



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

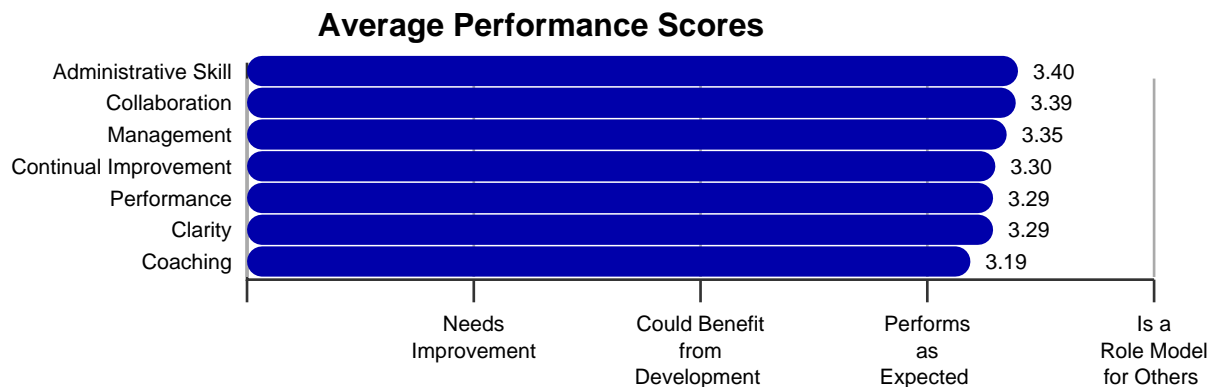
What to Do with Your Feedback

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

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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



Gap Analysis

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



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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Prepares documents for data entry.	15	3.20	93.3	7%	67%		27%
2. Plans and prioritizes facets/aspects of project workloads to keep on schedule.	15	3.87	100.0	13%	87%		
3. Accurately implements contract provisions.	15	3.33	93.3	7%	53%		40%
4. Actively listens to what individuals are saying taking time to understand the points being made.	15	3.60	93.3	7%	27%	67%	
5. Screens calls.	15	3.33	93.3	7%	53%		40%
6. High attention to detail.	15	3.20	93.3	7%	60%		33%
7. Makes travel arrangements and plans for executives.	15	3.20	86.7	13%	53%		33%
8. Answer phone calls and direct calls to appropriate parties or take messages.	15	3.40	93.3	7%	47%		47%
9. Has effective oral and written communication skills.	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
1. Prepares documents for data entry.	3.29	3.20	-0.09 ▼
2. Plans and prioritizes facets/aspects of project workloads to keep on schedule.	3.65	3.87	+0.22 ▲
3. Accurately implements contract provisions.	3.18	3.33	+0.16 ▲
4. Actively listens to what individuals are saying taking time to understand the points being made.	3.41	3.60	+0.19 ▲
5. Screens calls.	3.24	3.33	+0.10 ▲
6. High attention to detail.	3.24	3.20	-0.04 ▼
7. Makes travel arrangements and plans for executives.	3.41	3.20	-0.21 ▼
8. Answer phone calls and direct calls to appropriate parties or take messages.	3.24	3.40	+0.16 ▲
9. Has effective oral and written communication skills.	3.18	3.47	+0.29 ▲

Comments:

- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
-

___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.

- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- She looks at problems in a systematic way and asks for input prior to making decisions.

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Looks for ways to expand and learn new job skills.	15	3.47	93.3	7%	40%	53%	
11. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.53	100.0		47%	53%	
12. Fosters a culture of open communication and continuous improvement.	15	3.27	100.0		73%		27%
13. Open to the suggestions from others.	15	3.33	100.0		67%		33%
14. Looks for ways to improve work processes and procedures.	15	3.13	86.7	13%	60%		27%
15. Analyzes processes to determine areas for improvement.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item

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Item	2024	2025	Change
10. Looks for ways to expand and learn new job skills.	3.35	3.47	+0.11 ▲
11. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.47	3.53	+0.06 ▲
12. Fosters a culture of open communication and continuous improvement.	3.47	3.27	-0.20 ▼
13. Open to the suggestions from others.	3.35	3.33	-0.02 ▼
14. Looks for ways to improve work processes and procedures.	3.18	3.13	-0.04 ▼
15. Analyzes processes to determine areas for improvement.	3.00	3.07	+0.07 ▲

Comments:

- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- Having a routine for schedule and coming to office more frequently
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- Set clear expectations for others.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Aligns individual capabilities and development needs to optimize team execution of the project plan.	15	3.40	93.3	7%	47%	47%	
17. Selects and manages projects that directly support organizational priorities and long-term vision.	15	3.27	93.3	7%	60%	33%	
18. Determines the appropriate approach (competitive or cooperative) to the negotiations.	14	3.00	92.9	7%	79%	14%	
19. Anticipates challenges at each project stage and prepares targeted solutions.	15	3.47	100.0		53%	47%	
20. Defines the scope of requirements for the current and future resources and competences of the organization.	15	3.40	93.3	7%	47%	47%	
21. Tracks progress against strategic goals and uses insights to refine future plans.	15	3.53	100.0		47%	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
16. Aligns individual capabilities and development needs to optimize team execution of the project plan.	3.65	3.40	-0.25 ▼
17. Selects and manages projects that directly support organizational priorities and long-term vision.	3.47	3.27	-0.20 ▼
18. Determines the appropriate approach (competitive or cooperative) to the negotiations.	3.12	3.00	-0.12 ▼
19. Anticipates challenges at each project stage and prepares targeted solutions.	3.59	3.47	-0.12 ▼
20. Defines the scope of requirements for the current and future resources and competences of the organization.	3.29	3.40	+0.11 ▲
21. Tracks progress against strategic goals and uses insights to refine future plans.	3.35	3.53	+0.18 ▲

Comments:

- Her professionalism is beyond reproach and she is fair and just.
- 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.
- ____ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- ____ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- Our desire to improve loss rates has been encouraged and supported by ____.

Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Has great overall performance	15	3.00	80.0	20%	60%		20%
23. ...Produce Quality	15	2.87	80.0	20%	73%		7%
24. ...Overall Performance	15	3.47	100.0		53%		47%
25. Effective in performing his/her job.	15	3.67	100.0		33%		67%
26. Works effectively in the department.	15	3.40	93.3	7%	47%		47%
27. Shown significant improvement in job performance.	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
22. Has great overall performance	3.00	3.00	
23. ...Produce Quality	2.88	2.87	-0.02 ▼
24. ...Overall Performance	3.00	3.47	+0.47 ▲
25. Effective in performing his/her job.	3.76	3.67	-0.10 ▼
26. Works effectively in the department.	3.53	3.40	-0.13 ▼
27. Shown significant improvement in job performance.	3.12	3.33	+0.22 ▲

Comments:

- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.

Collaboration

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Participates in the team's deliberations.	15	3.53	100.0	47%	53%		
29. Views others as valued partners.	15	3.67	100.0	33%	67%		
30. Creates an environment where others feel comfortable sharing knowledge and information.	15	3.33	100.0	67%	33%		
31. Develops networks and builds alliances across departments.	15	3.20	86.7	13%	53%	33%	
32. Respects and utilizes diverse perspectives in addressing challenges.	15	3.40	100.0	60%	40%		
33. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	15	3.20	86.7	13%	53%	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
28. Participates in the team's deliberations.	3.41	3.53	+0.12 ▲
29. Views others as valued partners.	3.59	3.67	+0.08 ▲
30. Creates an environment where others feel comfortable sharing knowledge and information.	3.41	3.33	-0.08 ▼
31. Develops networks and builds alliances across departments.	3.18	3.20	+0.02 ▲
32. Respects and utilizes diverse perspectives in addressing challenges.	3.35	3.40	+0.05 ▲
33. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	3.18	3.20	+0.02 ▲

Comments:

- ___ is a good leader because she gives examples through her own behavior.
- She removes barriers so that we can do our job to the best of our ability.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- 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.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Encourages employees to shift their perspective by asking questions like, "What opportunities could arise from solving this issue?" or "What could you learn from tackling this challenge?"	15	3.27	93.3	7%	60%	33%	
35. Understands the individual differences in each employee including unique working style, stress threshold, and capacity for growth.	15	3.00	80.0	20%	60%	20%	
36. Allocates sufficient time for coaching.	15	3.20	93.3	7%	67%	27%	
37. Meets regularly with employees to coach them on areas that will enhance their performance.	15	3.27	93.3	7%	60%	33%	
38. Coaches employees to achieve high performance.	15	3.27	86.7	13%	47%	40%	
39. Encourages the employee to see things from different perspectives.	15	3.13	86.7	13%	60%	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
34. Encourages employees to shift their perspective by asking questions like, "What opportunities could arise from solving this issue?" or "What could you learn from tackling this challenge?"	2.88	3.27	+0.38 ▲
35. Understands the individual differences in each employee including unique working style, stress threshold, and capacity for growth.	3.18	3.00	-0.18 ▼
36. Allocates sufficient time for coaching.	3.18	3.20	+0.02 ▲
37. Meets regularly with employees to coach them on areas that will enhance their performance.	3.35	3.27	-0.09 ▼
38. Coaches employees to achieve high performance.	3.24	3.27	+0.03 ▲
39. Encourages the employee to see things from different perspectives.	3.59	3.13	-0.45 ▼

Comments:

- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- ___ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- I appreciate her receptiveness and openness and her sense of humor.
- ___ has brought a much needed positive change to [CompanyName].
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- ___ is a great asset to the team. We are grateful to have her.

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Clearly defines work objectives for employees.	15	3.40	93.3	7%	47%	47%	
41. Maintains clarity in goals and objectives.	15	3.33	93.3	7%	53%	40%	
42. Seeks to reduce ambiguity in messaging and documents.	15	3.33	93.3	7%	53%	40%	
43. Adjusts communication methods to the needs of the audience.	15	3.13	86.7	13%	60%	27%	
44. Attends to the important details of a job or task.	15	3.00	86.7	13%	73%	13%	
45. Checks details thoroughly.	15	3.53	100.0		47%	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
40. Clearly defines work objectives for employees.	3.29	3.40	+0.11 ▲
41. Maintains clarity in goals and objectives.	3.29	3.33	+0.04 ▲
42. Seeks to reduce ambiguity in messaging and documents.	3.41	3.33	-0.08 ▼
43. Adjusts communication methods to the needs of the audience.	3.35	3.13	-0.22 ▼
44. Attends to the important details of a job or task.	3.18	3.00	-0.18 ▼
45. Checks details thoroughly.	3.35	3.53	+0.18 ▲

Comments:

- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- I think ___ works really hard to engage with everyone of us.
- ___ has been eager to learn her new position and is transitioning well.

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?

- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- ___ consistently asks how the day is going, if she can help us at all.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.

What do you like best about working with this individual?

- ___ is a great manager and has nothing but the greatest interest for her employees and customers.
- Provide more frequent development feedback.
- ___ has excellent job and people skills.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- ___ has an impressive vision for the company.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.

What do you like least about working with this individual?

- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.

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

- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- I appreciate her dedication to the department employees.
- She provided coaching and support to improve this individual's performance.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.

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

- She is well respected by her peers and it is clear to see why.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- She is very astute, proactive in problem solving, and a great team member.
- Timeliness and accountability of projects.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- ___ is able to problem solve very well.

Any final comments?

- She takes the time to explain to staff the rationale of changes being made.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- 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.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- ___ is very clear about her expectations and I appreciate this.