



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.

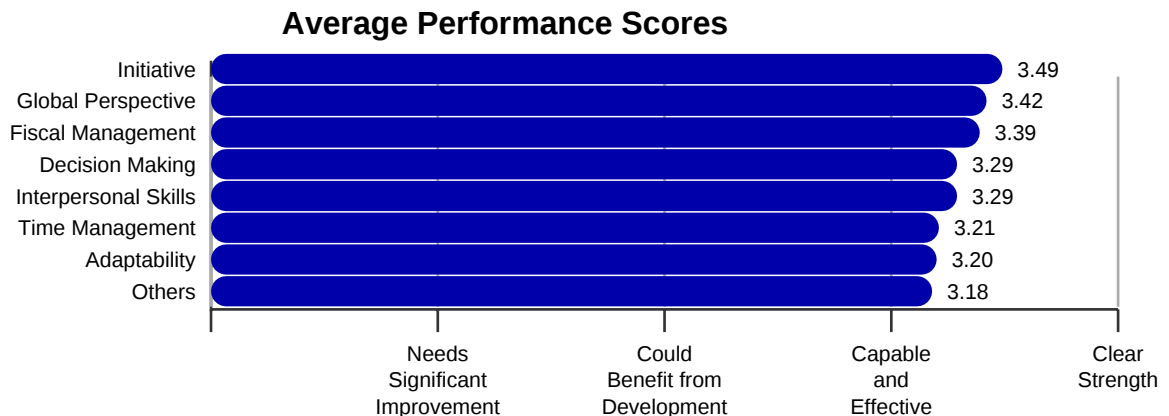
What to Do with Your Feedback

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

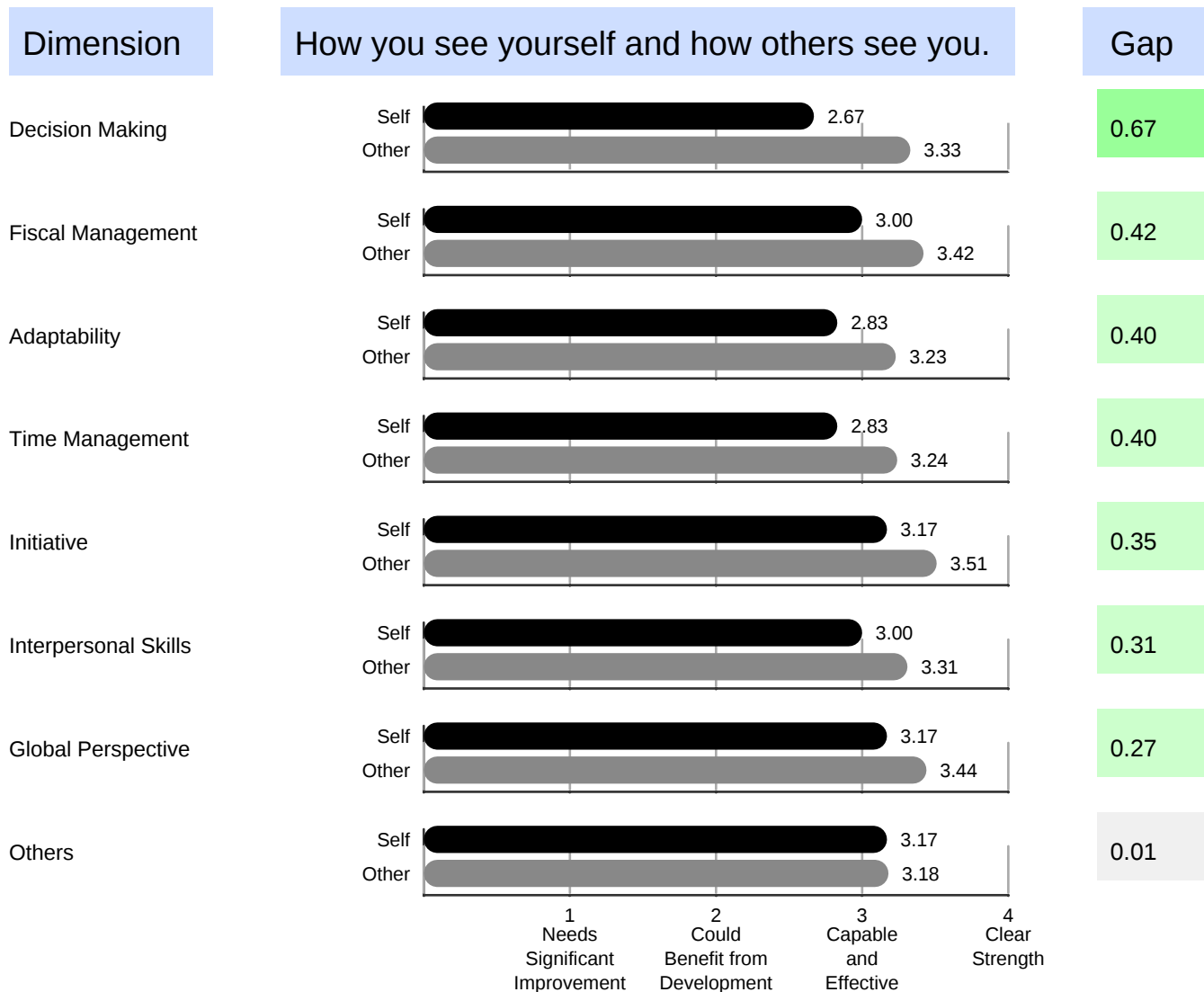
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Able to listen and understand others and discuss issues in a respectful way.	15	3.20	93.3	7%	67%		27%
2. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	3.87	100.0	13%	87%		
3. Aligns personal vision with global strategies.	15	3.33	93.3	7%	53%		40%
4. Understands global systems such as the global economy.	15	3.60	93.3	7%	27%	67%	
5. Facilitates open communication with individuals from other countries.	15	3.33	93.3	7%	53%		40%
6. Volunteers for experiences and assignments abroad.	15	3.20	93.3	7%	60%		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
1. Able to listen and understand others and discuss issues in a respectful way.	3.29	3.20	-0.09 ▼
2. Accepts setbacks and challenges in foreign markets as improvement opportunities	3.65	3.87	+0.22 ▲
3. Aligns personal vision with global strategies.	3.18	3.33	+0.16 ▲
4. Understands global systems such as the global economy.	3.41	3.60	+0.19 ▲
5. Facilitates open communication with individuals from other countries.	3.24	3.33	+0.10 ▲
6. Volunteers for experiences and assignments abroad.	3.24	3.20	-0.04 ▼

Comments:

- He always involves others in decisions ensuring a well rounded approach.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- He is excellent at helping/coaching/problem-solving with others.
- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
7. Effective in using Company's resources.	15	3.20	86.7	13%	53%	33%	
8. Develops budgets and plans for various programs and initiatives.	15	3.40	93.3	7%	47%	47%	
9. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.47	93.3	7%	40%	53%	
10. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.47	93.3	7%	40%	53%	
11. Monitors expenses and verifies the need for items purchased.	15	3.53	100.0		47%	53%	
12. Develops of the department's annual budget.	15	3.27	100.0		73%	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
7. Effective in using Company's resources.	3.41	3.20	-0.21 ▼
8. Develops budgets and plans for various programs and initiatives.	3.24	3.40	+0.16 ▲
9. Ensures others follow the correct rules and regulations on fiscal matters.	3.18	3.47	+0.29 ▲
10. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.35	3.47	+0.11 ▲
11. Monitors expenses and verifies the need for items purchased.	3.47	3.53	+0.06 ▲
12. Develops of the department's annual budget.	3.47	3.27	-0.20 ▼

Comments:

- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.
- I think at times his dedication to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- _____ is a wonderful person to work for.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.

Adaptability

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
13. Able to adjust plans as needed for implementation of projects.	15	3.33	100.0		67%		33%
14. Responds quickly to new information.	15	3.13	86.7	13%	60%		27%
15. Able to respond to incidents without stopping the workflow.	15	3.07	80.0	20%	53%		27%
16. Demonstrates willingness to change to meet the needs of the current circumstances.	15	3.40	93.3	7%	47%		47%
17. Flexible and open to new ideas and encourages others to recognize the value of change.	15	3.27	93.3	7%	60%		33%
18. Adjusts strategy when new information is presented.	14	3.00	92.9	7%	79%		14%

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
13. Able to adjust plans as needed for implementation of projects.	3.35	3.33	-0.02 ▼
14. Responds quickly to new information.	3.18	3.13	-0.04 ▼
15. Able to respond to incidents without stopping the workflow.	3.00	3.07	+0.07 ▲
16. Demonstrates willingness to change to meet the needs of the current circumstances.	3.65	3.40	-0.25 ▼
17. Flexible and open to new ideas and encourages others to recognize the value of change.	3.47	3.27	-0.20 ▼
18. Adjusts strategy when new information is presented.	3.12	3.00	-0.12 ▼

Comments:

- He is very responsive when asked for input or his assistance is requested.
- He encourages staff skill development and input to improve department processes
- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- He would benefit from soliciting more feedback and pushing others to do more.
- 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. He stays on point in meetings and encourages adherence to the agenda.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
19. Exercises good judgment by making sound and informed decisions.	15	3.47	100.0		53%		47%
20. Uses iterative, user-centered approaches to prototype and refine ideas before finalizing decisions.	15	3.40	93.3	7%	47%		47%
21. Systematically gathers, analyzes, and interprets information from a variety of sources	15	3.53	100.0		47%		53%
22. Supports, encourages or helps others to be sure about the decisions they are making.	15	3.00	80.0	20%	60%		20%
23. Makes decisions that support the department's goals and objectives.	15	2.87	80.0	20%	73%		7%
24. Makes creative decisions.	15	3.47	100.0		53%		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
19. Exercises good judgment by making sound and informed decisions.	3.59	3.47	-0.12 ▼
20. Uses iterative, user-centered approaches to prototype and refine ideas before finalizing decisions.	3.29	3.40	+0.11 ▲
21. Systematically gathers, analyzes, and interprets information from a variety of sources	3.35	3.53	+0.18 ▲
22. Supports, encourages or helps others to be sure about the decisions they are making.	3.00	3.00	
23. Makes decisions that support the department's goals and objectives.	2.88	2.87	-0.02 ▼
24. Makes creative decisions.	3.00	3.47	+0.47 ▲

Comments:

- He encourages individual and professional improvement and provides educational opportunities.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- Great addition to our team!
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.

Initiative

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
25. Acts on own initiative to improve the department outcomes.	15	3.67	100.0	33%	67%		
26. Immediately informs the supervisor of any critical incidents.	15	3.40	93.3	7%	47%	47%	
27. Takes charge when there is a crisis.	15	3.33	93.3	7%	53%	40%	
28. Updates the documentation as soon as the situation changes.	15	3.53	100.0	47%	53%		
29. Inspires others to perform above expectations.	15	3.67	100.0	33%	67%		
30. Sees what needs to be done and takes appropriate actions.	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
25. Acts on own initiative to improve the department outcomes.	3.76	3.67	-0.10 ▼
26. Immediately informs the supervisor of any critical incidents.	3.53	3.40	-0.13 ▼
27. Takes charge when there is a crisis.	3.12	3.33	+0.22 ▲
28. Updates the documentation as soon as the situation changes.	3.41	3.53	+0.12 ▲
29. Inspires others to perform above expectations.	3.59	3.67	+0.08 ▲
30. Sees what needs to be done and takes appropriate actions.	3.41	3.33	-0.08 ▼

Comments:

- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- _____ is very sharp and plays a vital role in this organization
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- Take charge without being pushed to do so.
- Manager is always interested in our views, and continually works at implementing our suggestions.

Time 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Usually works with a sense of urgency.	15	3.20	86.7	13%	53%	33%	
32. Encourages coworkers to work productively.	15	3.40	100.0		60%	40%	
33. Stays undistracted by slower coworkers.	15	3.20	86.7	13%	53%	33%	
34. Sets time limits on how much time is spent on particular tasks so that one task does not dominate the schedule.	15	3.27	93.3	7%	60%	33%	
35. Able to keep to the project schedule.	15	3.00	80.0	20%	60%	20%	
36. Utilizes project planning tools and shared calendars to keep tasks transparent and coordinated.	15	3.20	93.3	7%	67%	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
31. Usually works with a sense of urgency.	3.18	3.20	+0.02 ▲
32. Encourages coworkers to work productively.	3.35	3.40	+0.05 ▲
33. Stays undistracted by slower coworkers.	3.18	3.20	+0.02 ▲
34. Sets time limits on how much time is spent on particular tasks so that one task does not dominate the schedule.	2.88	3.27	+0.38 ▲
35. Able to keep to the project schedule.	3.18	3.00	-0.18 ▼
36. Utilizes project planning tools and shared calendars to keep tasks transparent and coordinated.	3.18	3.20	+0.02 ▲

Comments:

- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for techincal staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- I can not say enough good things about _____ he has been an asset to our department from day one.
- I his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.

Interpersonal 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
37. Promotes acceptance of diverse viewpoints from team members.	15	3.27	93.3	7%	60%		33%
38. Demonstrates a high degree of ethics and integrity in the workplace.	15	3.27	86.7	13%	47%		40%
39. Holds team members accountable to commitments made.	15	3.13	86.7	13%	60%		27%
40. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	15	3.40	93.3	7%	47%		47%
41. Demonstrates compassion and understanding of others.	15	3.33	93.3	7%	53%		40%
42. Willing to communicate in person instead of through a mobile device.	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
37. Promotes acceptance of diverse viewpoints from team members.	3.35	3.27	-0.09 ▼
38. Demonstrates a high degree of ethics and integrity in the workplace.	3.24	3.27	+0.03 ▲
39. Holds team members accountable to commitments made.	3.59	3.13	-0.45 ▼
40. Creates diverse teams of individuals with different backgrounds, skills, and abilities.	3.29	3.40	+0.11 ▲
41. Demonstrates compassion and understanding of others.	3.29	3.33	+0.04 ▲
42. Willing to communicate in person instead of through a mobile device.	3.41	3.33	-0.08 ▼

Comments:

- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- _____ 's priority is our customers and community.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- He involves our team and holds us accountable out of respect.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
43. Is able to see issues from others' perspectives.	15	3.13	86.7	13%	60%		27%
44. Supports the efforts of other employees in implementing solutions to problems.	15	3.00	86.7	13%	73%		13%
45. Treats others with respect and dignity.	15	3.53	100.0		47%	53%	
46. Includes others in the decision making processes.	15	3.00	86.7	13%	73%		13%
47. Forms working relationships with employees from other departments.	15	3.20	93.3	7%	60%		33%
48. ...treats others with respect and dignity.	15	3.20	93.3	7%	67%		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
43. Is able to see issues from others' perspectives.	3.35	3.13	-0.22 ▼
44. Supports the efforts of other employees in implementing solutions to problems.	3.18	3.00	-0.18 ▼
45. Treats others with respect and dignity.	3.35	3.53	+0.18 ▲
46. Includes others in the decision making processes.	3.24	3.00	-0.24 ▼
47. Forms working relationships with employees from other departments.	3.00	3.20	+0.20 ▲
48. ...treats others with respect and dignity.	3.18	3.20	+0.02 ▲

Comments:

- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- _____, more than most, takes what we've learned and implements changes.
- Is viewed by many as a strong organizational resource.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- Transparency and honesty is important early in the process.

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?

- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- _____ is a "One of a kind" He is a great manager.
- _____ is an excellent communicator and is very open and supportive to his staff.
- Unfortunately there has been inconsistency in actions and results.

What do you like best about working with this individual?

- We are lucky to have his here at [CompanyName].
- I have seen improvement and will try to encourage even more growth.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- Norm made an excellent choice by selecting _____ to lead [CompanyName].

What do you like least about working with this individual?

- I enjoy working with _____ and look forward to future opportunities for collaboration.
- You could check for clarity in expectations more frequently.
- _____ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- _____ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- he is open and willing to share his vision for the team.
- Detail oriented

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

- He works diligently with our supplier to ensure the inventory is cost effective.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- _____ 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 is a joy to work for.

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

- 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.
- He leads by example, not reputation.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.

- _____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- _____ is very supportive to staff and offers many opportunities for staff to grow.

Any final comments?

- _____ provides opportunities for his staff to grow professionally and encourages them.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.