



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.

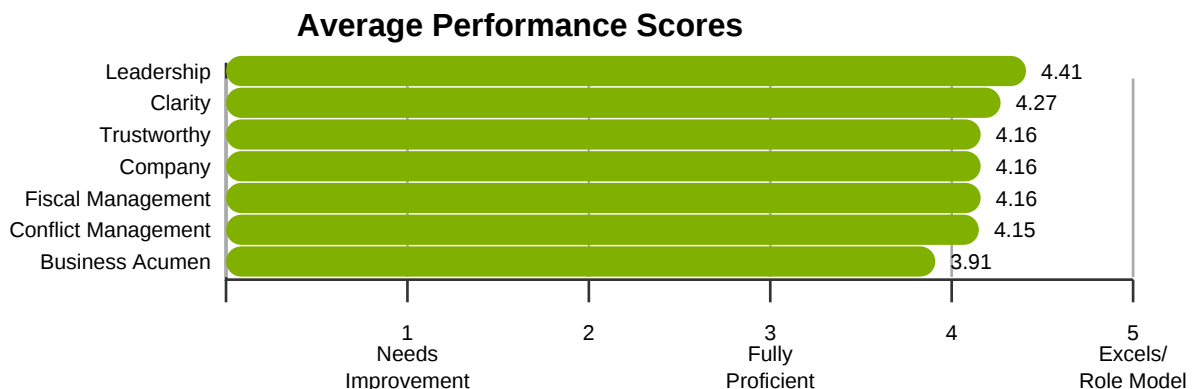
What to Do with Your Feedback

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.



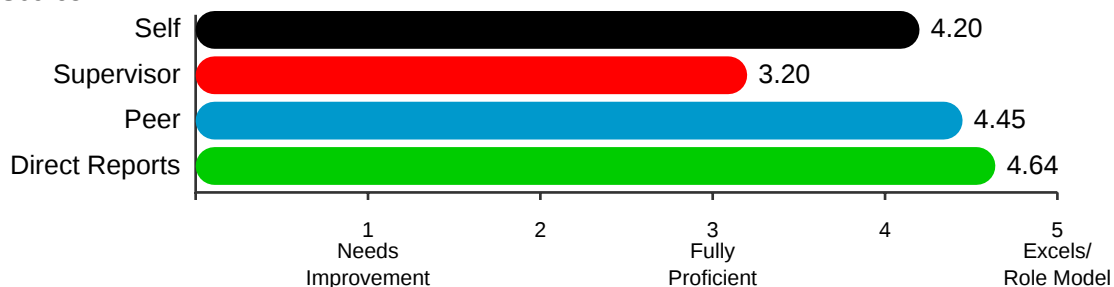
Gap Analysis

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.



Leadership

Summary Scores



1. Sets clear goals and objectives for subordinates.



2. Provides employees with the authority and resources needed to make decisions within their roles.



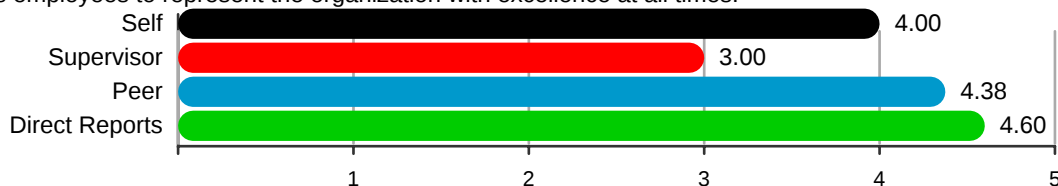
3. Provides challenging assignments to employees.



4. Influences others on his/her team to reach goals, improve performance, and try new things



5. Expects employees to represent the organization with excellence at all times.



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 Improvement) to green (Excels/ Role Model).

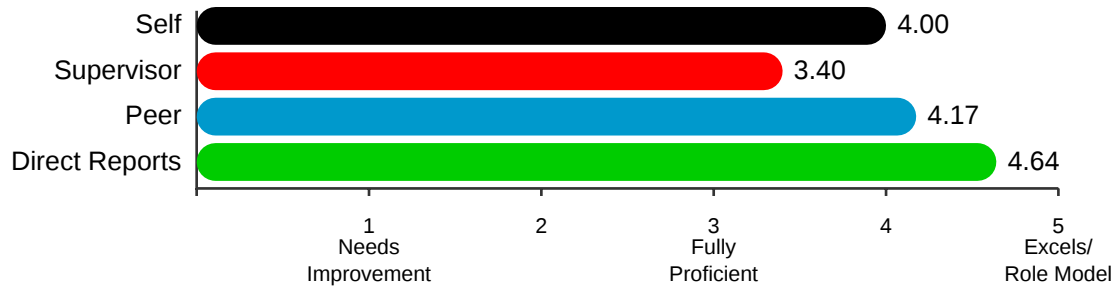
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Sets clear goals and objectives for subordinates.	15	4.20	93.3	7%	67%	27%
2. Provides employees with the authority and resources needed to make decisions within their roles.	15	4.87	100.0	13%	87%	
3. Provides challenging assignments to employees.	15	4.27	93.3	7%	60%	33%
4. Influences others on his/her team to reach goals, improve performance, and try new things	15	4.40	86.7	13%	33%	53%
5. Expects employees to represent the organization with excellence at all times.	15	4.33	93.3	7%	53%	40%

Comments:

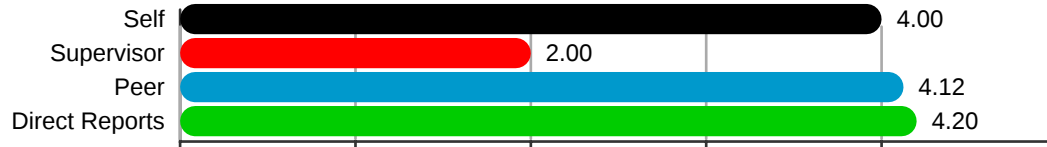
- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- He is someone that has proven he can be trusted to do what is right.
- _____ exemplifies outstanding professionalism.
- He communicates clearly, and is always willing to listen attentively.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.

Clarity

Summary Scores



6. Provides a clear vision for the future.



7. Clearly defines work objectives for employees.



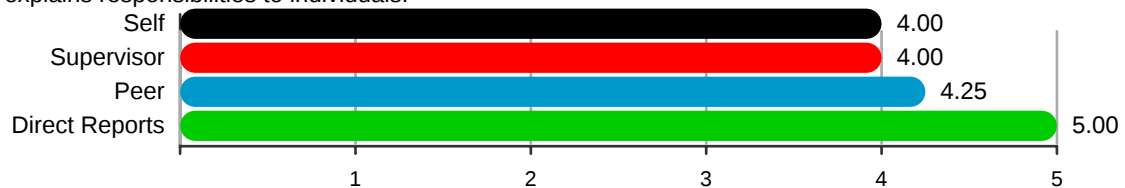
8. Maintains clarity in goals and objectives.



9. Communicates with clarity and efficiency.



10. Clearly explains responsibilities to individuals.



Level of Skill

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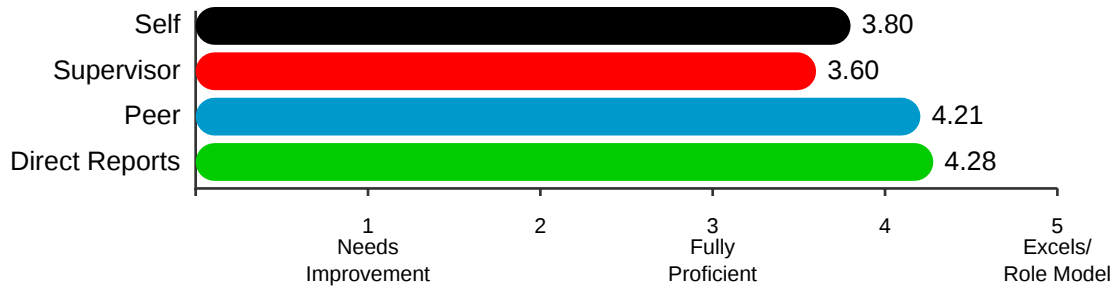
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Provides a clear vision for the future.	15	4.00	80.0	7%	13%	53%	27%
7. Clearly defines work objectives for employees.	15	4.07	80.0		20%	53%	27%
8. Maintains clarity in goals and objectives.	15	4.33	93.3	7%		47%	47%
9. Communicates with clarity and efficiency.	15	4.47	93.3	7%		40%	53%
10. Clearly explains responsibilities to individuals.	15	4.47	93.3	7%		40%	53%

Comments:

- Positive energy and a team player.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- _____ is a great asset to the team. We are grateful to have him.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- _____ has made great strides with increasing communication and teamwork within his reports.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.

Trustworthy

Summary Scores



11. Takes ownership, delivers on commitments



12. Takes care to maintain confidential information.



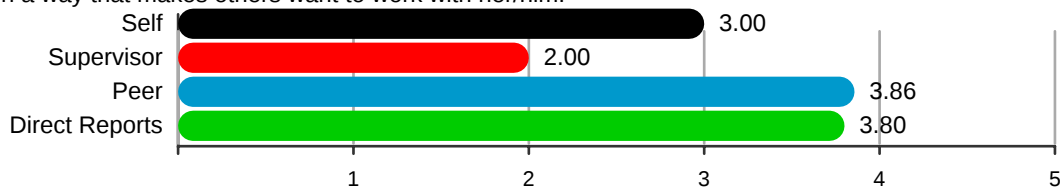
13. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



14. Communicates an understanding of the other person's interests, needs and concerns.



15. Works in a way that makes others want to work with her/him.



Level of Skill

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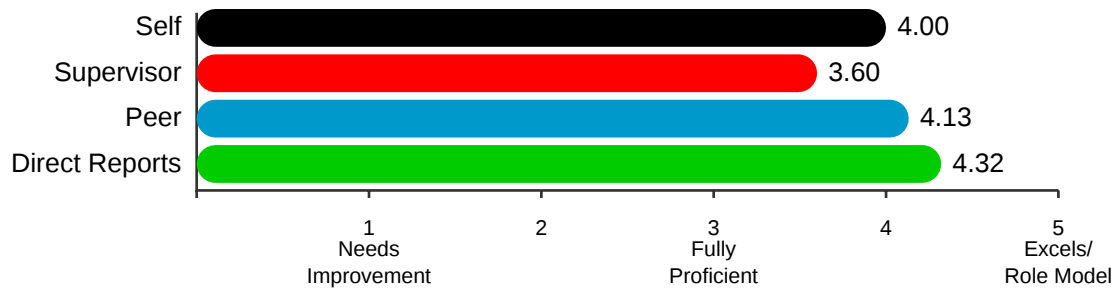
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Takes ownership, delivers on commitments	15	4.60	100.0		40%		60%	
12. Takes care to maintain confidential information.	15	4.27	100.0		73%			27%
13. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	4.33	100.0		67%			33%
14. Communicates an understanding of the other person's interests, needs and concerns.	15	3.93	73.3	27%		53%		20%
15. Works in a way that makes others want to work with her/him.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- He has the ability to look at the system as a whole and make solid long range decisions.
- He is very astute, proactive in problem solving, and a great team member.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- Where do I even start to articulate how much I value about working with _____ ? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as _____ is.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.

Conflict Management

Summary Scores



16. Establishes roles and responsibilities of team members.



17. Facilitates constructive dialog with stakeholders.



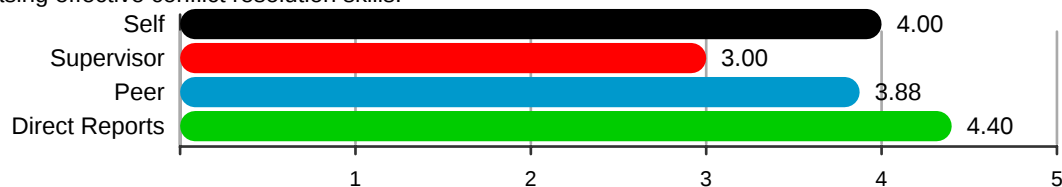
18. Seeks to develop a shared understanding of the issues involved.



19. Facilitates the resolution of grievances by fostering mutual understanding and appreciation of each party's needs.



20. Responds calmly and courteously to help de-escalate situations and lead to more productive and respectful dialogue showcasing effective conflict resolution skills.



Level of Skill

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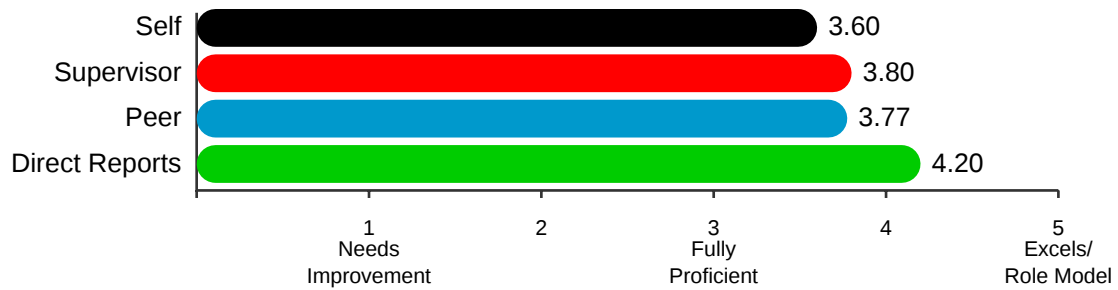
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Establishes roles and responsibilities of team members.	15	4.33	86.7	13%	40%	47%	
17. Facilitates constructive dialog with stakeholders.	15	4.27	93.3	7%	60%	33%	
18. Seeks to develop a shared understanding of the issues involved.	14	4.00	92.9	7%	86%	7%	
19. Facilitates the resolution of grievances by fostering mutual understanding and appreciation of each party's needs.	14	4.14	85.7	7%	7%	50%	36%
20. Responds calmly and courteously to help de-escalate situations and lead to more productive and respectful dialogue showcasing effective conflict resolution skills.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- _____ has the talent to use different Leadership styles to fit the situation.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- His quality of work is good.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.

Business Acumen

Summary Scores



21. Able to correctly assess current/estimated valuations.



22. Has a good understanding of business operations to more effectively align company services to meet the needs of its customers.



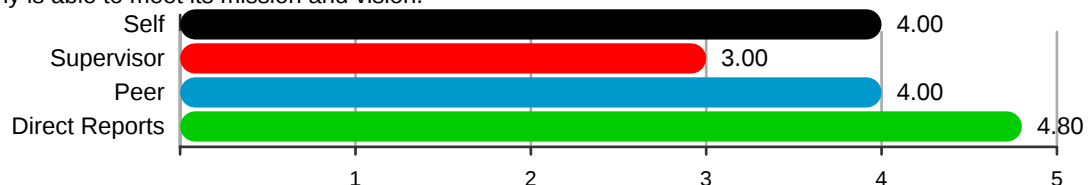
23. Provides a high level of business services to customers.



24. Sponsors and promotes business efficiency changes.



25. Creates robust talent development programs through the identification of key skills gaps and future needs ensuring the company is able to meet its mission and vision.



Level of Skill

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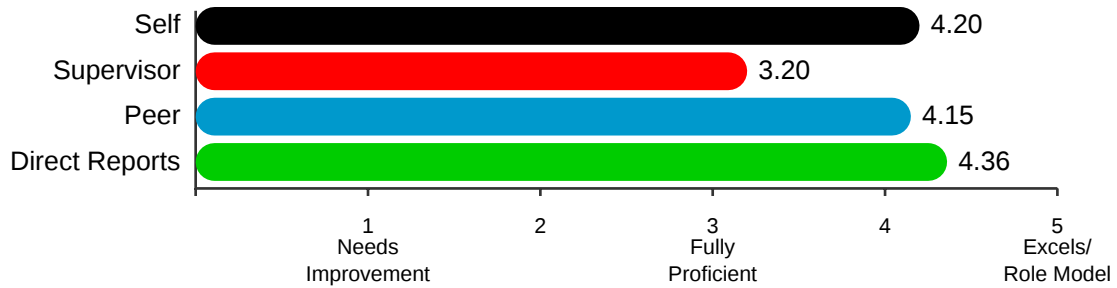
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Able to correctly assess current/estimated valuations.	15	4.00	66.7	13%	20%	20%	47%	
22. Has a good understanding of business operations to more effectively align company services to meet the needs of its customers.	15	3.47	53.3	13%	33%	47%	7%	
23. Provides a high level of business services to customers.	15	3.60	66.7	13%	20%	60%	7%	
24. Sponsors and promotes business efficiency changes.	15	4.27	86.7	7%	7%	40%	47%	
25. Creates robust talent development programs through the identification of key skills gaps and future needs ensuring the company is able to meet its mission and vision.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

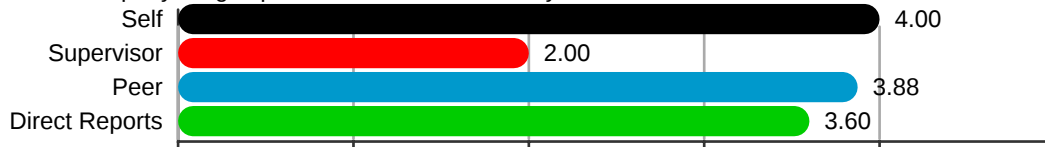
- I know that _____ cares about me as a total individual not just as a professional.
- _____ is a great leader and is committed to his role here at [CompanyName]!
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. 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 can always be counted on to do what he commits to.
- _____ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department ans was a valuable member.

Company

Summary Scores



26. Facilitates the company's big impact on the local community.



27. Highlights individual and team efforts that exemplify the company's standards and spirit.



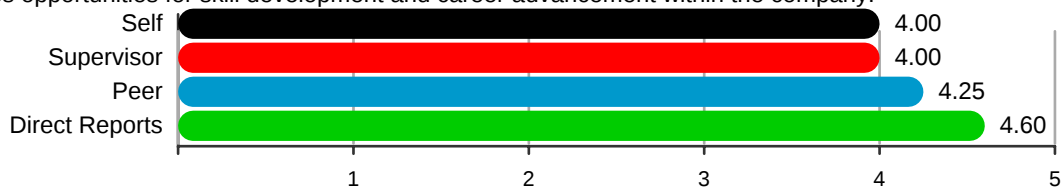
28. Does the right thing, even when no one is watching.



29. Fosters an organizational culture that focuses on collaboration, respect, and continuous learning.



30. Provides opportunities for skill development and career advancement within the 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 Improvement) to green (Excels/ Role Model).

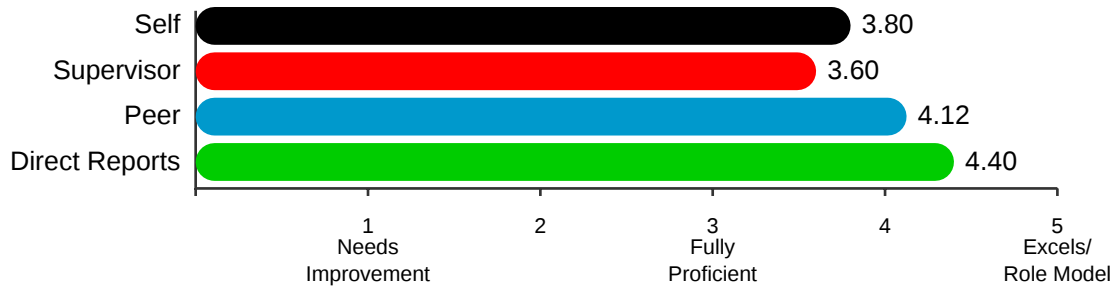
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Facilitates the company's big impact on the local community.	15	3.67	66.7	20%	13%	47%		20%
27. Highlights individual and team efforts that exemplify the company's standards and spirit.	15	3.80	73.3	20%	7%	47%		27%
28. Does the right thing, even when no one is watching.	15	4.33	86.7	13%		40%		47%
29. Fosters an organizational culture that focuses on collaboration, respect, and continuous learning.	15	4.67	100.0			33%		67%
30. Provides opportunities for skill development and career advancement within the company.	15	4.33	100.0			67%		33%

Comments:

- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- He listens to the team.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.

Fiscal Management

Summary Scores



31. Provides budgeting and accounting support to the Company.



32. Effective in using Company's resources.



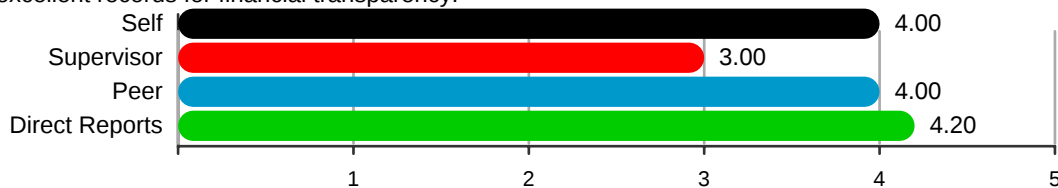
33. Monitors spending.



34. Develops budgets and plans for various programs and initiatives.



35. Keeps excellent records for financial transparency.



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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Provides budgeting and accounting support to the Company.	15	4.07	80.0	20%	53%	27%
32. Effective in using Company's resources.	15	4.47	100.0	53%	47%	
33. Monitors spending.	15	4.13	80.0	20%	47%	33%
34. Develops budgets and plans for various programs and initiatives.	15	4.13	86.7	13%	60%	27%
35. Keeps excellent records for financial transparency.	15	4.00	80.0	20%	60%	20%

Comments:

- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- He lets us develop our own style and inspires us to do our best.
- I think _____ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.
- He is organized, kind, and extremely approachable.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- Based on his customer satisfaction scores it is clear he has a strong team in place.

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?

- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- _____ is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- He consistently involves employees in shared decision making.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

What do you like best about working with this individual?

- _____ 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.
- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- _____ is very approachable and always willing to listen.

What do you like least about working with this individual?

- Detail oriented
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- _____ 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.
- His communication is precise and at times short when some would prefer a greater detailed account.
- _____ has been very supportive as a supervisor.

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

- _____ has a strong knowledge base and willingly shares information.
- Willingness to pitch in, desire to grow, and a great attitude.
- He knows product and how to engage potential clients.
- _____ 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.
- _____ has excellent communication skills with both staff and his management team.
- He is very astute, proactive in problem solving, and a great team member.

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

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- He strives for self improvement and is heavily invested in the same for others.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.
- _____ is one of the most honest, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- _____ excels at keeping in touch with all aspects of their job, and our jobs.

Any final comments?

- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- He involves stakeholders in discussions and values input from others. I respect and value him as a peer.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- _____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- He is always looking to and listening to the staff for their needs.