



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.

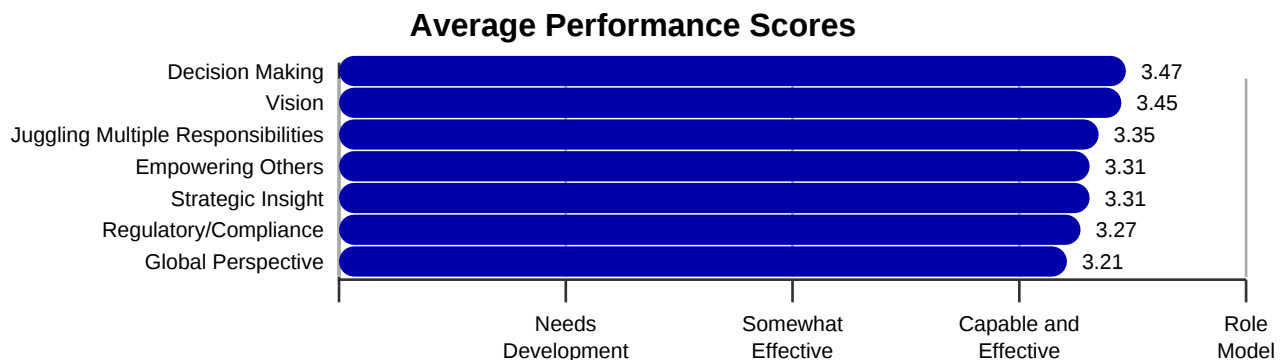
What to Do with Your Feedback

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.



Decision Making

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. Is open to listening to others who may have different ideas.	15	3.20	93.3	7%	67%		27%
2. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.87	100.0	13%	87%		
3. Does not lose sight of the big picture when making decisions	15	3.33	93.3	7%	53%		40%
4. Aligns choices with organizational goals by calculating expected value and costs.	15	3.60	93.3	7%	27%	67%	
5. Has a good rapport other people which is helpful in making decisions on the 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. Is open to listening to others who may have different ideas.	3.29	3.20	-0.09 ▼
2. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.65	3.87	+0.22 ▲
3. Does not lose sight of the big picture when making decisions	3.18	3.33	+0.16 ▲
4. Aligns choices with organizational goals by calculating expected value and costs.	3.41	3.60	+0.19 ▲
5. Has a good rapport other people which is helpful in making decisions on the team.	3.24	3.33	+0.10 ▲

Comments:

- He is detailed when presenting a plan.
- He is passionate about providing the services necessary to meet the needs of our organization.
- _____ consistently asks how the day is going, if he can help us at all.
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- _____'s office staff each have their own personalities and he effectively communicates with all of them.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Coordinates the work of a team by assigning tasks to other team members.	15	3.20	93.3	7%	60%		33%
7. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.20	86.7	13%	53%		33%
8. Completes multiple tasks simultaneously.	15	3.40	93.3	7%	47%		47%
9. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.47	93.3	7%	40%		53%
10. Plans and organizes continuously while performing all other responsibilities and activities.	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. Coordinates the work of a team by assigning tasks to other team members.	3.24	3.20	-0.04 ▼
7. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.41	3.20	-0.21 ▼
8. Completes multiple tasks simultaneously.	3.24	3.40	+0.16 ▲
9. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.18	3.47	+0.29 ▲
10. Plans and organizes continuously while performing all other responsibilities and activities.	3.35	3.47	+0.11 ▲

Comments:

- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- _____ established an environment in which teamwork and creativity flourished.

Regulatory/Compliance

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Establishes protocols for secure data transmission between departments and external regulators.	15	3.53	100.0	47%	53%		
12. Conducts necessary risk assessments.	15	3.27	100.0	73%	27%		
13. Strengthens employees' ability to appropriately handle compliance and ethics issues.	15	3.33	100.0	67%	33%		
14. Uses operational compliance reports to evaluate the effectiveness of internal processes.	15	3.13	86.7	13%	60%	27%	
15. Submits complete applications for necessary certifications.	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. Establishes protocols for secure data transmission between departments and external regulators.	3.47	3.53	+0.06 ▲
12. Conducts necessary risk assessments.	3.47	3.27	-0.20 ▼
13. Strengthens employees' ability to appropriately handle compliance and ethics issues.	3.35	3.33	-0.02 ▼
14. Uses operational compliance reports to evaluate the effectiveness of internal processes.	3.18	3.13	-0.04 ▼
15. Submits complete applications for necessary certifications.	3.00	3.07	+0.07 ▲

Comments:

- I think he is the kind of manager our department has needed and will continue to need.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- He is such a positive person and always willing to pitch in where help is needed.

Empowering Others

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. Delegates authority to employees and allows them to make their own decisions.	15	3.40	93.3	7%	47%	47%	
17. Gives responsibility for making important decisions to employees.	15	3.27	93.3	7%	60%	33%	
18. Encourages employees to take the initiative when responding to an issue.	14	3.00	92.9	7%	79%	14%	
19. Enables employees to take on more challenging roles.	15	3.47	100.0		53%	47%	
20. Values the input from others.	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. Delegates authority to employees and allows them to make their own decisions.	3.65	3.40	-0.25 ▼
17. Gives responsibility for making important decisions to employees.	3.47	3.27	-0.20 ▼
18. Encourages employees to take the initiative when responding to an issue.	3.12	3.00	-0.12 ▼
19. Enables employees to take on more challenging roles.	3.59	3.47	-0.12 ▼
20. Values the input from others.	3.29	3.40	+0.11 ▲

Comments:

- I am having a hard time evaluating the last four. _____ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- He is organized, kind, and extremely approachable.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- He is a team player and willing to help other departments and staff when needed.
- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.

Strategic Insight

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. Works with others to develop insights into the resources and actions required to produce desired results.	15	3.53	100.0	47%		53%	
22. Communicates with employees to find out their needs.	15	3.00	80.0	20%	60%		20%
23. Creates a mission statement describing the purpose for the organization.	15	2.87	80.0	20%	73%		7%
24. Observes stakeholder sentiment and engagement levels through direct and indirect feedback channels.	15	3.47	100.0	53%		47%	
25. Develops a plan and strategy for each functional area within the mission statement.	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. Works with others to develop insights into the resources and actions required to produce desired results.	3.35	3.53	+0.18 ▲
22. Communicates with employees to find out their needs.	3.00	3.00	
23. Creates a mission statement describing the purpose for the organization.	2.88	2.87	-0.02 ▼
24. Observes stakeholder sentiment and engagement levels through direct and indirect feedback channels.	3.00	3.47	+0.47 ▲
25. Develops a plan and strategy for each functional area within the mission statement.	3.76	3.67	-0.10 ▼

Comments:

- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.
- _____ has stepped into the role of director and has provided great support to his managers and supervisors, not shying away from issues which need to be addressed.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Creates a timeline to fulfill the organization's vision.	15	3.40	93.3	7%	47%	47%	
27. Cultivates an environment that embodies the department's vision.	15	3.33	93.3	7%	53%	40%	
28. Envisions and articulates a clear path for the department's accelerated growth over the next year.	15	3.53	100.0		47%	53%	
29. Charts a bold course for the department's evolution.	15	3.67	100.0		33%	67%	
30. Translates the department's vision into actionable objectives and a strategic plan.	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. Creates a timeline to fulfill the organization's vision.	3.53	3.40	-0.13 ▼
27. Cultivates an environment that embodies the department's vision.	3.12	3.33	+0.22 ▲
28. Envisions and articulates a clear path for the department's accelerated growth over the next year.	3.41	3.53	+0.12 ▲
29. Charts a bold course for the department's evolution.	3.59	3.67	+0.08 ▲
30. Translates the department's vision into actionable objectives and a strategic plan.	3.41	3.33	-0.08 ▼

Comments:

- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- He knows his material and obviously loves the continued learning that defines best practices.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.

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
31. Able to listen and understand others and discuss issues in a respectful way.	15	3.20	86.7	13%	53%	33%	
32. Applies knowledge of overseas markets.	15	3.40	100.0		60%	40%	
33. Creates an environment where individual differences are valued and supported.	15	3.20	86.7	13%	53%	33%	
34. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.27	93.3	7%	60%	33%	
35. Engages in problem solving with individuals outside of the country.	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. Able to listen and understand others and discuss issues in a respectful way.	3.18	3.20	+0.02 ▲
32. Applies knowledge of overseas markets.	3.35	3.40	+0.05 ▲
33. Creates an environment where individual differences are valued and supported.	3.18	3.20	+0.02 ▲
34. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	2.88	3.27	+0.38 ▲
35. Engages in problem solving with individuals outside of the country.	3.18	3.00	-0.18 ▼

Comments:

- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- He is a real advocate for the customers. Excellent department and computer skills
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- He is effective and his knowledge of processes is invaluable.
- _____'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.

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?

- I appreciate his perspective and guidance on a variety of things.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- _____ has nothing but [CompanyName]'s best interest at heart.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!

What do you like best about working with this individual?

- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- Timeliness and accountability of projects.
- Constantly working on improving the customer experience.
- I think _____ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.

What do you like least about working with this individual?

- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- Willingness to pitch in, desire to grow, and a great attitude.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.

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

- I have enjoyed working with _____ and will miss his support and direction.
- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- Constantly working on improving the customer experience.
- _____ has done a remarkable job managing the department.
- He leads by example.
- _____ has a strong work ethic and is consistently working with the mindset that customers come first.

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

- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- He is trustworthy, dependable, positive attitude, and team focused.
- Cannot think of anything

Any final comments?

- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- I appreciate _____'s willingness to share his knowledge with our team.
- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.
- He interacts effectively with our most difficult customers.