



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

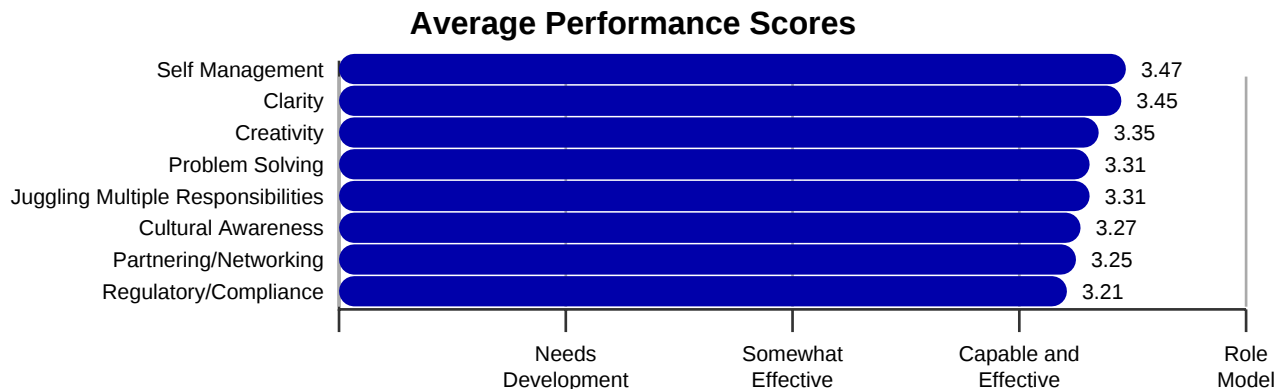
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

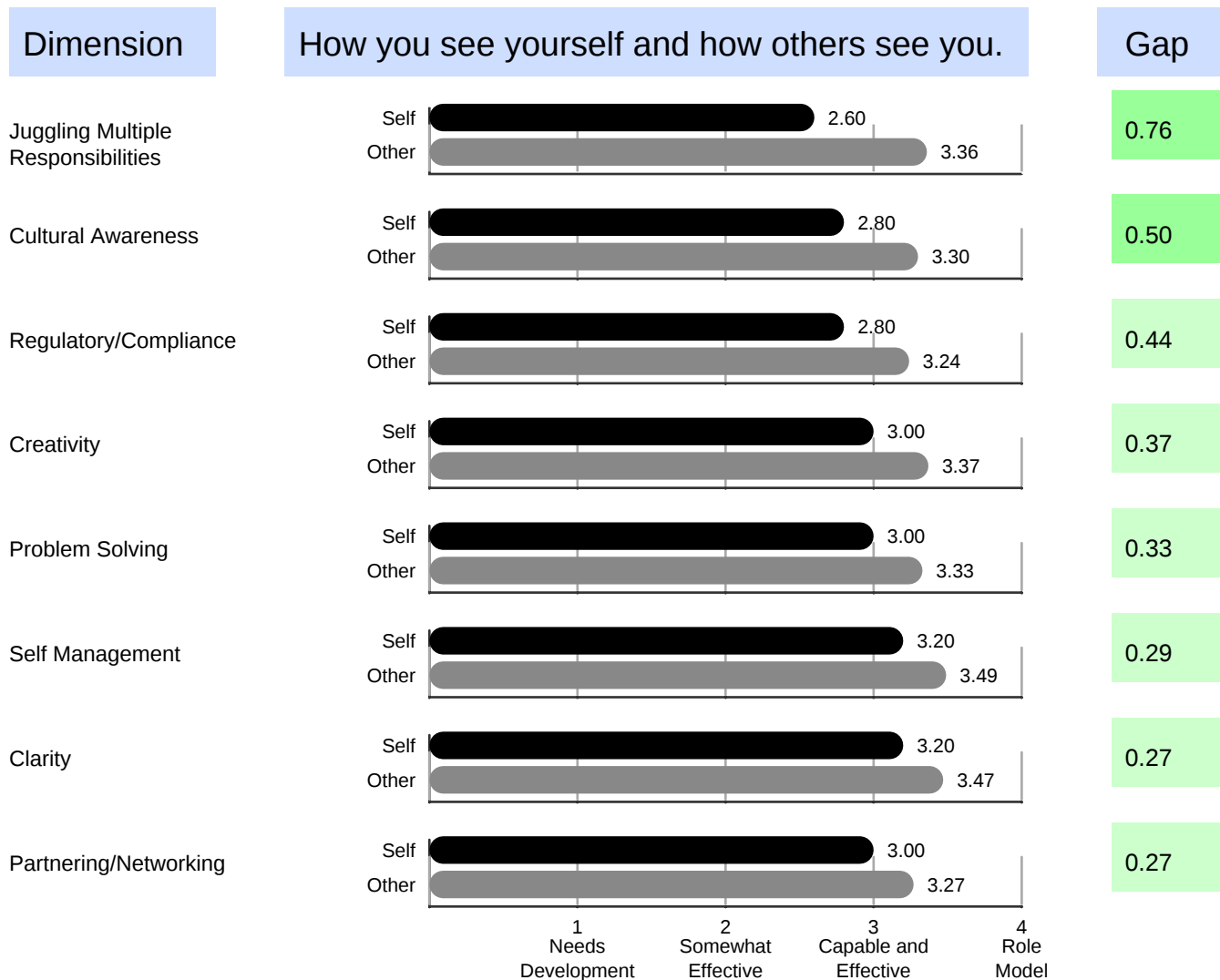
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



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
1. Analyzes interpersonal problems instead of reacting to them.	15	3.20	93.3	7%	67%		27%
2. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.87	100.0	13%	87%		
3. Uses patience and self-control in working with customers and associates.	15	3.33	93.3	7%	53%		40%
4. Does not allow own emotions to interfere with the performance of others.	15	3.60	93.3	7%	27%	67%	
5. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	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. Analyzes interpersonal problems instead of reacting to them.	3.29	3.20	-0.09 ▼
2. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.65	3.87	+0.22 ▲
3. Uses patience and self-control in working with customers and associates.	3.18	3.33	+0.16 ▲
4. Does not allow own emotions to interfere with the performance of others.	3.41	3.60	+0.19 ▲
5. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.24	3.33	+0.10 ▲

Comments:

- ___ is a valued member of the department.
- Dependability, with whatever is needed.
- 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. She is pushing herself to learn and grow at all times.
- Delegates often with little to no direction.
- A great addition to the team.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.

Creativity

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. Ensures that employees have the opportunity to experience new and different things to spark their creativity.	15	3.20	93.3	7%	60%		33%
7. Uses imagination to create new solutions to problems.	15	3.20	86.7	13%	53%		33%
8. Motivates others to pursue bold, imaginative ideas.	15	3.40	93.3	7%	47%		47%
9. Seeks out diverse viewpoints to enrich creative problem-solving.	15	3.47	93.3	7%	40%		53%
10. Reframes problems in novel ways to unlock new solutions.	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. Ensures that employees have the opportunity to experience new and different things to spark their creativity.	3.24	3.20	-0.04 ▼
7. Uses imagination to create new solutions to problems.	3.41	3.20	-0.21 ▼
8. Motivates others to pursue bold, imaginative ideas.	3.24	3.40	+0.16 ▲
9. Seeks out diverse viewpoints to enrich creative problem-solving.	3.18	3.47	+0.29 ▲
10. Reframes problems in novel ways to unlock new solutions.	3.35	3.47	+0.11 ▲

Comments:

- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- I would encourage her to empathize with her team and show more of a calm, caring side.
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.

Cultural Awareness

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. Is willing to include individuals with different cultural backgrounds on the team.	15	3.53	100.0	47%		53%	
12. Builds trust by acknowledging and valuing each employee's cultural identity.	15	3.27	100.0	73%			27%
13. Welcomes diverse cultural input when shaping organizational strategy or policy.	15	3.33	100.0	67%			33%
14. Encourages inclusive participation in culturally significant events and observances	15	3.13	86.7	13%	60%		27%
15. Values the diverse perspectives from others.	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. Is willing to include individuals with different cultural backgrounds on the team.	3.47	3.53	+0.06 ▲
12. Builds trust by acknowledging and valuing each employee's cultural identity.	3.47	3.27	-0.20 ▼
13. Welcomes diverse cultural input when shaping organizational strategy or policy.	3.35	3.33	-0.02 ▼
14. Encourages inclusive participation in culturally significant events and observances	3.18	3.13	-0.04 ▼
15. Values the diverse perspectives from others.	3.00	3.07	+0.07 ▲

Comments:

- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- Take charge without feeling like you need approval.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- ___ routinely goes out of her way to make work a more engaging experience.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team

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
16. Finds creative ways to get things done with limited resources.	15	3.40	93.3	7%	47%	47%	
17. Continuously monitors performance after implementing a solution to ensure it remains effective.	15	3.27	93.3	7%	60%	33%	
18. Ability to develop innovative solutions to problems.	14	3.00	92.9	7%	79%	14%	
19. Uses a consistent method to evaluate each potential solution against the defined criteria.	15	3.47	100.0		53%	47%	
20. Solicits information about the problem from team members.	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. Finds creative ways to get things done with limited resources.	3.65	3.40	-0.25 ▼
17. Continuously monitors performance after implementing a solution to ensure it remains effective.	3.47	3.27	-0.20 ▼
18. Ability to develop innovative solutions to problems.	3.12	3.00	-0.12 ▼
19. Uses a consistent method to evaluate each potential solution against the defined criteria.	3.59	3.47	-0.12 ▼
20. Solicits information about the problem from team members.	3.29	3.40	+0.11 ▲

Comments:

- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- ___ is always working to include staff in a shared decision making processes.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.

Juggling Multiple Responsibilities

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. Ranks the importance of tasks to make sure critical tasks are completed first.	15	3.53	100.0	47%		53%	
22. Switches attention to more urgent tasks when necessary.	15	3.00	80.0	20%	60%		20%
23. Organizes tasks for the most efficient order of completion.	15	2.87	80.0	20%	73%		7%
24. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.47	100.0	53%		47%	
25. Uses a scheduler/planner to keep tasks organized and on time.	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. Ranks the importance of tasks to make sure critical tasks are completed first.	3.35	3.53	+0.18 ▲
22. Switches attention to more urgent tasks when necessary.	3.00	3.00	
23. Organizes tasks for the most efficient order of completion.	2.88	2.87	-0.02 ▼
24. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.00	3.47	+0.47 ▲
25. Uses a scheduler/planner to keep tasks organized and on time.	3.76	3.67	-0.10 ▼

Comments:

- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- She has been and is a mentor for me.
- I look forward to learning and improving with her and the other members in the division.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.

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
26. Seeks to reduce ambiguity in messaging and documents.	15	3.40	93.3	7%	47%	47%	
27. Maintains clarity in goals and objectives.	15	3.33	93.3	7%	53%	40%	
28. Is clear about the roles and duties of team members.	15	3.53	100.0		47%	53%	
29. Clarifies problems and their causes to help employees correct them.	15	3.67	100.0		33%	67%	
30. Provides a clear vision for the future.	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. Seeks to reduce ambiguity in messaging and documents.	3.53	3.40	-0.13 ▼
27. Maintains clarity in goals and objectives.	3.12	3.33	+0.22 ▲
28. Is clear about the roles and duties of team members.	3.41	3.53	+0.12 ▲
29. Clarifies problems and their causes to help employees correct them.	3.59	3.67	+0.08 ▲
30. Provides a clear vision for the future.	3.41	3.33	-0.08 ▼

Comments:

- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- I appreciate her commitment in this area.
- She is organized, kind, and extremely approachable.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.

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
31. Conducts necessary risk assessments.	15	3.20	86.7	13%	53%	33%	
32. Creates and implements training courses for new hires to ensure knowledge of regulations and policies.	15	3.40	100.0		60%	40%	
33. Performs annual/monthly compliance audits.	15	3.20	86.7	13%	53%	33%	
34. Reviews operations and work flows to ensure compliance with standards.	15	3.27	93.3	7%	60%	33%	
35. Knows who to contact at various regulatory agencies if needed.	15	3.00	80.0	20%	60%	20%	

Time Comparisons by Item

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Item	2024	2025	Change
31. Conducts necessary risk assessments.	3.18	3.20	+0.02 ▲
32. Creates and implements training courses for new hires to ensure knowledge of regulations and policies.	3.35	3.40	+0.05 ▲
33. Performs annual/monthly compliance audits.	3.18	3.20	+0.02 ▲
34. Reviews operations and work flows to ensure compliance with standards.	2.88	3.27	+0.38 ▲
35. Knows who to contact at various regulatory agencies if needed.	3.18	3.00	-0.18 ▼

Comments:

- ___ continues to be a wonderful boss and mentor.
- ___ is a great manager to work for.
- She is showing more comfort in providing and receiving critical feedback.
- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- She knows what her customers needs and seeks to find the best individual to fill those roles.

Partnering/Networking

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
36. Facilitates the formation of collaborative relationships with suppliers and vendors.	15	3.20	93.3	7%	67%		27%
37. Understands the potential implications of the partnership.	15	3.27	93.3	7%	60%		33%
38. Partners with other organizations to develop new technologies and processes.	15	3.27	86.7	13%	47%		40%
39. Networks with others in the company to better understand the workflows and operational requirements.	15	3.13	86.7	13%	60%		27%
40. Partners with supply chain companies to enhance availability of resources and material.	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
36. Facilitates the formation of collaborative relationships with suppliers and vendors.	3.18	3.20	+0.02 ▲
37. Understands the potential implications of the partnership.	3.35	3.27	-0.09 ▼
38. Partners with other organizations to develop new technologies and processes.	3.24	3.27	+0.03 ▲
39. Networks with others in the company to better understand the workflows and operational requirements.	3.59	3.13	-0.45 ▼
40. Partners with supply chain companies to enhance availability of resources and material.	3.29	3.40	+0.11 ▲

Comments:

- She consistently involves employees in shared decision making.
- She is very astute, proactive in problem solving, and a great team member.
- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- ___ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.

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 a great leader.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- She is open to feedback and actively tries to improve.
- She is very supportive and easily approachable.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.

What do you like best about working with this individual?

- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- She is open to feedback and actively tries to improve.
- She leads by example.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.

What do you like least about working with this individual?

- ___ can be counted on for her reliability.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- Is a fantastic source of feedback and growth development.
- I can not say enough good things about ___.

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

- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- I look forward to learning and improving with her and the other members in the division.
- She 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?

- I know ____ is working with her director and HR business partner in understanding her role as a operational manager.
- ____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- ____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- She can ask a question and truly listen to the answer before giving feedback.
- She collaborates with all departments and operates under shared governance.
- She is a very diligent hard worker.

Any final comments?

- She has a calm demeanor and willingness to help with anything.
- ____ 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.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- Improvement should come over time. There is potential which is present.
- She has consistently been a strong advocate for me and my team.
- I know I can always count of ____ to offer her true opinion and be supportive in any efforts or initiatives I'm passionate about.