



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.

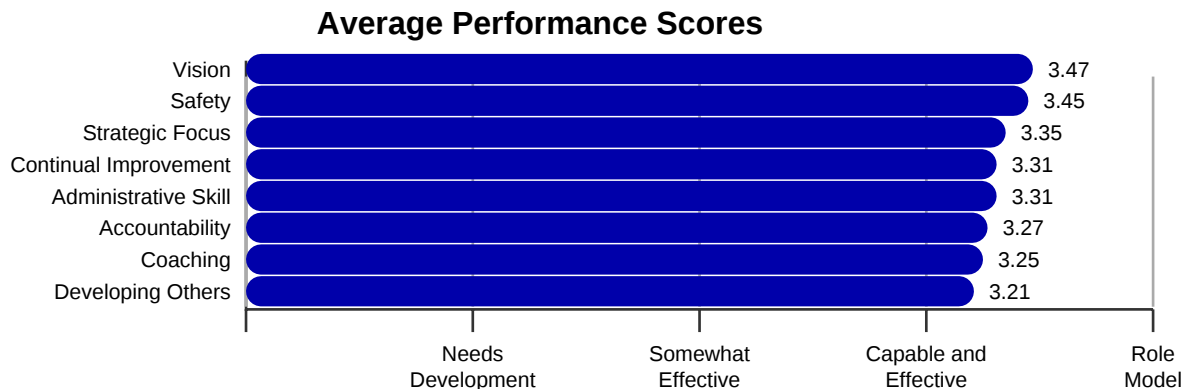
What to Do with Your Feedback

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

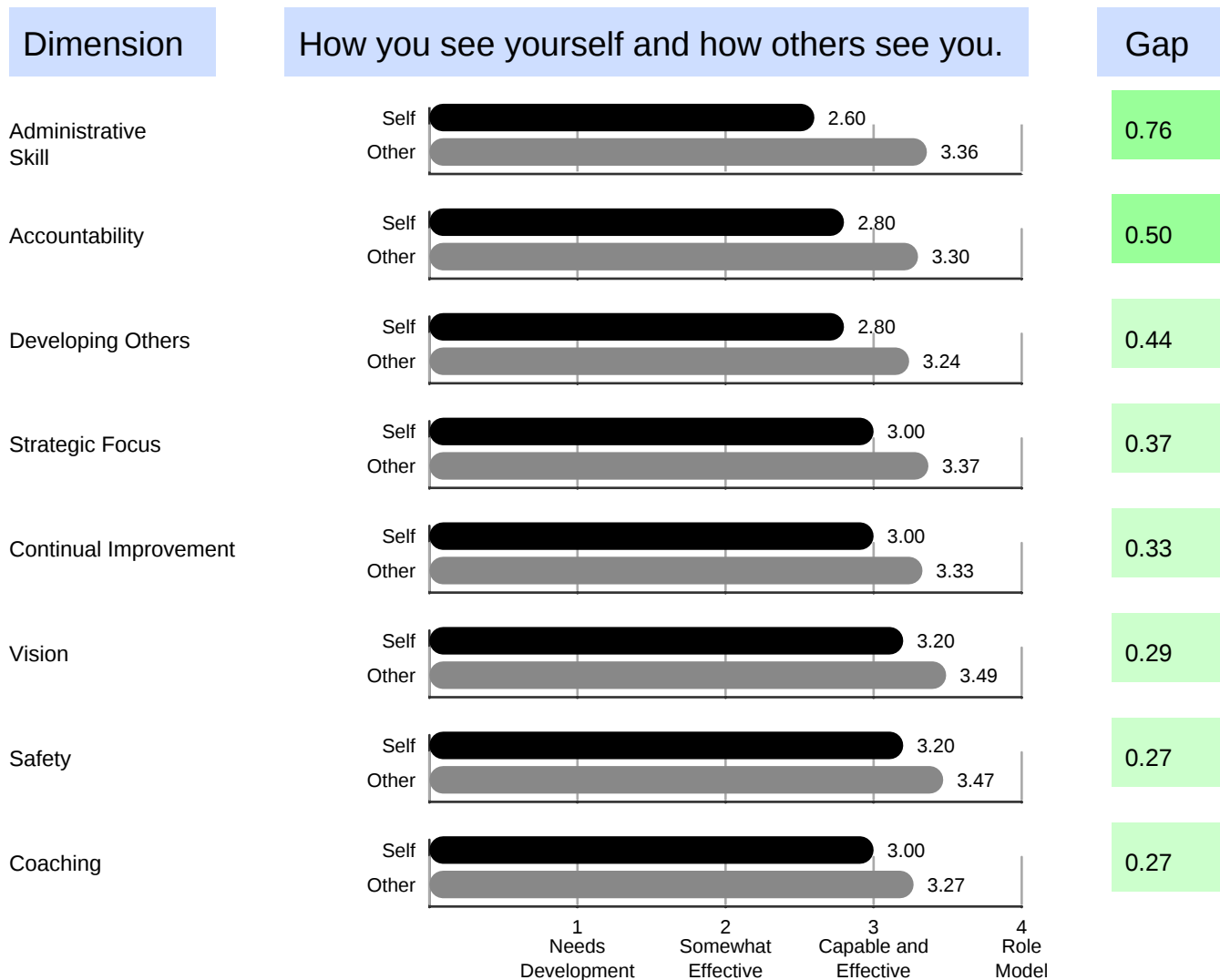
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



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
1. You model a strategic vision based on insights gained from in depth investigations into the performance of the company.	15	3.20	93.3	7%	67%		27%
2. I am able to convert the current department vision into strategic objectives/plan.	15	3.87	100.0	13%	87%		
3. I persuasively link departmental goals to broader organizational impact, fostering buy-in across levels.	15	3.33	93.3	7%	53%		40%
4. I frame challenges and opportunities through the lens of the vision, inspiring confidence and urgency.	15	3.60	93.3	7%	27%	67%	
5. I concentrate employees' tasks on essential parts of the vision.	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 model a strategic vision based on insights gained from in depth investigations into the performance of the company.	3.29	3.20	-0.09 ▼
2. I am able to convert the current department vision into strategic objectives/plan.	3.65	3.87	+0.22 ▲
3. I persuasively link departmental goals to broader organizational impact, fostering buy-in across levels.	3.18	3.33	+0.16 ▲
4. I frame challenges and opportunities through the lens of the vision, inspiring confidence and urgency.	3.41	3.60	+0.19 ▲
5. I concentrate employees' tasks on essential parts of the vision.	3.24	3.33	+0.10 ▲

Comments:

- He offers up ideas of how I could have handled something differently in a constructive manner.
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.
- _____ is a team player and effective in his role.
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.

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
6. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	3.20	93.3	7%	60%		33%
7. You make sure employees understand the strategy and goals.	15	3.20	86.7	13%	53%		33%
8. I develop a strategic focus on internal factors to improve efficiency or conserve limited resources.	15	3.40	93.3	7%	47%		47%
9. I align cross-functional teams to the strategic plan.	15	3.47	93.3	7%	40%		53%
10. I monitor company performance and make adjustments to the strategic plan as needed.	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 create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.24	3.20	-0.04 ▼
7. You make sure employees understand the strategy and goals.	3.41	3.20	-0.21 ▼
8. I develop a strategic focus on internal factors to improve efficiency or conserve limited resources.	3.24	3.40	+0.16 ▲
9. I align cross-functional teams to the strategic plan.	3.18	3.47	+0.29 ▲
10. I monitor company performance and make adjustments to the strategic plan as needed.	3.35	3.47	+0.11 ▲

Comments:

- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- He is truly dedicated to doing a good job, by helping us do a good job.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- _____ has used his strengths to make this department stronger in many ways.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.

Accountability

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 work hard to ensure the success of the department.	15	3.53	100.0		47%	53%	
12. I accept the consequences for my actions.	15	3.27	100.0		73%		27%
13. You accept accountability for your actions and results.	15	3.33	100.0		67%		33%
14. You take ownership of mistakes and learn from them.	15	3.13	86.7	13%	60%		27%
15. You establish performance standards for the team/department.	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 work hard to ensure the success of the department.	3.47	3.53	+0.06 ▲
12. I accept the consequences for my actions.	3.47	3.27	-0.20 ▼
13. You accept accountability for your actions and results.	3.35	3.33	-0.02 ▼
14. You take ownership of mistakes and learn from them.	3.18	3.13	-0.04 ▼
15. You establish performance standards for the team/department.	3.00	3.07	+0.07 ▲

Comments:

- I value _____'s advice and support as we realigned my department a few times this year.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- he is open and willing to share his vision for the team.
- _____ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- He has created a highly engaged team and manages a diverse group of individuals very well.

Continual Improvement

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 look for ways to expand and learn new job skills.	15	3.40	93.3	7%	47%	47%	
17. You look for ways to improve work processes and procedures.	15	3.27	93.3	7%	60%	33%	
18. You promote training and development opportunities to enhance job performance.	14	3.00	92.9	7%	79%	14%	
19. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	3.47	100.0		53%	47%	
20. You are open to the suggestions from others.	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 look for ways to expand and learn new job skills.	3.65	3.40	-0.25 ▼
17. You look for ways to improve work processes and procedures.	3.47	3.27	-0.20 ▼
18. You promote training and development opportunities to enhance job performance.	3.12	3.00	-0.12 ▼
19. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	3.59	3.47	-0.12 ▼
20. You are open to the suggestions from others.	3.29	3.40	+0.11 ▲

Comments:

- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- I value _____'s advice and support as we realigned my department a few times this year.
- _____ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- _____ has made great strides with increasing communication and teamwork within his reports.
- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- I have been most impressed by _____ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from _____.

Administrative Skill

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. I gather appropriate business information.	15	3.53	100.0	47%	53%		
22. You use proper telephone etiquette.	15	3.00	80.0	20%	60%	20%	
23. You accurately perform data entry.	15	2.87	80.0	20%	73%	7%	
24. I plan travel arrangements.	15	3.47	100.0	53%	47%		
25. I select and use training/instructional methods and procedures appropriate for the situation when learning or teaching new things.	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. I gather appropriate business information.	3.35	3.53	+0.18 ▲
22. You use proper telephone etiquette.	3.00	3.00	
23. You accurately perform data entry.	2.88	2.87	-0.02 ▼
24. I plan travel arrangements.	3.00	3.47	+0.47 ▲
25. I select and use training/instructional methods and procedures appropriate for the situation when learning or teaching new things.	3.76	3.67	-0.10 ▼

Comments:

- Does above and beyond work consistently
- _____ is a steady leader who maintains his objectivity during stressful times.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- _____ 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.
- _____ is willing to understand how a current process works before wanting to incorporate changes.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.

Safety

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. You support safety programs and procedures.	15	3.40	93.3	7%	47%	47%	
27. You participate in safety training when available.	15	3.33	93.3	7%	53%	40%	
28. You are not afraid to question a potential safety issue observed in the workplace.	15	3.53	100.0		47%	53%	
29. You point out behaviors in others that may be unsafe.	15	3.67	100.0		33%	67%	
30. You commit adequate resources toward safety measures.	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. You support safety programs and procedures.	3.53	3.40	-0.13 ▼
27. You participate in safety training when available.	3.12	3.33	+0.22 ▲
28. You are not afraid to question a potential safety issue observed in the workplace.	3.41	3.53	+0.12 ▲
29. You point out behaviors in others that may be unsafe.	3.59	3.67	+0.08 ▲
30. You commit adequate resources toward safety measures.	3.41	3.33	-0.08 ▼

Comments:

- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- He cares deeply for what he does and it shows.
- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- He cares deeply about the engagement of his staff and has concern for those in need.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.

Developing Others

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 set performance objectives for subordinates that encourages development opportunities.	15	3.20	86.7	13%	53%		33%
32. You create a work environment that fosters positive feedback to employees.	15	3.40	100.0		60%		40%
33. You assign tasks and responsibilities to develop skills of others.	15	3.20	86.7	13%	53%		33%
34. You provide constructive feedback to others.	15	3.27	93.3	7%	60%		33%
35. You assess employees' developmental needs.	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 set performance objectives for subordinates that encourages development opportunities.	3.18	3.20	+0.02 ▲
32. You create a work environment that fosters positive feedback to employees.	3.35	3.40	+0.05 ▲
33. You assign tasks and responsibilities to develop skills of others.	3.18	3.20	+0.02 ▲
34. You provide constructive feedback to others.	2.88	3.27	+0.38 ▲
35. You assess employees' developmental needs.	3.18	3.00	-0.18 ▼

Comments:

- I work with _____ regularly and see his interactions with other leaders frequently.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- He is quick and willing to aid.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- He sets his expectations high, and delivers a high level of performance herself.

Coaching

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. I encourage the employee to see solving the issue as an opportunity to demonstrate their resourcefulness and resilience.	15	3.20	93.3	7%	67%		27%
37. You ask employees to define or explain your goals, strategies, and motivations.	15	3.27	93.3	7%	60%		33%
38. You ask open-ended questions to guide employees to uncover your own answers and insights rather than provide them with direct solutions.	15	3.27	86.7	13%	47%		40%
39. I value the employee's perspective and individuality, which builds trust and rapport.	15	3.13	86.7	13%	60%		27%
40. You help employees to maintain high personal standards.	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. I encourage the employee to see solving the issue as an opportunity to demonstrate their resourcefulness and resilience.	3.18	3.20	+0.02 ▲
37. You ask employees to define or explain your goals, strategies, and motivations.	3.35	3.27	-0.09 ▼
38. You ask open-ended questions to guide employees to uncover your own answers and insights rather than provide them with direct solutions.	3.24	3.27	+0.03 ▲
39. I value the employee's perspective and individuality, which builds trust and rapport.	3.59	3.13	-0.45 ▼
40. You help employees to maintain high personal standards.	3.29	3.40	+0.11 ▲

Comments:

- I have appreciated partnering with _____ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- _____ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- _____ has been so helpful to me as a new manager.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout 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?

- Uses his people skills to change negative situations into positive.
- Sometimes his decisions aren't thought through from a financial perspective.
- 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.
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.
- He is a real advocate for the customers. Excellent department and computer skills
- Is always available to assist with issues, all scopes business or personal.

What do you like best about working with this individual?

- He encourages teammates more as a peer than a coach.
- _____ is an outstanding manager.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!

What do you like least about working with this individual?

- He cares deeply about the engagement of his staff and has concern for those in need.
- I am VERY fortunate to be on his team and part of this division.
- 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).
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- I often engage with members of his team and they are confident and knowledgeable of the work that is at hand. _____ and his staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.

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

- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- Willingness to pitch in, desire to grow, and a great attitude.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.

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

- Is empathetic, understanding, and dependable.
- _____ is the best employee the department has employed.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- I do very much appreciate that _____ will support me in a decision when needed.

Any final comments?

- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- He is very supportive and easily approachable.
- I truly enjoy working with _____ on a daily basis.
- I have enjoyed working with _____ and will miss his support and direction.
- A willingness and flexibility to pitch in help where needed is important.