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.

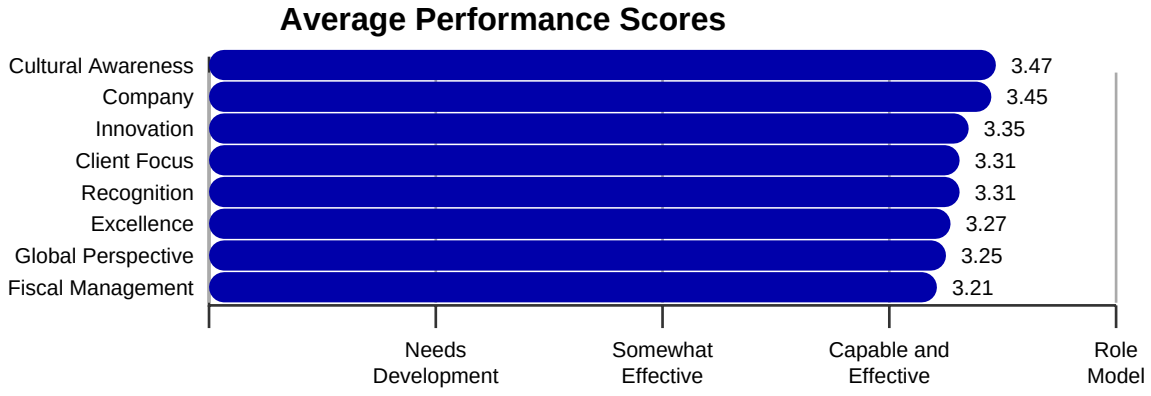
What to Do with Your Feedback

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.

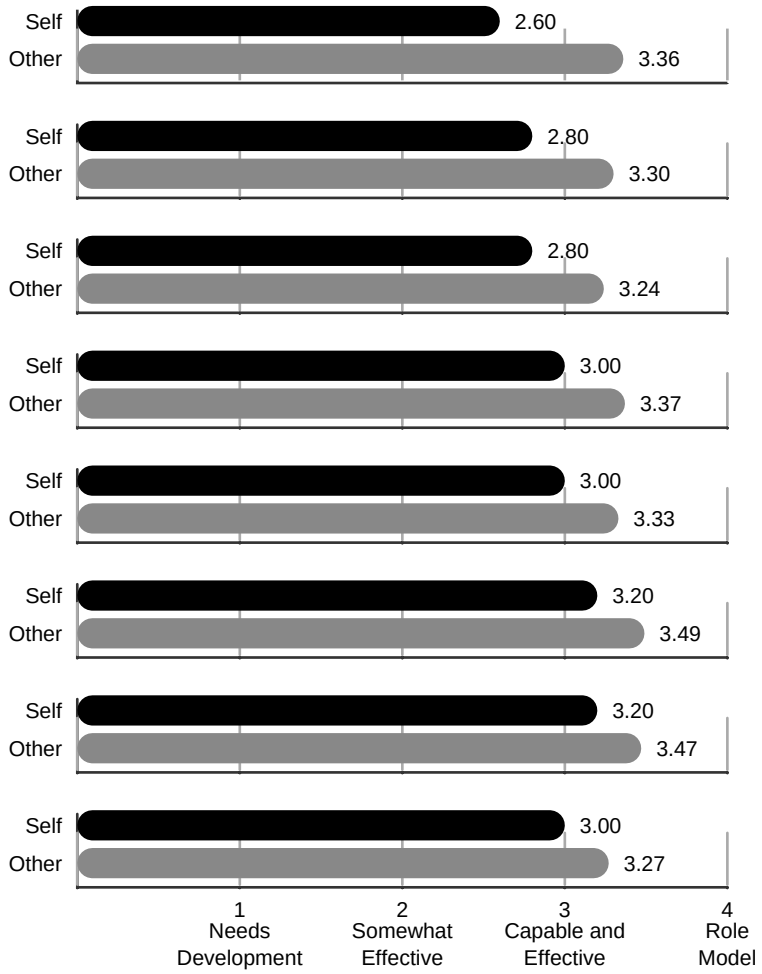
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



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
Recognition	Self 2.60; Other 3.36	0.76
Excellence	Self 2.80; Other 3.30	0.50
Fiscal Management	Self 2.80; Other 3.24	0.44
Innovation	Self 3.00; Other 3.37	0.37
Client Focus	Self 3.00; Other 3.33	0.33
Cultural Awareness	Self 3.20; Other 3.49	0.29
Company	Self 3.20; Other 3.47	0.27
Global Perspective	Self 3.00; Other 3.27	0.27



Cultural Awareness

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. You treat others with dignity and respect.	15	3.20	93.3	7%		67%	27%
2. I recognize individual and cultural differences.	15	3.87	100.0	13%		87%	
3. I publicly acknowledge cultural contributions and achievements in team settings.	15	3.33	93.3	7%		53%	40%
4. I seek knowledge and information about other cultures.	15	3.60	93.3	7%	27%	67%	
5. I participate in or facilitate cultural sensitivity training for self and team.	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 treat others with dignity and respect.	3.29	3.20	-0.09 ▼
2. I recognize individual and cultural differences.	3.65	3.87	+0.22 ▲
3. I publicly acknowledge cultural contributions and achievements in team settings.	3.18	3.33	+0.16 ▲
4. I seek knowledge and information about other cultures.	3.41	3.60	+0.19 ▲
5. I participate in or facilitate cultural sensitivity training for self and team.	3.24	3.33	+0.10 ▲

Comments:

- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- ___ is always working to include staff in a shared decision making processes.
- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.

Innovation

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. I embrace disruptive strategies enabling the organization to create groundbreaking advancements that outpace competitors.	15	3.20	93.3	7%	60%		33%
7. You suggest new ideas at meetings.	15	3.20	86.7	13%	53%		33%
8. You implement the creative ideas of employees.	15	3.40	93.3	7%	47%		47%
9. You look beyond company for new ideas and innovative approaches.	15	3.47	93.3	7%	40%		53%
10. You promote innovation as an opportunity to gain competitive advantages in the marketplace.	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. I embrace disruptive strategies enabling the organization to create groundbreaking advancements that outpace competitors.	3.24	3.20	-0.04 ▼
7. You suggest new ideas at meetings.	3.41	3.20	-0.21 ▼
8. You implement the creative ideas of employees.	3.24	3.40	+0.16 ▲
9. You look beyond company for new ideas and innovative approaches.	3.18	3.47	+0.29 ▲
10. You promote innovation as an opportunity to gain competitive advantages in the marketplace.	3.35	3.47	+0.11 ▲

Comments:

- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.

Excellence

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. You are planful and organized.	15	3.53	100.0		47%		53%
12. You demonstrate the functional or technical skills necessary to do your job.	15	3.27	100.0		73%		27%
13. You can be counted on to add value wherever you are involved.	15	3.33	100.0		67%		33%
14. You demonstrate the analytical skills to do your job.	15	3.13	86.7	13%	60%		27%
15. You keep yourself and others focused on constant improvement.	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. You are planful and organized.	3.47	3.53	+0.06 ▲
12. You demonstrate the functional or technical skills necessary to do your job.	3.47	3.27	-0.20 ▼
13. You can be counted on to add value wherever you are involved.	3.35	3.33	-0.02 ▼
14. You demonstrate the analytical skills to do your job.	3.18	3.13	-0.04 ▼
15. You keep yourself and others focused on constant improvement.	3.00	3.07	+0.07 ▲

Comments:

- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- ___ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- She is a strong leader complemented with sound judgement

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
16. I regularly received positive feedback from clients.	15	3.40	93.3	7%	47%	47%	
17. You follow up with any unanswered questions from the client.	15	3.27	93.3	7%	60%	33%	
18. You address client complaints immediately.	14	3.00	92.9	7%	79%		14%
19. You help others in responding to client needs.	15	3.47	100.0		53%	47%	
20. You give feedback to the client regularly.	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. I regularly received positive feedback from clients.	3.65	3.40	-0.25 ▼
17. You follow up with any unanswered questions from the client.	3.47	3.27	-0.20 ▼
18. You address client complaints immediately.	3.12	3.00	-0.12 ▼
19. You help others in responding to client needs.	3.59	3.47	-0.12 ▼
20. You give feedback to the client regularly.	3.29	3.40	+0.11 ▲

Comments:

- ___ is very supportive to staff and offers many opportunities for staff to grow.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big intiatives that have been very successful.
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. I ensure that above average performance is followed up with recognition.	15	3.53	100.0			47%	53%
22. I encourage peers to recognize each other in real-time.	15	3.00	80.0	20%		60%	20%
23. I understand the recognition program resource requirements.	15	2.87	80.0	20%		73%	7%
24. I am able to recognize the best (top performing) employees.	15	3.47	100.0			53%	47%
25. I recognize when the team excels on a project or reaches a major milestone.	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. I ensure that above average performance is followed up with recognition.	3.35	3.53	+0.18 ▲
22. I encourage peers to recognize each other in real-time.	3.00	3.00	
23. I understand the recognition program resource requirements.	2.88	2.87	-0.02 ▼
24. I am able to recognize the best (top performing) employees.	3.00	3.47	+0.47 ▲
25. I recognize when the team excels on a project or reaches a major milestone.	3.76	3.67	-0.10 ▼

Comments:

- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- She has been both a great co-worker and mentor to me.
- Difficult to reach sometimes and often does not respond to messages at all.
- ___ encourages our staff to strive to be the best that we can be.
- Attitude is there; however, follow through is lacking at times.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.

Company

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. You avoid conflicts of interest and disclose any potential bias in decision-making.	15	3.40	93.3	7%	47%	47%	
27. You ensure employees have all the tools and equipment need to maintain production schedules.	15	3.33	93.3	7%	53%	40%	
28. I can be trusted by colleagues to act with integrity.	15	3.53	100.0		47%	53%	
29. I treat mistakes as learning opportunities, not punishable offenses.	15	3.67	100.0		33%	67%	
30. I create a team structure that supports strong collaboration and communication.	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. You avoid conflicts of interest and disclose any potential bias in decision-making.	3.53	3.40	-0.13 ▼
27. You ensure employees have all the tools and equipment need to maintain production schedules.	3.12	3.33	+0.22 ▲
28. I can be trusted by colleagues to act with integrity.	3.41	3.53	+0.12 ▲
29. I treat mistakes as learning opportunities, not punishable offenses.	3.59	3.67	+0.08 ▲
30. I create a team structure that supports strong collaboration and communication.	3.41	3.33	-0.08 ▼

Comments:

- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- Willingness to help, patience in teaching.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- She is open to feedback and actively tries to improve.
- She can always be counted on to do what she commits to.

Fiscal Management

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. You provide budgeting and accounting support to the Company.	15	3.20	86.7	13%	53%	33%	
32. You develop budgets and plans for various programs and initiatives.	15	3.40	100.0		60%	40%	
33. You are effective in using company's resources.	15	3.20	86.7	13%	53%	33%	
34. You monitor spending.	15	3.27	93.3	7%	60%	33%	
35. You ensure others follow the correct rules and regulations on fiscal matters.	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 provide budgeting and accounting support to the Company.	3.18	3.20	+0.02 ▲
32. You develop budgets and plans for various programs and initiatives.	3.35	3.40	+0.05 ▲
33. You are effective in using company's resources.	3.18	3.20	+0.02 ▲
34. You monitor spending.	2.88	3.27	+0.38 ▲
35. You ensure others follow the correct rules and regulations on fiscal matters.	3.18	3.00	-0.18 ▼

Comments:

- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- She truly is the best Manager I have ever had.
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.

Global Perspective

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
36. You cooperate with others on a global scale.	15	3.20	93.3	7%	67%		27%
37. You engage in problem solving with individuals outside of the country.	15	3.27	93.3	7%	60%		33%
38. You are able to listen and understand others and discuss issues in a respectful way.	15	3.27	86.7	13%	47%		40%
39. You apply knowledge of overseas markets.	15	3.13	86.7	13%	60%		27%
40. You align personal vision with global strategies.	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. You cooperate with others on a global scale.	3.18	3.20	+0.02 ▲
37. You engage in problem solving with individuals outside of the country.	3.35	3.27	-0.09 ▼
38. You are able to listen and understand others and discuss issues in a respectful way.	3.24	3.27	+0.03 ▲
39. You apply knowledge of overseas markets.	3.59	3.13	-0.45 ▼
40. You align personal vision with global strategies.	3.29	3.40	+0.11 ▲

Comments:

- She has been a great addition to the department in this area.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- just know going through the hiring process with her.
- Strive for excellence. Willing to learn. Implement advice from others.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.

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?

- ___ delegates very effectively.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- ___ is a wonderful person to work for.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.

What do you like best about working with this individual?

- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- ___ has also attended many off-site events to show her support to department staff.

What do you like least about working with this individual?

- 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.
- ___ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- Takes complete ownership of role and looks for ways to assist teammates.
- Her focus is for quality that is customer centered.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.

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

- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- She is an excellent teammate, great attitude, effort, and energy.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.

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

- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- She has created a highly engaged team and manages a diverse group of individuals very well.

Any final comments?

- She is becoming more comfortable to deliver critical feedback.
- She is a real advocate for the customers. Excellent department and computer skills
- She strives to be an effective and available leader.
- Could be more self-aware of impact on other team members
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- ___ works with a very diverse group and treats everyone the same while respecting that diversity.