



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.

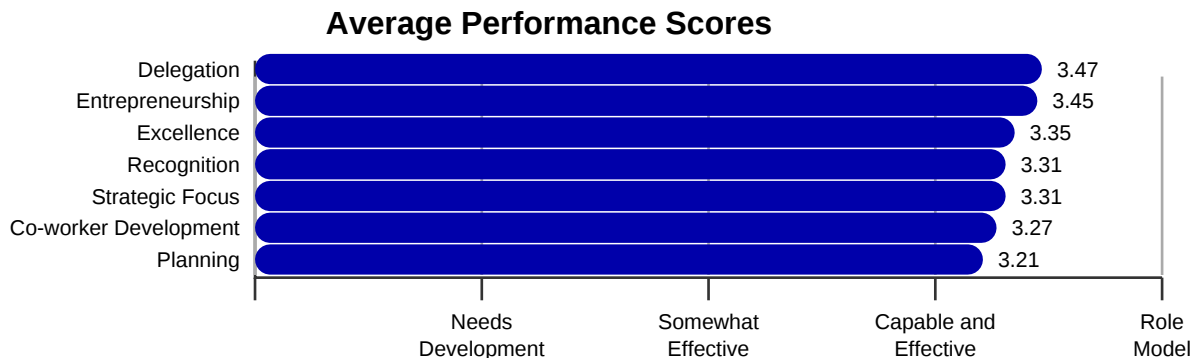
What to Do with Your Feedback

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.



Delegation

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. Sets expectations for communication and progress updates while respecting employees' working styles.	15	3.20	93.3	7%	67%		27%
2. Matches responsibilities with the employee's ability to deliver high-quality results.	15	3.87	100.0	13%	87%		
3. Promotes the understanding that delegation is done fairly, based on skills, interests, and professional growth--not favoritism or bias.	15	3.33	93.3	7%	53%		40%
4. Does not micromanage employees.	15	3.60	93.3	7%	27%	67%	
5. Distributes the workload evenly to the team members.	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. Sets expectations for communication and progress updates while respecting employees' working styles.	3.29	3.20	-0.09 ▼
2. Matches responsibilities with the employee's ability to deliver high-quality results.	3.65	3.87	+0.22 ▲
3. Promotes the understanding that delegation is done fairly, based on skills, interests, and professional growth--not favoritism or bias.	3.18	3.33	+0.16 ▲
4. Does not micromanage employees.	3.41	3.60	+0.19 ▲
5. Distributes the workload evenly to the team members.	3.24	3.33	+0.10 ▲

Comments:

- _____ is very approachable and ensures the best for all employees in the department.
- A great addition to the team.
- _____ is a great leader and is committed to his role here at [CompanyName]!
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- In my opinion, _____ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop _____.
- He often involves his team in decision making and to determine how to achieve outcomes.

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
6. Can be counted on to add value wherever they are involved.	15	3.20	93.3	7%	60%		33%
7. Keeps themselves and others focused on constant improvement.	15	3.20	86.7	13%	53%		33%
8. Is planful and organized.	15	3.40	93.3	7%	47%		47%
9. Demonstrates the functional or technical skills necessary to do their job.	15	3.47	93.3	7%	40%		53%
10. Produces high quality work.	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. Can be counted on to add value wherever they are involved.	3.24	3.20	-0.04 ▼
7. Keeps themselves and others focused on constant improvement.	3.41	3.20	-0.21 ▼
8. Is planful and organized.	3.24	3.40	+0.16 ▲
9. Demonstrates the functional or technical skills necessary to do their job.	3.18	3.47	+0.29 ▲
10. Produces high quality work.	3.35	3.47	+0.11 ▲

Comments:

- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- He knows his material and obviously loves the continued learning that defines best practices.
- Provides team members with frequent informal feedback.
- I appreciate his perspective and guidance on a variety of things.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.

Co-worker Development

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. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.53	100.0	47%	53%		
12. Works to identify root causes of performance problems	15	3.27	100.0	73%	27%		
13. Gives others development opportunities through project assignments and increased job responsibilities	15	3.33	100.0	67%	33%		
14. Takes immediate action on poor performance	15	3.13	86.7	13%	60%	27%	
15. Sets and clearly communicates expectations, performance goals, and measurements to others	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. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.47	3.53	+0.06 ▲
12. Works to identify root causes of performance problems	3.47	3.27	-0.20 ▼
13. Gives others development opportunities through project assignments and increased job responsibilities	3.35	3.33	-0.02 ▼
14. Takes immediate action on poor performance	3.18	3.13	-0.04 ▼
15. Sets and clearly communicates expectations, performance goals, and measurements to others	3.00	3.07	+0.07 ▲

Comments:

- _____ is a steady leader who maintains his objectivity during stressful times.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- _____ has excellent communication skills.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- He communicates clearly and responds to request without unnecessary delay.

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
16. Ensures that above average performance is followed up with recognition.	15	3.40	93.3	7%	47%	47%	
17. Understands the recognition program resource requirements.	15	3.27	93.3	7%	60%	33%	
18. Is fair when making any monetary awards.	14	3.00	92.9	7%	79%	14%	
19. Offers recognition that reflects the employee's strengths, dedication, and values.	15	3.47	100.0		53%	47%	
20. Is mindful of diversity in contributions, recognizing not only visible successes but also behind-the-scenes work that supports the team.	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. Ensures that above average performance is followed up with recognition.	3.65	3.40	-0.25 ▼
17. Understands the recognition program resource requirements.	3.47	3.27	-0.20 ▼
18. Is fair when making any monetary awards.	3.12	3.00	-0.12 ▼
19. Offers recognition that reflects the employee's strengths, dedication, and values.	3.59	3.47	-0.12 ▼
20. Is mindful of diversity in contributions, recognizing not only visible successes but also behind-the-scenes work that supports the team.	3.29	3.40	+0.11 ▲

Comments:

- Willingness to pitch in, desire to grow, and a great attitude.
- He exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- _____ is a rock amongst the management at [CompanyName].
- He is, quite simply, the best boss I've ever had.
- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.

Strategic 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
21. Crafts and executes strategies to advance the company.	15	3.53	100.0	47%		53%	
22. Strategically positions resources to meet the needs of branch locations.	15	3.00	80.0	20%	60%		20%
23. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	15	2.87	80.0	20%	73%		7%
24. Focuses efforts on specific marketing strategies.	15	3.47	100.0	53%		47%	
25. Creates a mission statement describing the purpose for the organization.	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. Crafts and executes strategies to advance the company.	3.35	3.53	+0.18 ▲
22. Strategically positions resources to meet the needs of branch locations.	3.00	3.00	
23. Makes plans to handle unforeseen events that could impact the achievement of strategic goals.	2.88	2.87	-0.02 ▼
24. Focuses efforts on specific marketing strategies.	3.00	3.47	+0.47 ▲
25. Creates a mission statement describing the purpose for the organization.	3.76	3.67	-0.10 ▼

Comments:

- _____ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- He identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside his immediate resources.
- He is strong and firm in his decisions, but involves his entire team in those decisions.

Entrepreneurship

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. Encourages dynamic growth opportunities.	15	3.40	93.3	7%	47%	47%	
27. Encourages risk taking for developing potential business opportunities.	15	3.33	93.3	7%	53%	40%	
28. Finds unique ways to go around barriers to success.	15	3.53	100.0		47%	53%	
29. Takes the initiative to complete tasks.	15	3.67	100.0		33%	67%	
30. Excellent at managing relationships with stakeholders.	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. Encourages dynamic growth opportunities.	3.53	3.40	-0.13 ▼
27. Encourages risk taking for developing potential business opportunities.	3.12	3.33	+0.22 ▲
28. Finds unique ways to go around barriers to success.	3.41	3.53	+0.12 ▲
29. Takes the initiative to complete tasks.	3.59	3.67	+0.08 ▲
30. Excellent at managing relationships with stakeholders.	3.41	3.33	-0.08 ▼

Comments:

- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- _____ is the consummate professional and pleasure to work with.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- _____'s management style is excellent.

Planning

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. Makes plans and follows through.	15	3.20	86.7	13%	53%	33%	
32. Open to input from others into the plan for development of the strategic plan.	15	3.40	100.0		60%	40%	
33. Develops a detailed plan outlining tasks, resources, timelines, and deliverables.	15	3.20	86.7	13%	53%	33%	
34. Makes strategic and tactical decisions to guide the logistics process.	15	3.27	93.3	7%	60%	33%	
35. Encourages others to follow the plan.	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. Makes plans and follows through.	3.18	3.20	+0.02 ▲
32. Open to input from others into the plan for development of the strategic plan.	3.35	3.40	+0.05 ▲
33. Develops a detailed plan outlining tasks, resources, timelines, and deliverables.	3.18	3.20	+0.02 ▲
34. Makes strategic and tactical decisions to guide the logistics process.	2.88	3.27	+0.38 ▲
35. Encourages others to follow the plan.	3.18	3.00	-0.18 ▼

Comments:

- He consistently involves employees in shared decision making.
- _____ is able to multitask in a variety of ways.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- Provide regular updates on the progress of work/tasks/projects.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Is sincerely a role model for everything one would look for in a role model as a team member.

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 that _____ reaches out to communicate expected changes and organizational impact.
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- Provide more clarity. Increase your technical knowledge.
- He sets his expectations high, and delivers a high level of performance herself.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize his knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.

What do you like best about working with this individual?

- _____ is a strong advocate for both the customer and staff.
- He is a dedicated person who inspires excellence in both staff and customer service.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- _____ is the consummate professional and pleasure to work with.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.

What do you like least about working with this individual?

- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- I feel as though _____ is still getting to know his management team and employees. He has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- _____'s department has changed considerably over the last year, yet he still managed to serve his customers.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- He holds everyone to such a high standard, you don't want to disappoint him.

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

- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- He is quick to remind others, when needed why we are really here.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.

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

- Uses his people skills to change negative situations into positive.
- I respect _____ and have turned to him for advice.
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.
- He has consistently been a strong advocate for me and my team.
- _____ excels at looking at other people's strengths and building upon them for the good of the department.
- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.

Any final comments?

- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.
- He is quick and willing to aid.
- _____ 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.
- He is both the manager and the interim director for the service line.