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.

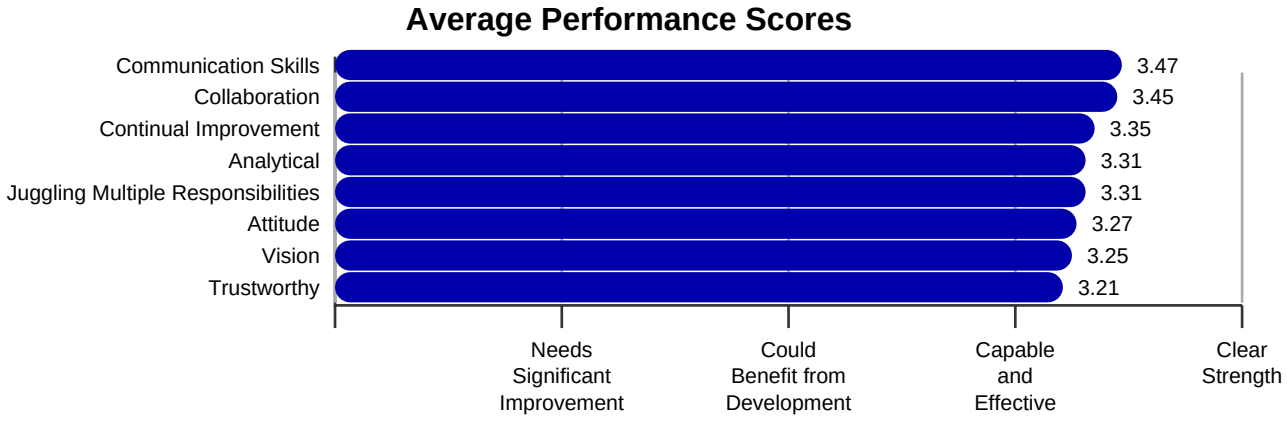
What to Do with Your Feedback

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 8 major dimensions of leadership.

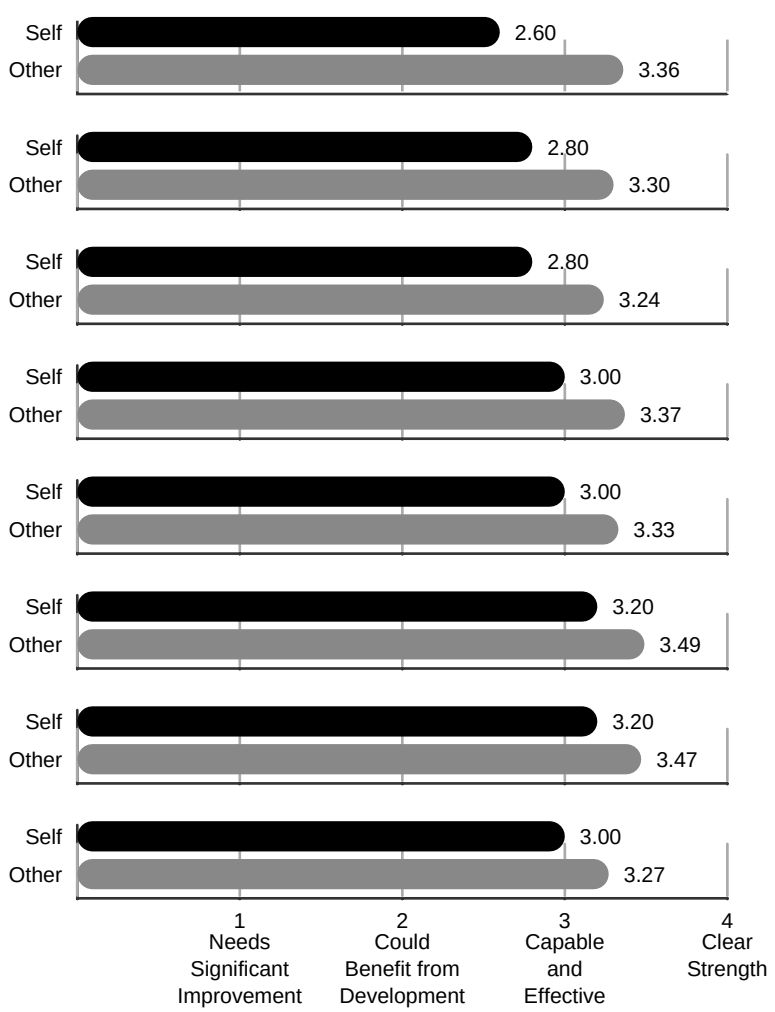
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



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.

Dimension	How you see yourself and how others see you.	Gap
Juggling Multiple Responsibilities	Self 2.60, Other 3.36	0.76
Attitude	Self 2.80, Other 3.30	0.50
Trustworthy	Self 2.80, Other 3.24	0.44
Continual Improvement	Self 3.00, Other 3.37	0.37
Analytical	Self 3.00, Other 3.33	0.33
Communication Skills	Self 3.20, Other 3.49	0.29
Collaboration	Self 3.20, Other 3.47	0.27
Vision	Self 3.00, Other 3.27	0.27



Communication Skills

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You tailor writing to the intended audience.	15	3.20	93.3	7%		67%	27%
2. You deliver difficult/sensitive messages to co-workers in an appropriate manner	15	3.87	100.0		13%		87%
3. You deliver difficult messages to co-workers in an appropriate manner	15	3.33	93.3	7%		53%	40%
4. You listen attentively and without interrupting team members and customers	15	3.60	93.3	7%		27%	67%
5. I effectively engage with everyone from the CEO to external partners.	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. You tailor writing to the intended audience.	3.29	3.20	-0.09 ▼
2. You deliver difficult/sensitive messages to co-workers in an appropriate manner	3.65	3.87	+0.22 ▲
3. You deliver difficult messages to co-workers in an appropriate manner	3.18	3.33	+0.16 ▲
4. You listen attentively and without interrupting team members and customers	3.41	3.60	+0.19 ▲
5. I effectively engage with everyone from the CEO to external partners.	3.24	3.33	+0.10 ▲

Comments:

- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- I appreciate her openness and availability to all the staff.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).

Continual Improvement

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You pursue efforts to improve by seeking feedback from others.	15	3.20	93.3	7%		60%	33%
7. You create a culture of knowledge sharing to facilitate continuous improvement.	15	3.20	86.7		13%	53%	33%
8. You look for ways to expand current job responsibilities.	15	3.40	93.3		7%	47%	47%
9. You investigate the root causes of problems.	15	3.47	93.3		7%	40%	53%
10. You continually seek opportunities to improve efficiency.	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. You pursue efforts to improve by seeking feedback from others.	3.24	3.20	-0.04 ▼
7. You create a culture of knowledge sharing to facilitate continuous improvement.	3.41	3.20	-0.21 ▼
8. You look for ways to expand current job responsibilities.	3.24	3.40	+0.16 ▲
9. You investigate the root causes of problems.	3.18	3.47	+0.29 ▲
10. You continually seek opportunities to improve efficiency.	3.35	3.47	+0.11 ▲

Comments:

- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- She has been a great addition to the department in this area.
- Always has the company's best interest at heart.
- She knows product and how to engage potential clients.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- Shows curiosity.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. I maintain consistency in effort--even when outcomes are uncertain or recognition is delayed.	15	3.53	100.0			47%	53%
12. I frame setbacks as temporary and treatable, helping the team stay focused on solutions.	15	3.27	100.0			73%	27%
13. I remain curious and adaptable, welcoming unfamiliar challenges with optimism.	15	3.33	100.0			67%	33%
14. I share ideas proactively, even when the ideas are unconventional or unfinished, trusting the collaborative process.	15	3.13	86.7		13%	60%	27%
15. You remain grounded without a need for grandstanding or theatrics to make an impact.	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. I maintain consistency in effort--even when outcomes are uncertain or recognition is delayed.	3.47	3.53	+0.06 ▲
12. I frame setbacks as temporary and treatable, helping the team stay focused on solutions.	3.47	3.27	-0.20 ▼
13. I remain curious and adaptable, welcoming unfamiliar challenges with optimism.	3.35	3.33	-0.02 ▼
14. I share ideas proactively, even when the ideas are unconventional or unfinished, trusting the collaborative process.	3.18	3.13	-0.04 ▼
15. You remain grounded without a need for grandstanding or theatrics to make an impact.	3.00	3.07	+0.07 ▲

Comments:

- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- 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.
- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- ___'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.
- Is very upbeat and quick to contribute to the team.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occuring.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You actively seek constructive feedback from others.	15	3.40	93.3	7%		47%	47%
17. You understand and capitalize on relationships between conflicting goals.	15	3.27	93.3	7%		60%	33%
18. You divide complex problems or tasks into components/parts for further analysis.	14	3.00	92.9	7%		79%	14%
19. You utilize data and logical reasoning to address and challenge personal biases in decision-making.	15	3.47	100.0			53%	47%
20. I analyze market trends, forecast sales, and optimize supply chain operations.	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. You actively seek constructive feedback from others.	3.65	3.40	-0.25 ▼
17. You understand and capitalize on relationships between conflicting goals.	3.47	3.27	-0.20 ▼
18. You divide complex problems or tasks into components/parts for further analysis.	3.12	3.00	-0.12 ▼
19. You utilize data and logical reasoning to address and challenge personal biases in decision-making.	3.59	3.47	-0.12 ▼
20. I analyze market trends, forecast sales, and optimize supply chain operations.	3.29	3.40	+0.11 ▲

Comments:

- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You ensure that assignments are prioritized according to the needs of the department/company.	15	3.53	100.0			47%	53%
22. You create an effective balance of workload between different projects.	15	3.00	80.0		20%	60%	20%
23. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	15	2.87	80.0		20%	73%	7%
24. You keep track of multiple assignments and deadlines.	15	3.47	100.0			53%	47%
25. You manage impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	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. You ensure that assignments are prioritized according to the needs of the department/company.	3.35	3.53	+0.18 ▲
22. You create an effective balance of workload between different projects.	3.00	3.00	
23. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	2.88	2.87	-0.02 ▼
24. You keep track of multiple assignments and deadlines.	3.00	3.47	+0.47 ▲
25. You manage impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.76	3.67	-0.10 ▼

Comments:

- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- She is very professional and caring in her job
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- ___ always remembers the customer is at the center of what we do.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. I am tactful, compassionate and sensitive to the needs of others.	15	3.40	93.3	7%		47%	47%
27. You share insights, innovations, and resources to enhance efficiency.	15	3.33	93.3	7%		53%	40%
28. I create a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	15	3.53	100.0			47%	53%
29. I contribute resources and knowledge to support others' success.	15	3.67	100.0			33%	67%
30. You encourage collaboration of fellow employees to achieve results.	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. I am tactful, compassionate and sensitive to the needs of others.	3.53	3.40	-0.13 ▼
27. You share insights, innovations, and resources to enhance efficiency.	3.12	3.33	+0.22 ▲
28. I create a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	3.41	3.53	+0.12 ▲
29. I contribute resources and knowledge to support others' success.	3.59	3.67	+0.08 ▲
30. You encourage collaboration of fellow employees to achieve results.	3.41	3.33	-0.08 ▼

Comments:

- She listens to the team.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- ___'s dedication and leadership in the management development program is evident.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.

Trustworthy

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You are a person others can count on.	15	3.20	86.7	13%		53%	33%
32. You are trustworthy; is someone that can be trusted.	15	3.40	100.0			60%	40%
33. You consistently keep commitments.	15	3.20	86.7	13%		53%	33%
34. You communicate an understanding of the other person's interests, needs and concerns.	15	3.27	93.3	7%		60%	33%
35. You seek to mitigate grievances by clarifying intentions and finding suitable remedies.	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. You are a person others can count on.	3.18	3.20	+0.02 ▲
32. You are trustworthy; is someone that can be trusted.	3.35	3.40	+0.05 ▲
33. You consistently keep commitments.	3.18	3.20	+0.02 ▲
34. You communicate an understanding of the other person's interests, needs and concerns.	2.88	3.27	+0.38 ▲
35. You seek to mitigate grievances by clarifying intentions and finding suitable remedies.	3.18	3.00	-0.18 ▼

Comments:

- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- There are a lot of great features this system has to offer and ___ has challenges at times.
- Establishes a culture where everyone's contribution is acknowledged and valued.

Vision

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. I avoid mixed messages by ensuring verbal and non-verbal cues reflect the same priorities.	15	3.20	93.3	7%		67%	27%
37. You develop and execute a strategic vision for the organization.	15	3.27	93.3	7%		60%	33%
38. I effectively communicate the vision to employees.	15	3.27	86.7	13%		47%	40%
39. I inspire individuals to achieve success by clearly communicating the organization's vision and motivating them to align their personal goals with this vision.	15	3.13	86.7	13%		60%	27%
40. I foster an environment where the vision is not only understood but lived.	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
36. I avoid mixed messages by ensuring verbal and non-verbal cues reflect the same priorities.	3.18	3.20	+0.02 ▲
37. You develop and execute a strategic vision for the organization.	3.35	3.27	-0.09 ▼
38. I effectively communicate the vision to employees.	3.24	3.27	+0.03 ▲
39. I inspire individuals to achieve success by clearly communicating the organization's vision and motivating them to align their personal goals with this vision.	3.59	3.13	-0.45 ▼
40. I foster an environment where the vision is not only understood but lived.	3.29	3.40	+0.11 ▲

Comments:

- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- I would like to see her expand personal long-term goals at the company.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- She constantly asks for feedback and input to important decisions and genuinely listens and considers what her staff's opinions.
- I trust that I can go to her in confidence and she will really listen to what I am saying.

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?

- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- She has created a highly engaged team and manages a diverse group of individuals very well.
- She is someone that has proven she can be trusted to do what is right.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.

What do you like best about working with this individual?

- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- ___ is a strong leader & mentor.
- She does not settle- but will continue a search until the right fit is found.
- ___ has been instrumental in the working relationship of our department.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagment by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have wittnessed in the last 30 years.

What do you like least about working with this individual?

- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- She is in an often times impossible position and is doing well all things considered
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.

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

- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- ___ is great about approaching and including staff input with decision making within the department.
- Timeliness and accountability of projects.
- ___ is very sharp and plays a vital role in this organization

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

- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- 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 been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- With Process improvement & porfessional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likly to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.

Any final comments?

- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- She also has always been thankful for any help that I have given her.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- You can count on ___ to be honest and stay true to committments.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].