



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.

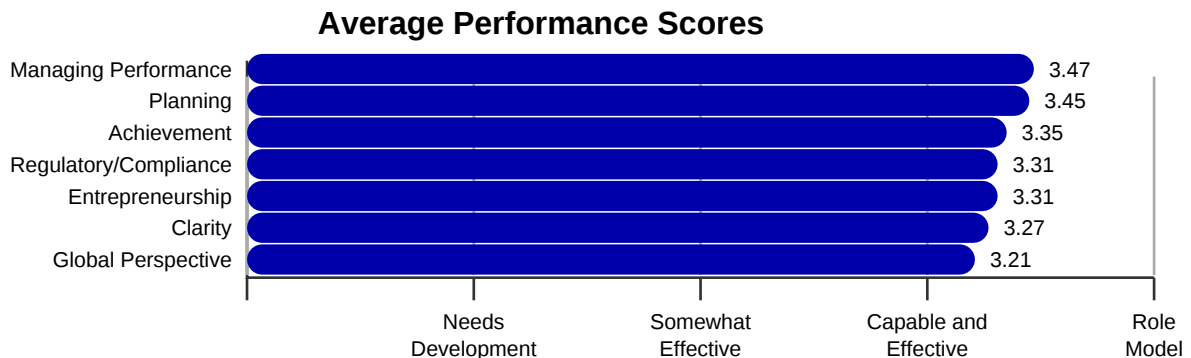
What to Do with Your Feedback

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.



Managing Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. You address poor performance sooner rather than later.	15	3.20	93.3	7%	67%		27%
2. I convey expectations for meeting performance metrics.	15	3.87	100.0	13%	87%		
3. I recognize employees who have courage in persevering against great odds and difficulties.	15	3.33	93.3	7%	53%		40%
4. You identify the Key Performance Indicators (KPIs) for the position.	15	3.60	93.3	7%	27%	67%	
5. You make sure commitments are understood and met.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
1. You address poor performance sooner rather than later.	3.29	3.20	-0.09 ▼
2. I convey expectations for meeting performance metrics.	3.65	3.87	+0.22 ▲
3. I recognize employees who have courage in persevering against great odds and difficulties.	3.18	3.33	+0.16 ▲
4. You identify the Key Performance Indicators (KPIs) for the position.	3.41	3.60	+0.19 ▲
5. You make sure commitments are understood and met.	3.24	3.33	+0.10 ▲

Comments:

- Dedicated to the customer and community, she is worth her weight in gold.
- Demonstrates an ability to remain focused on outcomes.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- She also has always been thankful for any help that I have given her.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.

Achievement

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. You demonstrate improvement in performance.	15	3.20	93.3	7%	60%		33%
7. I was able to increase production by 20 percent.	15	3.20	86.7	13%	53%		33%
8. You follow-up and take action when goals are not met to ensure better results in the future.	15	3.40	93.3	7%	47%		47%
9. You maintain high performance standards.	15	3.47	93.3	7%	40%		53%
10. I instill a shared sense of urgency and purpose in others, driving collective progress.	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. You demonstrate improvement in performance.	3.24	3.20	-0.04 ▼
7. I was able to increase production by 20 percent.	3.41	3.20	-0.21 ▼
8. You follow-up and take action when goals are not met to ensure better results in the future.	3.24	3.40	+0.16 ▲
9. You maintain high performance standards.	3.18	3.47	+0.29 ▲
10. I instill a shared sense of urgency and purpose in others, driving collective progress.	3.35	3.47	+0.11 ▲

Comments:

- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.
- She exhibits vision, compassion and high integrity in all of her work.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.

Clarity

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. You clarify problems and their causes to help employees correct them.	15	3.53	100.0	47%		53%	
12. You seek to reduce ambiguity in messaging and documents.	15	3.27	100.0	73%			27%
13. You are clear about goals that need to be achieved.	15	3.33	100.0	67%			33%
14. You make sure goals and objectives are clearly and thoroughly explained and understood.	15	3.13	86.7	13%	60%		27%
15. You write clear job descriptions for positions in the organization.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
11. You clarify problems and their causes to help employees correct them.	3.47	3.53	+0.06 ▲
12. You seek to reduce ambiguity in messaging and documents.	3.47	3.27	-0.20 ▼
13. You are clear about goals that need to be achieved.	3.35	3.33	-0.02 ▼
14. You make sure goals and objectives are clearly and thoroughly explained and understood.	3.18	3.13	-0.04 ▼
15. You write clear job descriptions for positions in the organization.	3.00	3.07	+0.07 ▲

Comments:

- ____ is a pleasure to work with.
- She always involves others in decisions ensuring a well rounded approach.
- The advice and direction I receive from ____ is often on point and helps to provide positive outcomes. Over the last year as I have grown ____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- I think she is the kind of manager our department has needed and will continue to need.
- Set clear expectations for others.
- ____ is excellent about offering support if needed but she also allows us to work and she does not micro manage.

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
16. You create documents and reports as needed to maintain compliance with regulations.	15	3.40	93.3	7%	47%	47%	
17. You perform regular compliance audits.	15	3.27	93.3	7%	60%		33%
18. You interact with auditors and regulators on a professional basis.	14	3.00	92.9	7%	79%		14%
19. You ensure the company meets legal requirements/standards regarding employees.	15	3.47	100.0		53%	47%	
20. You benchmark reporting system performance against peer organizations to identify improvement opportunities.	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. You create documents and reports as needed to maintain compliance with regulations.	3.65	3.40	-0.25 ▼
17. You perform regular compliance audits.	3.47	3.27	-0.20 ▼
18. You interact with auditors and regulators on a professional basis.	3.12	3.00	-0.12 ▼
19. You ensure the company meets legal requirements/standards regarding employees.	3.59	3.47	-0.12 ▼
20. You benchmark reporting system performance against peer organizations to identify improvement opportunities.	3.29	3.40	+0.11 ▲

Comments:

- ___ has also attended many off-site events to show her support to department staff.
- ___ is a wonderful team member. . . has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.
- ___ is a strong leader & mentor.
- I appreciate her helpful and cheerful outlook!
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- 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.

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
21. You devote a certain amount of time and effort to developing new business opportunities.	15	3.53	100.0	47%		53%	
22. You balance risks and rewards when making decisions.	15	3.00	80.0	20%	60%		20%
23. You encourage dynamic growth opportunities.	15	2.87	80.0	20%	73%		7%
24. You encourage risk taking for developing potential business opportunities.	15	3.47	100.0	53%		47%	
25. You take the initiative to complete tasks.	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. You devote a certain amount of time and effort to developing new business opportunities.	3.35	3.53	+0.18 ▲
22. You balance risks and rewards when making decisions.	3.00	3.00	
23. You encourage dynamic growth opportunities.	2.88	2.87	-0.02 ▼
24. You encourage risk taking for developing potential business opportunities.	3.00	3.47	+0.47 ▲
25. You take the initiative to complete tasks.	3.76	3.67	-0.10 ▼

Comments:

- I have worked on several performance improvement projects with ____ and have appreciated her knowledge and reliability with collaboration.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- Norm made an excellent choice by selecting ____ to lead [CompanyName].
- Committment 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.
- ____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- She has a vast storehouse of knowledge about the facility and our policies.

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
26. I can effectively use logistics planning to reduce supply delays.	15	3.40	93.3	7%	47%	47%	
27. You allow input from others for the 5-year plan.	15	3.33	93.3	7%	53%	40%	
28. You delegate role to team members to accomplish goals.	15	3.53	100.0		47%	53%	
29. I am able to follow the plan set in place.	15	3.67	100.0		33%	67%	
30. I plan for how to allocate time to specific activities.	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. I can effectively use logistics planning to reduce supply delays.	3.53	3.40	-0.13 ▼
27. You allow input from others for the 5-year plan.	3.12	3.33	+0.22 ▲
28. You delegate role to team members to accomplish goals.	3.41	3.53	+0.12 ▲
29. I am able to follow the plan set in place.	3.59	3.67	+0.08 ▲
30. I plan for how to allocate time to specific activities.	3.41	3.33	-0.08 ▼

Comments:

- ____ is incredibly talented and very smart. Her attention to detail is unparalleled.
- ____ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- 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.
- I have only recently started working with ____ and therefore do not have comments on some items, but regarding the projects I have worked with ____ on to date the above applies.
- ____ is a rock amongst the management at [CompanyName].
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable

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. You are aware of the culture, behaviors, identities and beliefs of others.	15	3.20	86.7	13%	53%		33%
32. You develop both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	3.40	100.0		60%		40%
33. You form strong client relationships with international partners.	15	3.20	86.7	13%	53%		33%
34. You work well with others from different cultural backgrounds.	15	3.27	93.3	7%	60%		33%
35. You volunteer for experiences and assignments abroad.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
31. You are aware of the culture, behaviors, identities and beliefs of others.	3.18	3.20	+0.02 ▲
32. You develop both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	3.35	3.40	+0.05 ▲
33. You form strong client relationships with international partners.	3.18	3.20	+0.02 ▲
34. You work well with others from different cultural backgrounds.	2.88	3.27	+0.38 ▲
35. You volunteer for experiences and assignments abroad.	3.18	3.00	-0.18 ▼

Comments:

- ___ 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.
- Always approachable no matter how busy she is.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.

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?

- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.
- ___ established an environment in which teamwork and creativity flourished.
- She values our feedback and takes our recommendations seriously.
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- ___ is an amazing manager. She genuinely cares about her staff.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team

What do you like best about working with this individual?

- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- She is, quite simply, the best boss I've ever had.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.

What do you like least about working with this individual?

- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- ___ has made great strides with increasing communication and teamwork within her reports.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- ___ is always willing and routinely seeks opportunities to work with other departments.

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

- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- She is passionate about providing the services necessary to meet the needs of our organization.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.

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

- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- One of the best supervisors that I have had.
- Expectations are not always clearly communicated/outlined.
- ____ is very reliable, respectful and ethical in her leadership.
- I love how she is always open to approach with any questions I have, no matter the hour.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.

Any final comments?

- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- ____ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- I have truly appreciated her guidance.
- Great addition to the department!