



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.

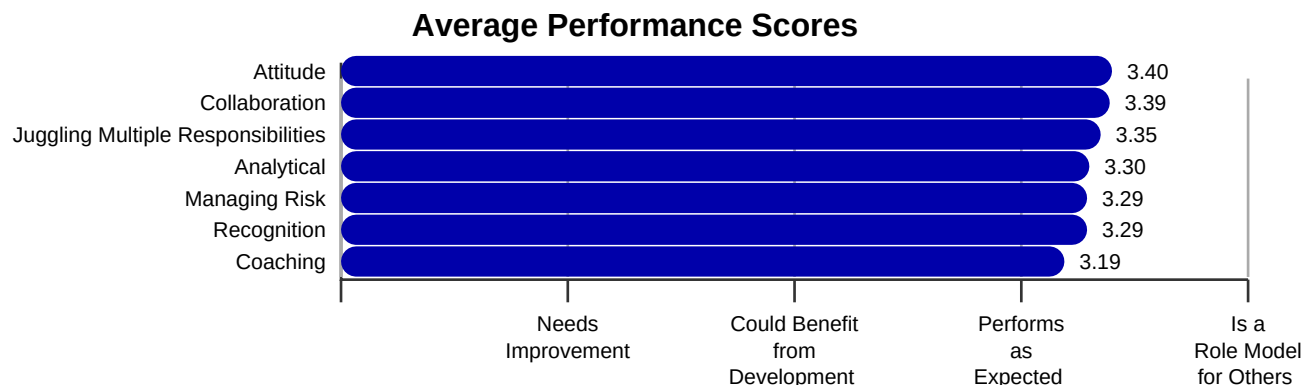
What to Do with Your Feedback

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

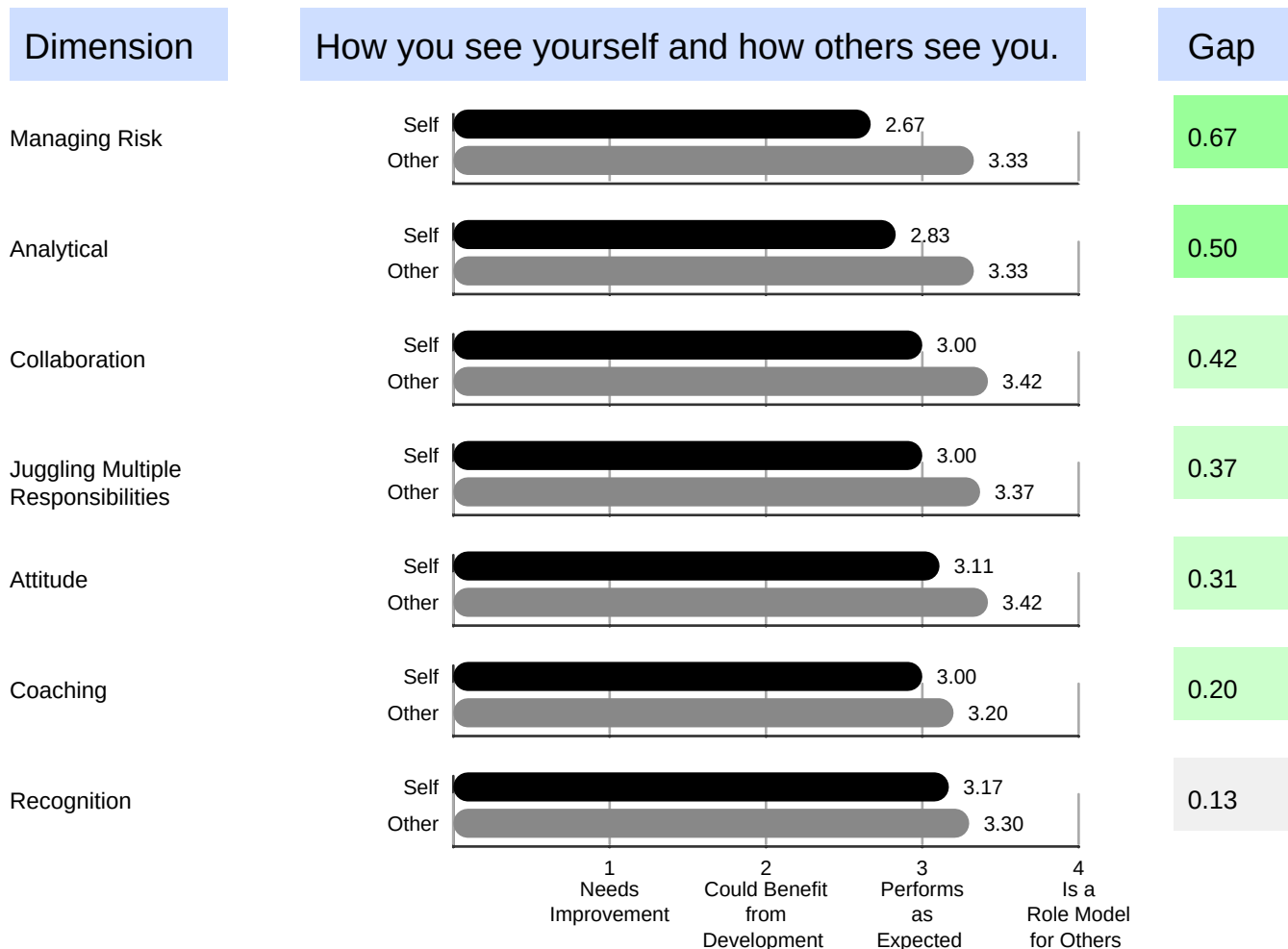
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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 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. Compliments employees when they do a good job.	15	3.20	93.3	7%	67%		27%
2. Adds creative flair or thoughtful touches to deliverables, demonstrating pride and joy in the work itself.	15	3.87	100.0	13%	87%		
3. Models resilience in the face of adversity.	15	3.33	93.3	7%	53%		40%
4. Participates actively in meetings, offering ideas with energy and genuine interest, not just obligation.	15	3.60	93.3	7%	27%	67%	
5. Demonstrates sincere caring for employees in the department.	15	3.33	93.3	7%	53%		40%
6. Adjusts leadership style to meet the needs of different individuals and situations, showing empathy and agility.	15	3.20	93.3	7%	60%		33%
7. Remains positive even when working with individuals who have poor attitudes.	15	3.20	86.7	13%	53%		33%
8. Speaks positively about the organizational direction, helping staff see the bigger picture.	15	3.40	93.3	7%	47%		47%
9. Uses setbacks or errors as learning moments, showing pride through persistence and growth.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

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

Item	2024	2025	Change
1. Compliments employees when they do a good job.	3.29	3.20	-0.09 ▼
2. Adds creative flair or thoughtful touches to deliverables, demonstrating pride and joy in the work itself.	3.65	3.87	+0.22 ▲
3. Models resilience in the face of adversity.	3.18	3.33	+0.16 ▲
4. Participates actively in meetings, offering ideas with energy and genuine interest, not just obligation.	3.41	3.60	+0.19 ▲
5. Demonstrates sincere caring for employees in the department.	3.24	3.33	+0.10 ▲
6. Adjusts leadership style to meet the needs of different individuals and situations, showing empathy and agility.	3.24	3.20	-0.04 ▼
7. Remains positive even when working with individuals who have poor attitudes.	3.41	3.20	-0.21 ▼
8. Speaks positively about the organizational direction, helping staff see the bigger picture.	3.24	3.40	+0.16 ▲
9. Uses setbacks or errors as learning moments, showing pride through persistence and growth.	3.18	3.47	+0.29 ▲

Comments:

- ____ makes great hiring choices. she is clear on what needs to be done.
- Need to continue to engage staff in team development and role clarification.
- She would benefit from soliciting more feedback and pushing others to do more.
- ____ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- ____ is a knowledgeable professional committed to improvement and quality. ____ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- ____ has great insights regarding individuals and relationships, as well as good ideas about processes.

Analytical

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. Analyzes various legal and business situations to find patterns and draw conclusions that others might miss.	15	3.47	93.3	7%	40%	53%	
11. Evaluates evidence objectively, regardless of whether it supports or contradicts current ideas.	15	3.53	100.0		47%	53%	
12. Recognizes areas of missing data and suggests other ways to obtain the needed information.	15	3.27	100.0		73%		27%
13. Uses a methodical approach to the understanding and resolving of problems.	15	3.33	100.0		67%		33%
14. Determines if facts are consistent across multiple sources.	15	3.13	86.7	13%	60%		27%
15. Calculates and interprets financial ratios (such as liquidity ratios, profitability ratios, and leverage ratios) to assess the financial health of the company.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item

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

Item	2024	2025	Change
10. Analyzes various legal and business situations to find patterns and draw conclusions that others might miss.	3.35	3.47	+0.11 ▲
11. Evaluates evidence objectively, regardless of whether it supports or contradicts current ideas.	3.47	3.53	+0.06 ▲
12. Recognizes areas of missing data and suggests other ways to obtain the needed information.	3.47	3.27	-0.20 ▼
13. Uses a methodical approach to the understanding and resolving of problems.	3.35	3.33	-0.02 ▼
14. Determines if facts are consistent across multiple sources.	3.18	3.13	-0.04 ▼
15. Calculates and interprets financial ratios (such as liquidity ratios, profitability ratios, and leverage ratios) to assess the financial health of the company.	3.00	3.07	+0.07 ▲

Comments:

- ___ has been eager to learn her new position and is transitioning well.
- I really enjoy working with ___ and I respect her as a leader and role model.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position

Juggling Multiple Responsibilities

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. Organizes tasks for the most efficient order of completion.	15	3.40	93.3	7%	47%	47%	
17. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.27	93.3	7%	60%		33%
18. Keeps track of multiple assignments and deadlines.	14	3.00	92.9	7%	79%		14%
19. Prioritizes tasks for efficiency.	15	3.47	100.0		53%		47%
20. Builds in extra time in the schedule for unplanned events/occurrences.	15	3.40	93.3	7%	47%		47%
21. Completes multiple tasks simultaneously.	15	3.53	100.0		47%		53%

Time Comparisons by Item

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

Item	2024	2025	Change
16. Organizes tasks for the most efficient order of completion.	3.65	3.40	-0.25 ▼
17. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.47	3.27	-0.20 ▼
18. Keeps track of multiple assignments and deadlines.	3.12	3.00	-0.12 ▼
19. Prioritizes tasks for efficiency.	3.59	3.47	-0.12 ▼
20. Builds in extra time in the schedule for unplanned events/occurrences.	3.29	3.40	+0.11 ▲
21. Completes multiple tasks simultaneously.	3.35	3.53	+0.18 ▲

Comments:

- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- She is both the manager and the interim director for the service line.
- She recognized where I needed help and supported me in making the case to get it.
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- ___ is the shinning example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely proffesional and competent, compasionate and caring, and dedicated to this unit heart and soul.

Managing Risk

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. Rewards risky ideas that may yield significant benefits.	15	3.00	80.0	20%	60%		20%
23. Gathers information regarding potential risks.	15	2.87	80.0	20%	73%		7%
24. Seeks to maintain the long-term viability of the Company through effective risk management.	15	3.47	100.0		53%	47%	
25. Evaluates the impact of certain events on the attainment of corporate objectives.	15	3.67	100.0		33%	67%	
26. Performs a risk analysis as needed.	15	3.40	93.3	7%	47%	47%	
27. Accurately perceives potential risks in the workplace.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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

Item	2024	2025	Change
22. Rewards risky ideas that may yield significant benefits.	3.00	3.00	
23. Gathers information regarding potential risks.	2.88	2.87	-0.02 ▼
24. Seeks to maintain the long-term viability of the Company through effective risk management.	3.00	3.47	+0.47 ▲
25. Evaluates the impact of certain events on the attainment of corporate objectives.	3.76	3.67	-0.10 ▼
26. Performs a risk analysis as needed.	3.53	3.40	-0.13 ▼
27. Accurately perceives potential risks in the workplace.	3.12	3.33	+0.22 ▲

Comments:

- There is room for improvement in all these elements.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- She is very knowledgeable and is always willing to lend a helping hand!

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
28. Respects individual differences that contribute to solving problems.	15	3.53	100.0	47%	53%		
29. Works cooperatively with others to solve problems.	15	3.67	100.0	33%	67%		
30. Promotes a culture of collaboration rather than rivalry.	15	3.33	100.0	67%	33%		
31. Participates in collaborative/team decision-making.	15	3.20	86.7	13%	53%	33%	
32. Integrates technology to boost collaborative work on process and policy documentation.	15	3.40	100.0	60%	40%		
33. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

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

Item	2024	2025	Change
28. Respects individual differences that contribute to solving problems.	3.41	3.53	+0.12 ▲
29. Works cooperatively with others to solve problems.	3.59	3.67	+0.08 ▲
30. Promotes a culture of collaboration rather than rivalry.	3.41	3.33	-0.08 ▼
31. Participates in collaborative/team decision-making.	3.18	3.20	+0.02 ▲
32. Integrates technology to boost collaborative work on process and policy documentation.	3.35	3.40	+0.05 ▲
33. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	3.18	3.20	+0.02 ▲

Comments:

- Positive energy and a team player.
- ___ gives me feedback good and indifferent.
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!

Coaching

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. Helps employees to understand the responsibilities and expectations of their job.	15	3.27	93.3	7%	60%		33%
35. Asks employees to define or explain their goals, strategies, and motivations.	15	3.00	80.0	20%	60%		20%
36. Conducts regular formal and informal performance appraisals and feedback.	15	3.20	93.3	7%	67%		27%
37. Helps individuals explore their strengths, aspirations, and areas for growth.	15	3.27	93.3	7%	60%		33%
38. Investigates the issues or hurdles that the employee may be encountering.	15	3.27	86.7	13%	47%		40%
39. Is open and receptive to coaching.	15	3.13	86.7	13%	60%		27%

Time Comparisons by Item

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

Item	2024	2025	Change
34. Helps employees to understand the responsibilities and expectations of their job.	2.88	3.27	+0.38 ▲
35. Asks employees to define or explain their goals, strategies, and motivations.	3.18	3.00	-0.18 ▼
36. Conducts regular formal and informal performance appraisals and feedback.	3.18	3.20	+0.02 ▲
37. Helps individuals explore their strengths, aspirations, and areas for growth.	3.35	3.27	-0.09 ▼
38. Investigates the issues or hurdles that the employee may be encountering.	3.24	3.27	+0.03 ▲
39. Is open and receptive to coaching.	3.59	3.13	-0.45 ▼

Comments:

- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. Her support during this transition was extremely helpful to me.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- ___ has improved on her quick assessment of situations and as a result it has helped me improve also
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.

Recognition

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Empowers employees to have more autonomy as recognition and reward for good job performance.	15	3.40	93.3	7%	47%	47%	
41. Integrates recognition programs into larger employee development initiatives.	15	3.33	93.3	7%	53%		40%
42. Offers recognition on "spur-of-the-moment".	15	3.33	93.3	7%	53%		40%
43. Offers sincere praise for the efforts of the team.	15	3.13	86.7	13%	60%		27%
44. Ensures that the recognition program is highly visible to the employees.	15	3.00	86.7	13%	73%		13%
45. Is mindful of diversity in contributions, recognizing not only visible successes but also behind-the-scenes work that supports the team.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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

Item	2024	2025	Change
40. Empowers employees to have more autonomy as recognition and reward for good job performance.	3.29	3.40	+0.11 ▲
41. Integrates recognition programs into larger employee development initiatives.	3.29	3.33	+0.04 ▲
42. Offers recognition on "spur-of-the-moment".	3.41	3.33	-0.08 ▼
43. Offers sincere praise for the efforts of the team.	3.35	3.13	-0.22 ▼
44. Ensures that the recognition program is highly visible to the employees.	3.18	3.00	-0.18 ▼
45. Is mindful of diversity in contributions, recognizing not only visible successes but also behind-the-scenes work that supports the team.	3.35	3.53	+0.18 ▲

Comments:

- I have also had the pleasure of partnering with ____ in our Core Competency leader learning. ____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- I appreciate the honest evaluative feedback ____ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- ____ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ____ invests in the projects she leads and follows them through to completion. ____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- She has also greatly improved her communication.
- I have observed that ____ is always professional and respectful towards myself and others. She asks for our input before making decisions.

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?

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- ___ has done a great job of continuing to grow and refine the service lines.
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.

What do you like best about working with this individual?

- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- 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.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- She consistently helps us in problem solving a variety of issues.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- Takes complete ownership of role and looks for ways to assist teammates.

What do you like least about working with this individual?

- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- ___ is excellent at providing positive feedback in the moment while in meetings.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.

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

- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches 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.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- She strives to raise the bar everyday to improve our processes to best serve our customers.

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

- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- She values our feedback and takes our recommendations seriously.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- Positive attitude.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- She engages the staff and I feel the department is in the best shape it ever has been in.

Any final comments?

- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- She is very relatable and I believe it helps with the initial contact with the prospects.
- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- Taking everything into consideration, ___ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- ___ has been so helpful to me as a new manager.
- She inspires others by the manner in which she does her work and engages others.