



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.

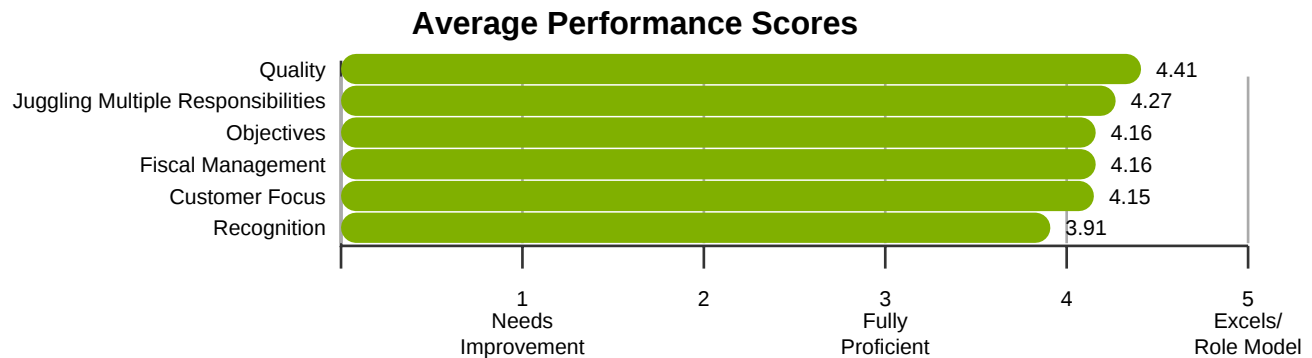
What to Do with Your Feedback

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

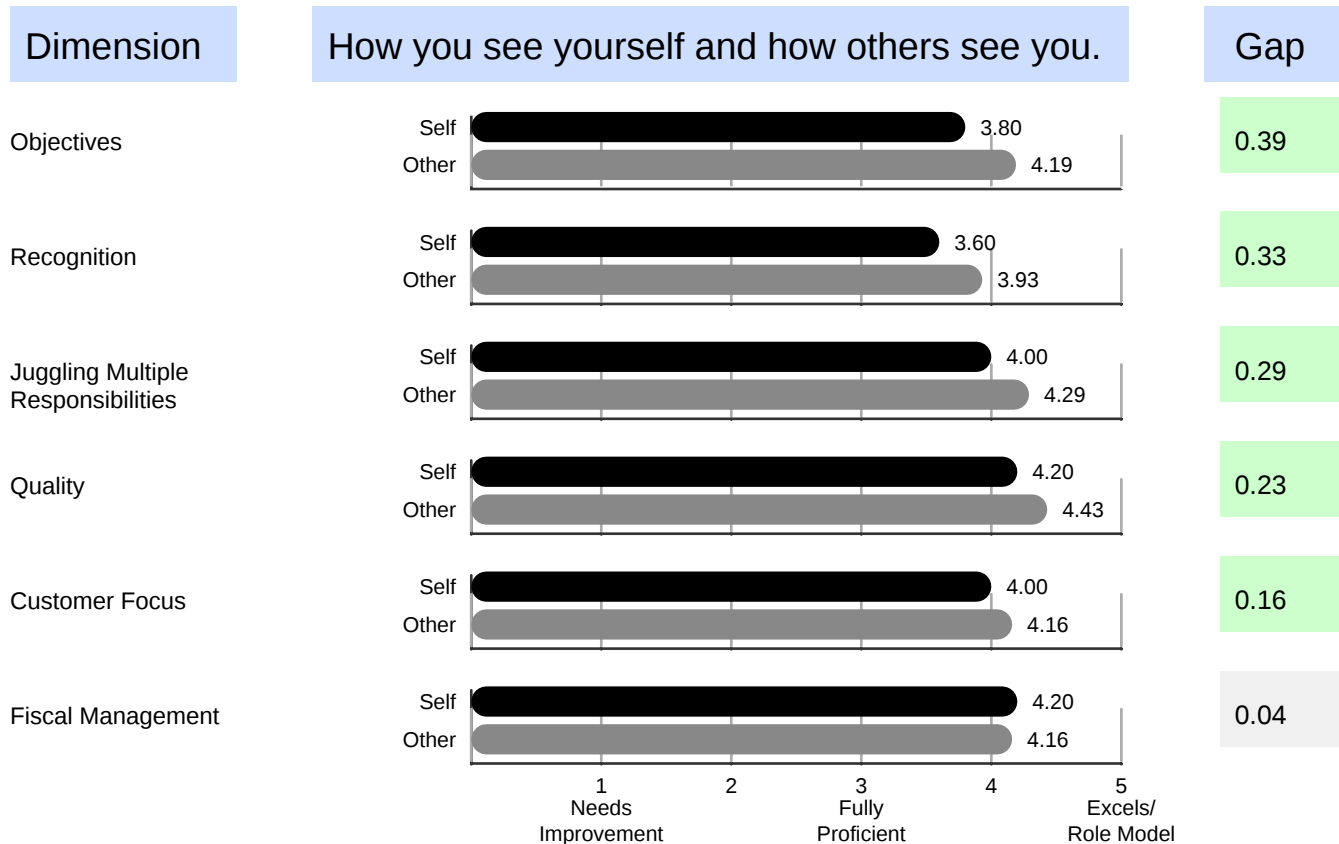
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



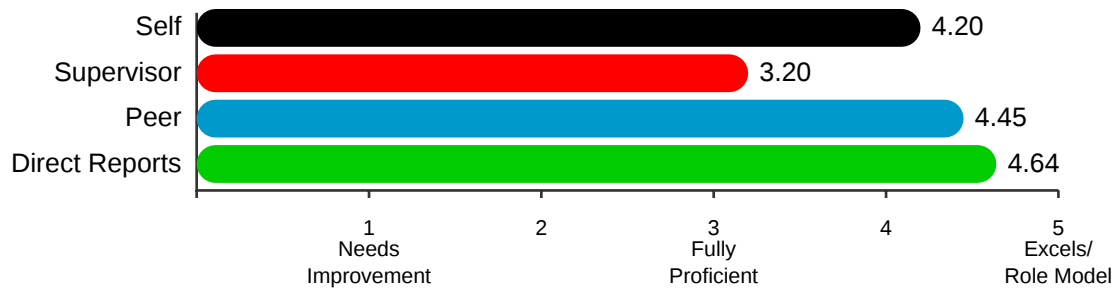
Gap Analysis

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.



Quality

Summary Scores



1. Understands and uses established quality procedures/controls.



2. Maintains attention to detail on the job.



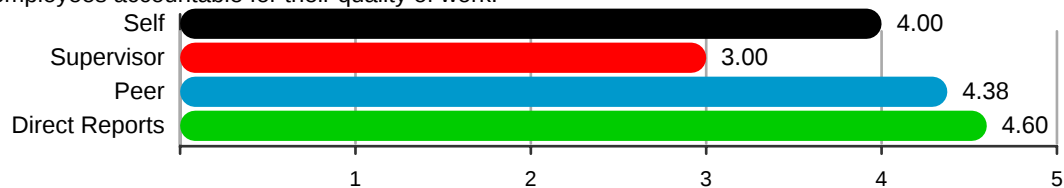
3. Reflects on what is working and what could be improved.



4. Evaluates and improves the quality of services and products.



5. Holds employees accountable for their quality of work.



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).

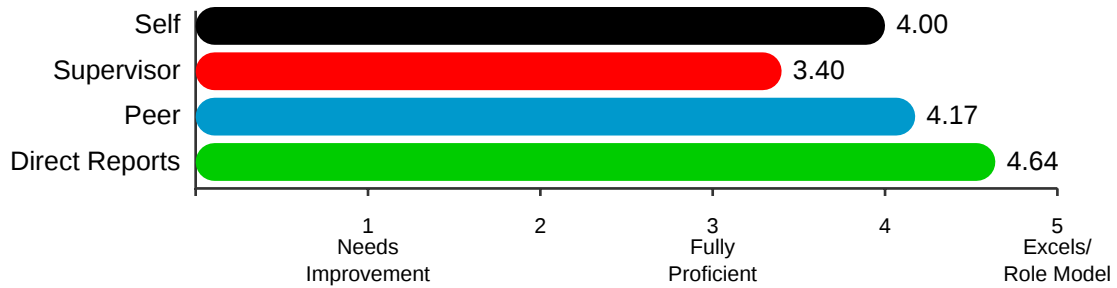
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
1. Understands and uses established quality procedures/controls.	15	4.20	93.3	7%		67%		27%
2. Maintains attention to detail on the job.	15	4.87	100.0	13%		87%		
3. Reflects on what is working and what could be improved.	15	4.27	93.3	7%		60%		33%
4. Evaluates and improves the quality of services and products.	15	4.40	86.7	13%		33%		53%
5. Holds employees accountable for their quality of work.	15	4.33	93.3	7%		53%		40%

Comments:

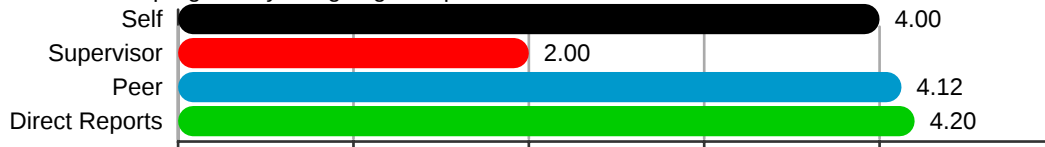
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- He has positive energy, leads by example, and cares about teammates.
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- _____ 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.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

Juggling Multiple Responsibilities

Summary Scores



6. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.



7. Can multitask while performing all of their other responsibilities and activities.



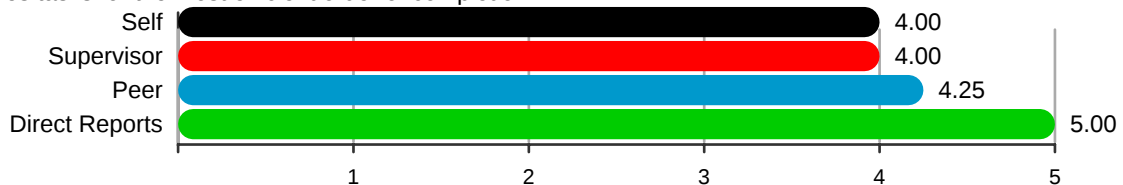
8. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.



9. Completes multiple tasks simultaneously.



10. Organizes tasks for the most efficient order of completion.



Level of Skill

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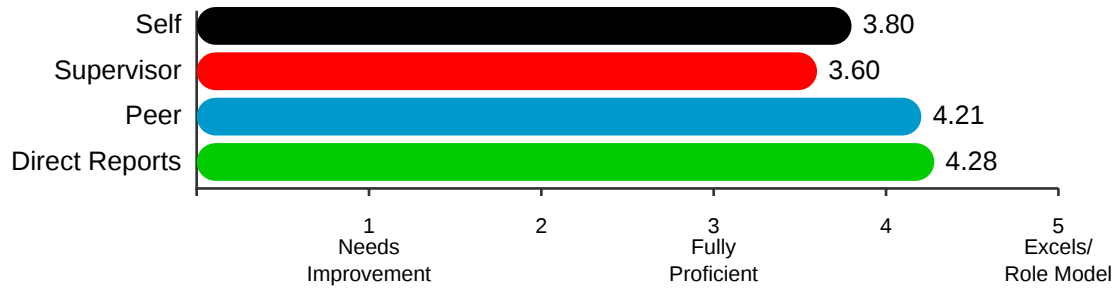
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	4.00	80.0	7%	13%	53%	27%
7. Can multitask while performing all of their other responsibilities and activities.	15	4.07	80.0		20%	53%	27%
8. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	4.33	93.3	7%		47%	47%
9. Completes multiple tasks simultaneously.	15	4.47	93.3	7%		40%	53%
10. Organizes tasks for the most efficient order of completion.	15	4.47	93.3	7%		40%	53%

Comments:

- _____ has been a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- His positive attitude is constant.
- He has hired good people, and developed strong relationship's with finance.
- Attitude is there; however, follow through is lacking at times.
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.

Objectives

Summary Scores



11. Sets long-term and short-term goals.



12. Works toward achieving established goals and objectives.



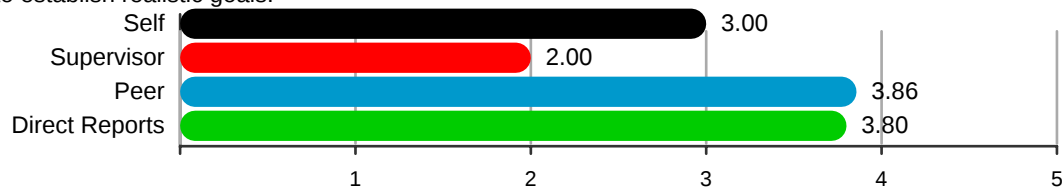
13. Effectively organizes resources and plans



14. Able to organize work.



15. Ability to establish realistic goals.



Level of Skill

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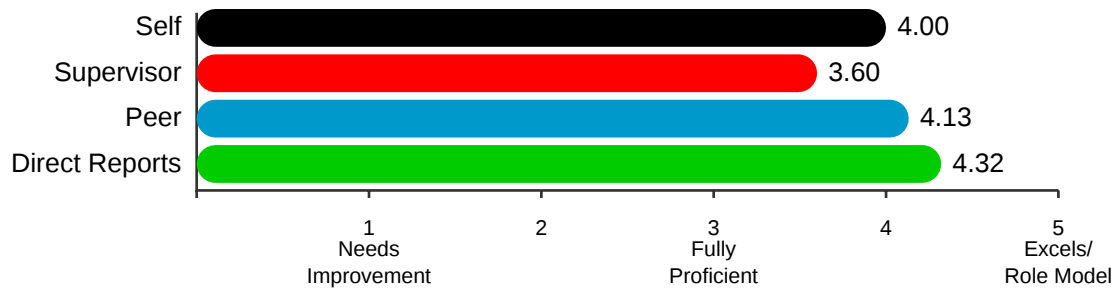
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Sets long-term and short-term goals.	15	4.60	100.0	40%	60%	
12. Works toward achieving established goals and objectives.	15	4.27	100.0	73%		27%
13. Effectively organizes resources and plans	15	4.33	100.0	67%		33%
14. Able to organize work.	15	3.93	73.3	27%	53%	20%
15. Ability to establish realistic goals.	14	3.64	57.1	14%	29%	36%

Comments:

- Is reliable and keeps the team focused on the delivery of outcomes.
- 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.
- Lean on team to help reduce burden and establish clear expectations.
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- He sometimes comes off as confused about organizational/operational direction.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.

Customer Focus

Summary Scores



16. Is aware of the customer's needs.



17. Promotes, implements, maintains and enhances relationships with customers.



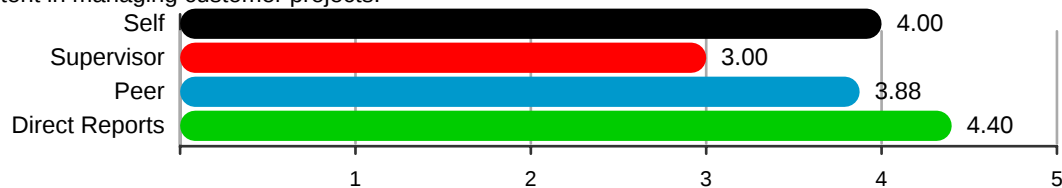
18. Effectively solves customer-related problems.



19. Effectively troubleshoots customer issues.



20. Competent in managing customer projects.



Level of Skill

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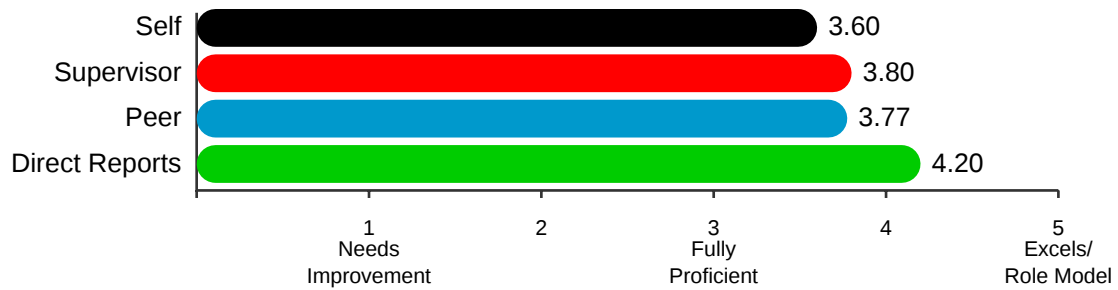
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Is aware of the customer's needs.	15	4.33	86.7	13%	40%	47%	
17. Promotes, implements, maintains and enhances relationships with customers.	15	4.27	93.3	7%	60%	33%	
18. Effectively solves customer-related problems.	14	4.00	92.9	7%	86%	7%	
19. Effectively troubleshoots customer issues.	14	4.14	85.7	7%	7%	50%	36%
20. Competent in managing customer projects.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- He translated the creative thinking into real change and solution that advanced our department.
- Constantly working on improving the customer experience.
- _____ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- Loyalty. Willingness to get it right.

Recognition

Summary Scores



21. Seeks out new ways to show appreciation for team members.



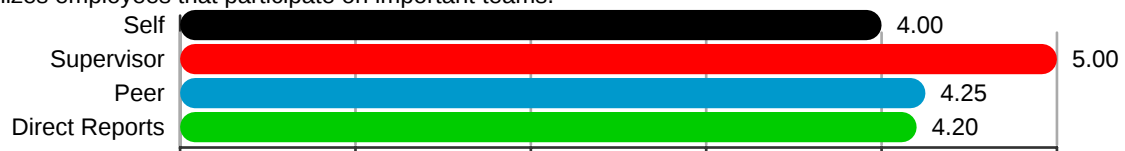
22. Ensures that all employees feel valued, respected, and appreciated for their contributions.



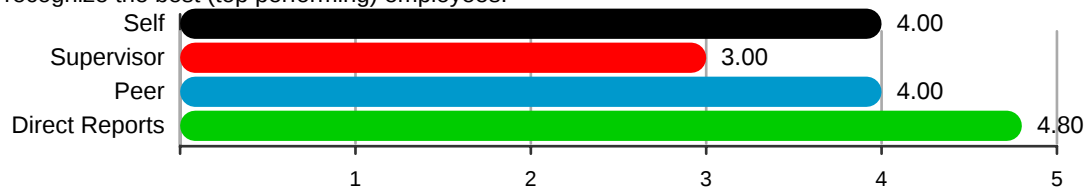
23. Uses a systematic approach to implementing recognition programs.



24. Recognizes employees that participate on important teams.



25. Able to recognize the best (top performing) employees.



Level of Skill

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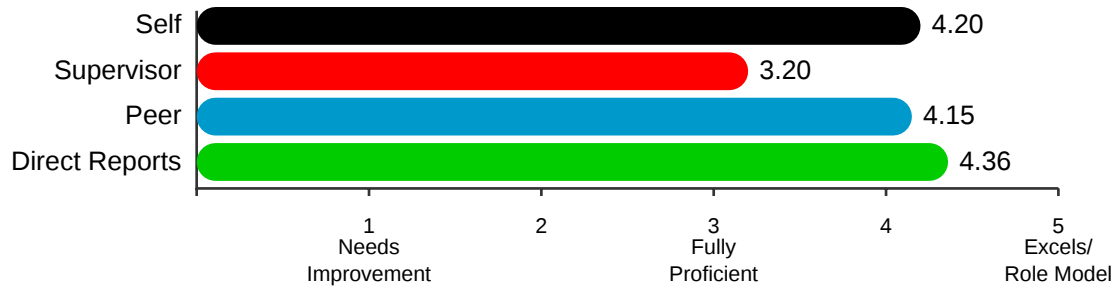
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Seeks out new ways to show appreciation for team members.	15	4.00	66.7	13%	20%	20%	47%
22. Ensures that all employees feel valued, respected, and appreciated for their contributions.	15	3.47	53.3	13%	33%	47%	7%
23. Uses a systematic approach to implementing recognition programs.	15	3.60	66.7	13%	20%	60%	7%
24. Recognizes employees that participate on important teams.	15	4.27	86.7	7%	7%	40%	47%
25. Able to recognize the best (top performing) employees.	15	4.20	80.0	7%	13%	33%	47%

Comments:

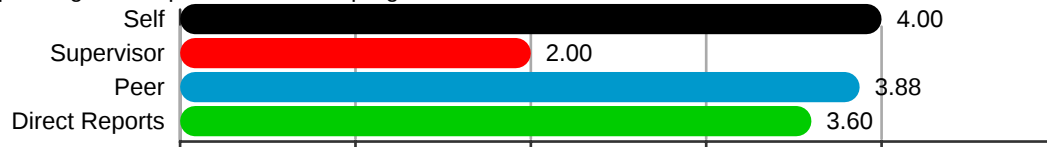
- A willingness and flexibility to pitch in help where needed is important.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.

Fiscal Management

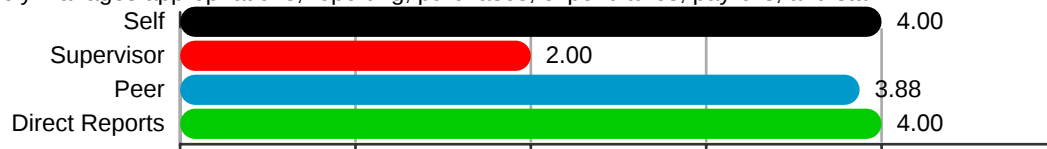
Summary Scores



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



27. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



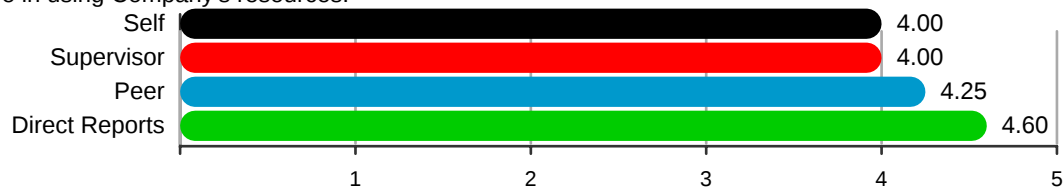
28. Develops of the department's annual budget.



29. Monitors expenses and verifies the need for items purchased.



30. Effective in using Company's resources.



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. Develops budgets and plans for various programs and initiatives.	15	3.67	66.7	20%	13%	47%		20%
27. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.80	73.3	20%	7%	47%		27%
28. Develops of the department's annual budget.	15	4.33	86.7	13%		40%		47%
29. Monitors expenses and verifies the need for items purchased.	15	4.67	100.0			33%		67%
30. Effective in using Company's resources.	15	4.33	100.0			67%		33%

Comments:

- _____ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- He has been influential in our focus on the future.

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?

- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- _____ is friendly to myself and other staff members. I believe he is very knowledgeable in the role of controller.
He continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for him to complete work needed from him.
- Participates in training to learn Core Competency processes.
- He is very effective.
- _____ always has the customer at the center of focus.

What do you like best about working with this individual?

- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring there is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- He has established credibility and trust with all the directors and managers.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.

What do you like least about working with this individual?

- He is in an often times impossible position and is doing well all things considered
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.
- I appreciate his receptiveness and openness and his sense of humor.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.

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

- I think _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- He is a natural and perfect fit for the CFO position.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- You can count on _____ to be honest and stay true to commitments.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.

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

- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- I cannot say if he challenges others.

Any final comments?

- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- _____ is an impressive performer.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- _____ is a great team player for our organization as a whole and for the Department itself.