# 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.

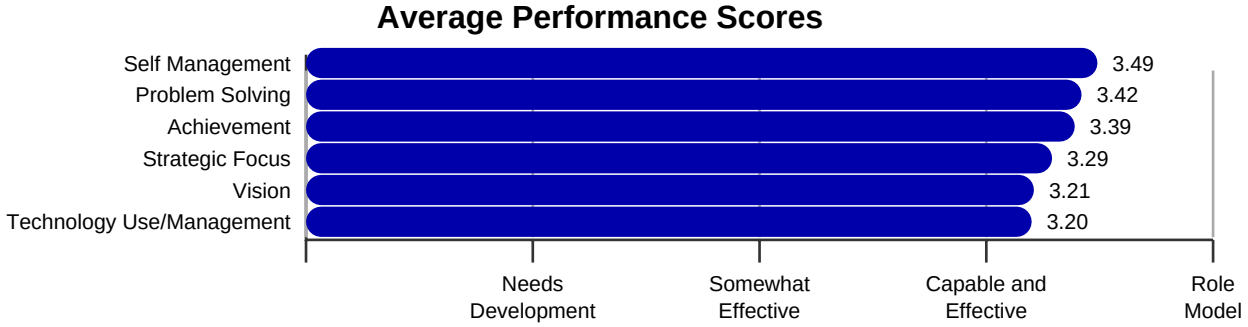
### What to Do with Your Feedback

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 6 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.

| Dimension | How you see yourself and how others see you. | Gap |
|---|---|---|
| Strategic Focus |  | 0.67 |
| Achievement |  | 0.42 |
| Technology Use/Management |  | 0.40 |
| Vision |  | 0.40 |
| Self Management |  | 0.35 |
| Problem Solving |  | 0.27 |

# Problem Solving

## 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. Determines what facts are relevant. | 15 | 3.20 | 93.3 | | 7% | 67% | 27% |
| 2. Conducts a meticulous investigation of incidents to ensure no possible cause is overlooked. | 15 | 3.87 | 100.0 | | | 13% | 87% |
| 3. Is able to isolate the main problem. | 15 | 3.33 | 93.3 | | 7% | 53% | 40% |
| 4. Continuously monitors performance after implementing a solution to ensure it remains effective. | 15 | 3.60 | 93.3 | | 7% | 27% | 67% |
| 5. Keeps a positive outlook and perseveres through challenges. | 15 | 3.33 | 93.3 | | 7% | 53% | 40% |
| 6. Chooses a diverse group with relevant expertise and perspectives for a brainstorming session. | 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. Determines what facts are relevant. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Conducts a meticulous investigation of incidents to ensure no possible cause is overlooked. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Is able to isolate the main problem. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Continuously monitors performance after implementing a solution to ensure it remains effective. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Keeps a positive outlook and perseveres through challenges. | 3.24 | 3.33 | +0.10 ▲ |
| 6. Chooses a diverse group with relevant expertise and perspectives for a brainstorming session. | 3.24 | 3.20 | -0.04 ▼ |

Comments:

- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- ___ has been very helpful to me as a new manager this year.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.

# 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 |
|---|---|---|---|---|---|---|---|
| 7. Moves decisively in high-risk situations to secure long-term achievements. | 15 | 3.20 | 86.7 | 13% | | 53% | 33% |
| 8. Defines precise, structured objectives that helps the department progress and holds employees accountable. | 15 | 3.40 | 93.3 | 7% | | 47% | 47% |
| 9. Increased revenue for the company. | 15 | 3.47 | 93.3 | 7% | | 40% | 53% |
| 10. Maintains a results-oriented mindset. | 15 | 3.47 | 93.3 | 7% | | 40% | 53% |
| 11. Eliminates bureaucratic barriers to streamline processes. | 15 | 3.53 | 100.0 | | | 47% | 53% |
| 12. Strives to exceed standards of performance. | 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. Moves decisively in high-risk situations to secure long-term achievements. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Defines precise, structured objectives that helps the department progress and holds employees accountable. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Increased revenue for the company. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Maintains a results-oriented mindset. | 3.35 | 3.47 | +0.11 ▲ |
| 11. Eliminates bureaucratic barriers to streamline processes. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Strives to exceed standards of performance. | 3.47 | 3.27 | -0.20 ▼ |

Comments:

- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- ___ is a great asset to the team. We are grateful to have her.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- ___ has been very helpful to me as a new manager this year.
- ___ is a valuable resource to the organization and the team.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.

# Technology Use/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 Development) to green (Role Model).

| Item | n | Avg | LOA | Needs Development | Somewhat Effective | Capable and Effective | Role Model |
|---|---|---|---|---|---|---|---|
| 13. Adopts the implementation of new technology into the workplace. | 15 | 3.33 | 100.0 | | | 67% | 33% |
| 14. Maximizes the use of new technology to deliver products and services. | 15 | 3.13 | 86.7 | | 13% | 60% | 27% |
| 15. Supports employee training and development initiatives regarding implementation of technology. | 15 | 3.07 | 80.0 | | 20% | 53% | 27% |
| 16. Applies complex rules and regulations to maintain optimal system performance. | 15 | 3.40 | 93.3 | | 7% | 47% | 47% |
| 17. Uses technology in decision making and problem solving. | 15 | 3.27 | 93.3 | | 7% | 60% | 33% |
| 18. Identifies gaps between actual and needed technical competencies and provides recommendations for required training. | 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. Adopts the implementation of new technology into the workplace. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Maximizes the use of new technology to deliver products and services. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Supports employee training and development initiatives regarding implementation of technology. | 3.00 | 3.07 | +0.07 ▲ |
| 16. Applies complex rules and regulations to maintain optimal system performance. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Uses technology in decision making and problem solving. | 3.47 | 3.27 | -0.20 ▼ |
| 18. Identifies gaps between actual and needed technical competencies and provides recommendations for required training. | 3.12 | 3.00 | -0.12 ▼ |

Comments:

- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- Shows curiosity.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- ___ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

# 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 |
|---|---|---|---|---|---|---|---|
| 19. Strategically positions resources to meet the needs of field based employees. | 15 | 3.47 | 100.0 | | | 53% | 47% |
| 20. Strategically positions resources to meet the needs of branch locations. | 15 | 3.40 | 93.3 | | 7% | 47% | 47% |
| 21. Strategically deploys resources to areas of the greatest need. | 15 | 3.53 | 100.0 | | | 47% | 53% |
| 22. Modifies strategic decisions depending on changes in the business environment. | 15 | 3.00 | 80.0 | | 20% | 60% | 20% |
| 23. Creates measures of performance and profitability to assess financial objectives. | 15 | 2.87 | 80.0 | | 20% | 73% | 7% |
| 24. Develops strategies to seek new opportunities. | 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. Strategically positions resources to meet the needs of field based employees. | 3.59 | 3.47 | -0.12 ▼ |
| 20. Strategically positions resources to meet the needs of branch locations. | 3.29 | 3.40 | +0.11 ▲ |
| 21. Strategically deploys resources to areas of the greatest need. | 3.35 | 3.53 | +0.18 ▲ |
| 22. Modifies strategic decisions depending on changes in the business environment. | 3.00 | 3.00 | |
| 23. Creates measures of performance and profitability to assess financial objectives. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Develops strategies to seek new opportunities. | 3.00 | 3.47 | +0.47 ▲ |

Comments:

- She has deep technical expertise in a number of areas of human resource management.
- Take charge without feeling like you need approval.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- Confidence, Attitude, Desire to learn.
- She is showing more comfort in providing and receiving critical feedback.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.

# Self 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 Development) to green (Role Model).

| Item | n | Avg | LOA | Needs Development | Somewhat Effective | Capable and Effective | Role Model |
|---|---|---|---|---|---|---|---|
| 25. Does not allow own emotions to interfere with the performance of others. | 15 | 3.67 | 100.0 | | | 33% | 67% |
| 26. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger. | 15 | 3.40 | 93.3 | | 7% | 47% | 47% |
| 27. Consciously controls own negative emotions in order to keep team morale up. | 15 | 3.33 | 93.3 | | 7% | 53% | 40% |
| 28. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence. | 15 | 3.53 | 100.0 | | | 47% | 53% |
| 29. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude. | 15 | 3.67 | 100.0 | | | 33% | 67% |
| 30. Uses patience and self-control in working with customers and associates. | 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. Does not allow own emotions to interfere with the performance of others. | 3.76 | 3.67 | -0.10 ▼ |
| 26. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Consciously controls own negative emotions in order to keep team morale up. | 3.12 | 3.33 | +0.22 ▲ |
| 28. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Uses patience and self-control in working with customers and associates. | 3.41 | 3.33 | -0.08 ▼ |

Comments:

- Establishes a culture where everyone's contribution is acknowledged and valued.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- ___ has done a wonderful job in supporting her team and making herself available.

# Vision

## Level of Skill

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

| Item | n | Avg | LOA | Needs Development | Somewhat Effective | Capable and Effective | Role Model |
|---|---|---|---|---|---|---|---|
| 31. Sets a schedule for achieving the organization's vision. | 15 | 3.20 | 86.7 | 13% | | 53% | 33% |
| 32. Effectively communicates the vision to employees. | 15 | 3.40 | 100.0 | | | 60% | 40% |
| 33. Develops action plans to align his/her work with the goals of the organization. | 15 | 3.20 | 86.7 | 13% | | 53% | 33% |
| 34. Embodies the vision through consistent actions, setting a visible example for others to follow. | 15 | 3.27 | 93.3 | 7% | | 60% | 33% |
| 35. Recognizes potential challenges and devises comprehensive strategies to navigate and mitigate these difficulties. | 15 | 3.00 | 80.0 | 20% | | 60% | 20% |
| 36. Develops and executes a strategic vision for the organization. | 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. Sets a schedule for achieving the organization's vision. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Effectively communicates the vision to employees. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Develops action plans to align his/her work with the goals of the organization. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Embodies the vision through consistent actions, setting a visible example for others to follow. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Recognizes potential challenges and devises comprehensive strategies to navigate and mitigate these difficulties. | 3.18 | 3.00 | -0.18 ▼ |
| 36. Develops and executes a strategic vision for the organization. | 3.18 | 3.20 | +0.02 ▲ |

Comments:

- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- ___ is very responsive and provides great support service.
- ___ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.

# 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?

- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- ___ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- 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.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- ___ exemplifies all of these qualities.

## What do you like best about working with this individual?

- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.

## What do you like least about working with this individual?

- She has always encouraged others and provided tools for the employee to do so.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.

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

- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- I honestly cannot think of of anything to recommend that would help her to improve at this point.
- Job performance is excellent. Lucky to have ___ on our team.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.

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

- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- Is always learning.  Whether it is a webinar, tutorial, self-improvement books, etc.
- ___ is approachable and professional in her interaction with staff and with customers.
- ___ would be my choice for permanent manager of the department.
- just know going through the hiring process with her.

## Any final comments?

- She knows what her customers needs and seeks to find the best individual to fill those roles.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.