaborative in his approach, and makes good decisions.
- He cares deeply for what he does and it shows.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.

Excellence

Summary Scores



6. Keeps themselves and others focused on constant improvement.



7. Can be counted on to add value wherever they are involved.



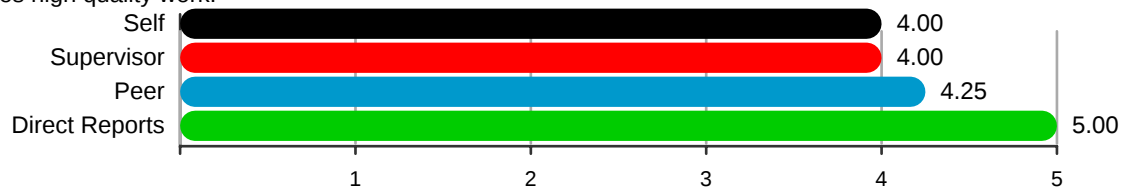
8. Is planful and organized.



9. Demonstrates the functional or technical skills necessary to do their job.



10. Produces high quality work.



Level of Skill

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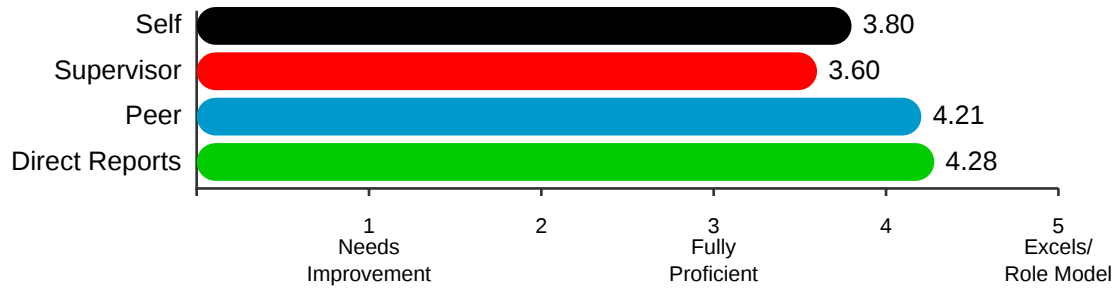
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Keeps themselves and others focused on constant improvement.	15	4.00	80.0	7%	13%	53%	27%
7. Can be counted on to add value wherever they are involved.	15	4.07	80.0		20%	53%	27%
8. Is planful and organized.	15	4.33	93.3	7%		47%	47%
9. Demonstrates the functional or technical skills necessary to do their job.	15	4.47	93.3	7%		40%	53%
10. Produces high quality work.	15	4.47	93.3	7%		40%	53%

Comments:

- He is effective and his knowledge of processes is invaluable.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- He is eager to learn and eager to share knowledge.
- He sets his expectations high, and delivers a high level of performance herself.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- While encouraging folks to continue with their education, he is also continuing with his education.

Trustworthy

Summary Scores



11. Takes care to maintain confidential information.



12. Consistently keeps commitments.



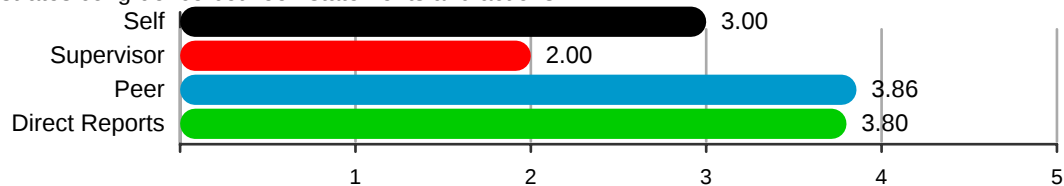
13. Is a person you can trust.



14. Communicates an understanding of the other person's interests, needs and concerns.



15. Demonstrates congruence between statements and actions.



Level of Skill

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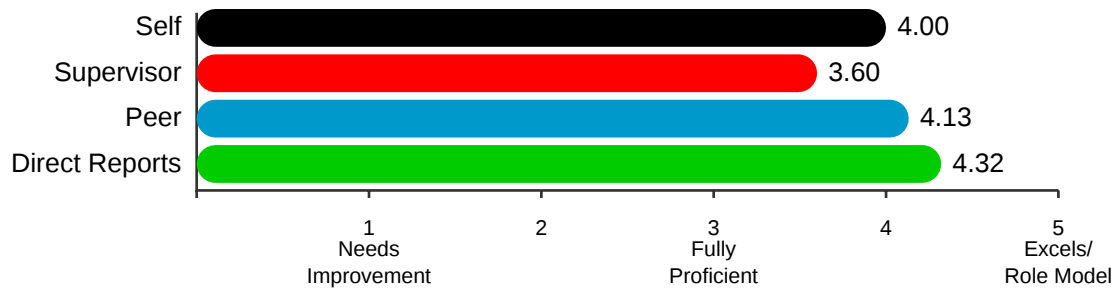
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Takes care to maintain confidential information.	15	4.60	100.0		40%		60%	
12. Consistently keeps commitments.	15	4.27	100.0		73%			27%
13. Is a person you can trust.	15	4.33	100.0		67%			33%
14. Communicates an understanding of the other person's interests, needs and concerns.	15	3.93	73.3	27%		53%		20%
15. Demonstrates congruence between statements and actions.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- _____ is an excellent employee, I do not know of any areas that need improvement.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- He's a very hard worker and always helping out when needed.
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.

Self Management

Summary Scores



16. Does not allow own emotions to interfere with the performance of others.



17. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



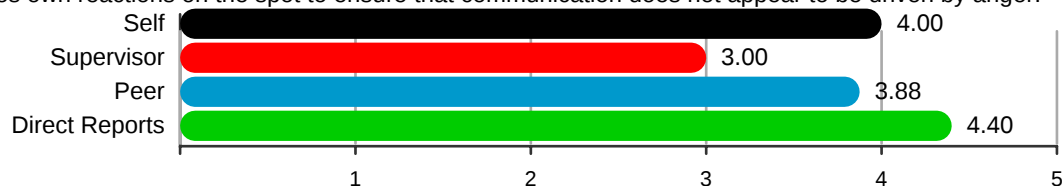
18. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



19. Uses patience and self-control in working with customers and associates.



20. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



Level of Skill

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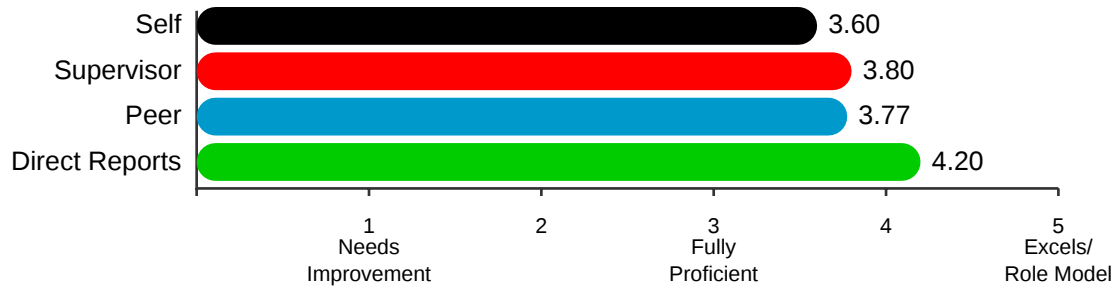
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Does not allow own emotions to interfere with the performance of others.	15	4.33	86.7	13%	40%	47%	
17. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.27	93.3	7%	60%	33%	
18. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	14	4.00	92.9	7%	86%	7%	
19. Uses patience and self-control in working with customers and associates.	14	4.14	85.7	7%	7%	50%	36%
20. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- Takes complete ownership of role and looks for ways to assist teammates.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- 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.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- I garner ideas from his regularly and look to him as a mentor.
- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.

Developing Others

Summary Scores



21. Creates a work environment that fosters positive feedback to employees.



22. Supports the successes of other employees.



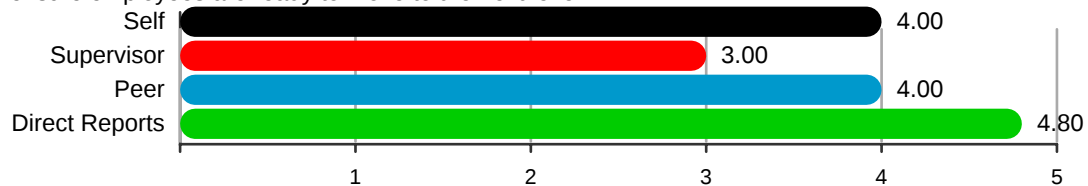
23. Encourages employees through recognition of positive changes in behavior.



24. Creates opportunities for professional development.



25. Tries to ensure employees are ready to move to the next level.



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 (Excels/ Role Model).

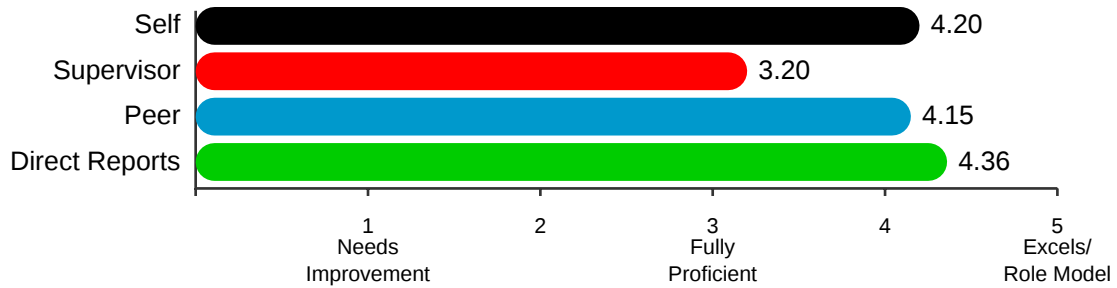
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Creates a work environment that fosters positive feedback to employees.	15	4.00	66.7	13%	20%	20%	47%
22. Supports the successes of other employees.	15	3.47	53.3	13%	33%	47%	7%
23. Encourages employees through recognition of positive changes in behavior.	15	3.60	66.7	13%	20%	60%	7%
24. Creates opportunities for professional development.	15	4.27	86.7	7%	7%	40%	47%
25. Tries to ensure employees are ready to move to the next level.	15	4.20	80.0	7%	13%	33%	47%

Comments:

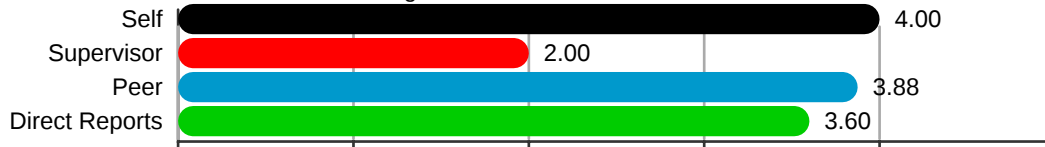
- _____ is an outstanding leader. He has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- He has been a great addition to the company.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!

Fiscal Management

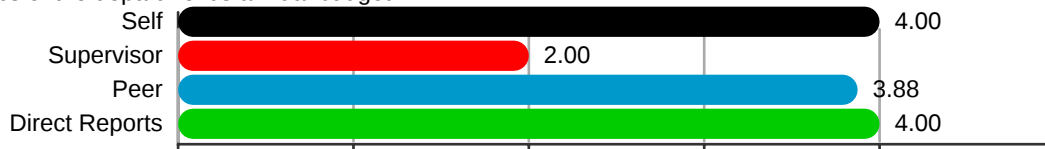
Summary Scores



26. Ensures others follow the correct rules and regulations on fiscal matters.



27. Develops of the department's annual budget.



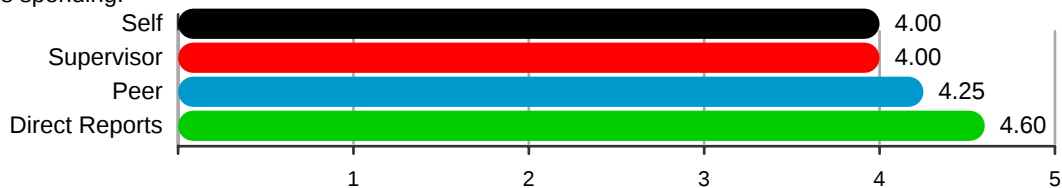
28. Monitors expenses and verifies the need for items purchased.



29. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



30. Monitors spending.



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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.67	66.7	20%	13%	47%		20%
27. Develops of the department's annual budget.	15	3.80	73.3	20%	7%	47%		27%
28. Monitors expenses and verifies the need for items purchased.	15	4.33	86.7	13%		40%		47%
29. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	4.67	100.0			33%		67%
30. Monitors spending.	15	4.33	100.0			67%		33%

Comments:

- _____ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- He has grown as a manager in the last few months and it shows.
- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- _____ juggles a lot of responsibilities and appears to have it all under control.

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 high expectations of himself and his employees. He does an excellent job of managing the department.
- I think _____ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- _____ works to keep up but a lot of new concepts.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- Is always available to assist with issues, all scopes business or personal.
- _____ is an outstanding leader. He has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.

What do you like best about working with this individual?

- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- Could be more self-aware of impact on other team members
- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- I find him to be a stellar asset to our team at [CompanyName].
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

What do you like least about working with this individual?

- Does above and beyond work consistently
- Is viewed by many as a strong organizational resource.
- He sometimes comes off as confused about organizational/operational direction.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- He truly is the best Manager I have ever had.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone elses department, he is willing to help in any capacity he can to help reach goals.

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

- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- I garner ideas from him regularly and look to him as a mentor.
- 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 _____.
- _____ not only values and listens to his staff he also gives them the support they need.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.

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

- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- I appreciate the reality of his open door policy. Thanks for letting him be a part of our department.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- His professionalism is beyond reproach and he is fair and just.

Any final comments?

- I really appreciate him.
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- He is becoming more comfortable to deliver critical feedback.
- He knows his material and obviously loves the continued learning that defines best practices.
- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.