



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.

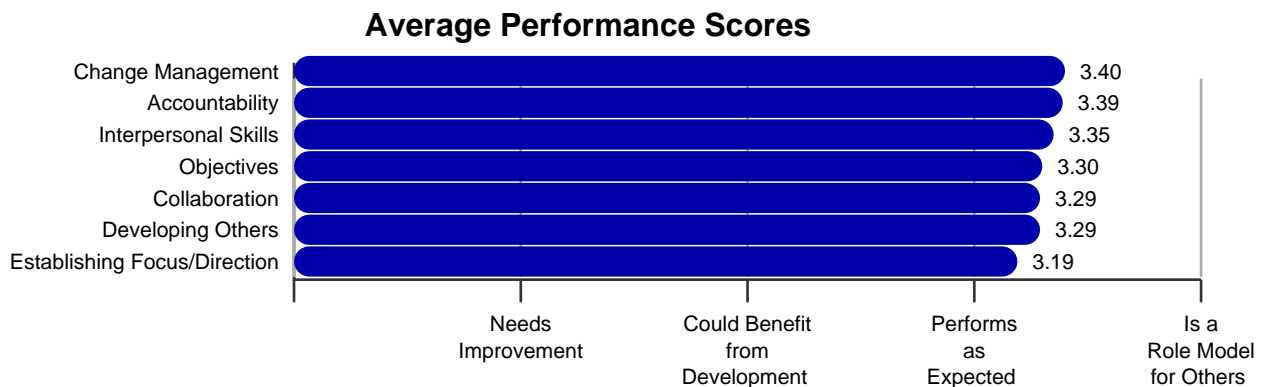
What to Do with Your Feedback

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

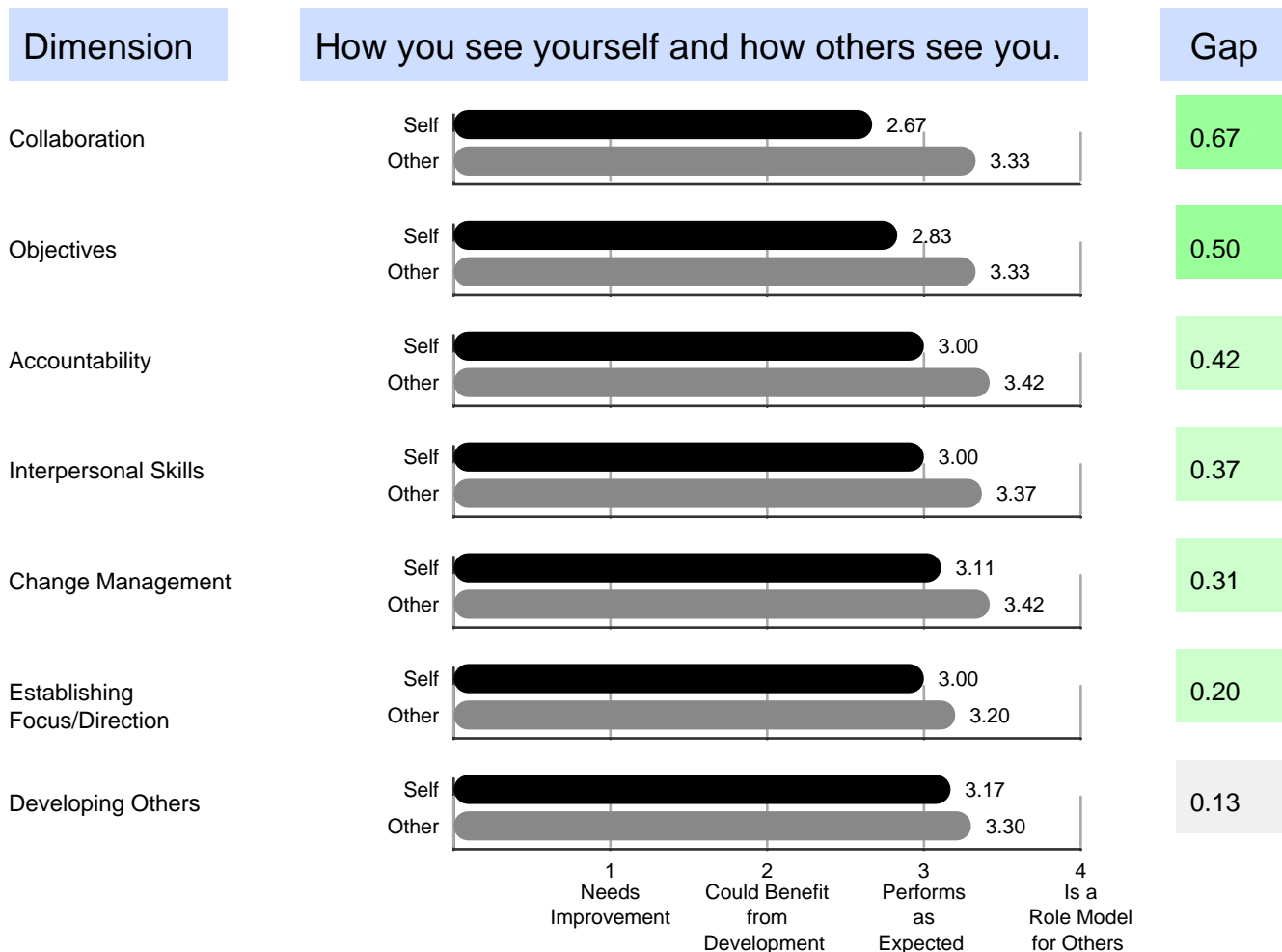
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Change 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
1. Creates a sense of urgency around the need for changes.	15	3.20	93.3	7%	67%		27%
2. Recognizes progress and achievements to reinforce motivation and commitment to the change.	15	3.87	100.0	13%	87%		
3. Generates commitment to the changes through a compelling vision for the future.	15	3.33	93.3	7%	53%		40%
4. Is aware of changes in customer needs/demands.	15	3.60	93.3	7%	27%	67%	
5. Incentivizes changes to have a greater impact.	15	3.33	93.3	7%	53%		40%
6. Monitors the change process.	15	3.20	93.3	7%	60%		33%
7. Encourages managers to embrace the changes.	15	3.20	86.7	13%	53%		33%
8. Leads a cross-functional team with employees from different departments to implement changes.	15	3.40	93.3	7%	47%		47%
9. Adjusts leadership approach to align with evolving circumstances.	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. Creates a sense of urgency around the need for changes.	3.29	3.20	-0.09 ▼
2. Recognizes progress and achievements to reinforce motivation and commitment to the change.	3.65	3.87	+0.22 ▲
3. Generates commitment to the changes through a compelling vision for the future.	3.18	3.33	+0.16 ▲
4. Is aware of changes in customer needs/demands.	3.41	3.60	+0.19 ▲
5. Incentivizes changes to have a greater impact.	3.24	3.33	+0.10 ▲
6. Monitors the change process.	3.24	3.20	-0.04 ▼
7. Encourages managers to embrace the changes.	3.41	3.20	-0.21 ▼
8. Leads a cross-functional team with employees from different departments to implement changes.	3.24	3.40	+0.16 ▲
9. Adjusts leadership approach to align with evolving circumstances.	3.18	3.47	+0.29 ▲

Comments:

- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.
- ____ has a strong work ethic and is consistently working with the mindset that customers come first.
-

___ 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.

- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- ___ has my back and breaks down the barriers when I let her know that need her support.
- She also has always been thankful for any help that I have given her.

Objectives

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. Establishes goals and objectives.	15	3.47	93.3	7%	40%	53%	
11. Effectively organizes resources and plans	15	3.53	100.0		47%	53%	
12. Sets long-term and short-term goals.	15	3.27	100.0		73%	27%	
13. Ability to establish realistic goals.	15	3.33	100.0		67%	33%	
14. Assures [Company] principles are understood, employed & pursued.	15	3.13	86.7	13%	60%	27%	
15. Able to organize work.	15	3.07	80.0	20%	53%	27%	

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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
10. Establishes goals and objectives.	3.35	3.47	+0.11 ▲
11. Effectively organizes resources and plans	3.47	3.53	+0.06 ▲
12. Sets long-term and short-term goals.	3.47	3.27	-0.20 ▼
13. Ability to establish realistic goals.	3.35	3.33	-0.02 ▼
14. Assures [Company] principles are understood, employed & pursued.	3.18	3.13	-0.04 ▼
15. Able to organize work.	3.00	3.07	+0.07 ▲

Comments:

- She desires to do great work.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- ___ exceeds in above in all she does.

Interpersonal Skills

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. Demonstrates compassion and understanding of others.	15	3.40	93.3	7%	47%	47%	
17. Effectively manages conflicts by dealing with them directly and immediately	15	3.27	93.3	7%	60%	33%	
18. Willing to overlook personal differences and focus on completing the task at hand.	14	3.00	92.9	7%	79%	14%	
19. Maintains a high degree of honesty and integrity.	15	3.47	100.0		53%	47%	
20. Shows appreciation for other's work.	15	3.40	93.3	7%	47%	47%	
21. Honest about owning up to mistakes made.	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. Demonstrates compassion and understanding of others.	3.65	3.40	-0.25 ▼
17. Effectively manages conflicts by dealing with them directly and immediately	3.47	3.27	-0.20 ▼
18. Willing to overlook personal differences and focus on completing the task at hand.	3.12	3.00	-0.12 ▼
19. Maintains a high degree of honesty and integrity.	3.59	3.47	-0.12 ▼
20. Shows appreciation for other's work.	3.29	3.40	+0.11 ▲
21. Honest about owning up to mistakes made.	3.35	3.53	+0.18 ▲

Comments:

- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- I love how she is always open to approach with any questions I have, no matter the hour.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- ___ helped to keep us positively focus in the right direction, while keeping us well informed.
- I feel ___ always has the customer's best interest at heart.
- I think she is an asset to the department.

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
22. Encourages trust among committee members.	15	3.00	80.0	20%	60%		20%
23. Values others in decision making.	15	2.87	80.0	20%	73%		7%
24. Uses group decision making.	15	3.47	100.0		53%		47%
25. Ensures that all members are aligned and motivated, contributing to a cohesive and productive team dynamic.	15	3.67	100.0		33%		67%
26. Actively engages with team members to foster a cooperative environment.	15	3.40	93.3	7%	47%		47%
27. Respects individual differences that contribute to solving problems.	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. Encourages trust among committee members.	3.00	3.00	
23. Values others in decision making.	2.88	2.87	-0.02 ▼
24. Uses group decision making.	3.00	3.47	+0.47 ▲
25. Ensures that all members are aligned and motivated, contributing to a cohesive and productive team dynamic.	3.76	3.67	-0.10 ▼
26. Actively engages with team members to foster a cooperative environment.	3.53	3.40	-0.13 ▼
27. Respects individual differences that contribute to solving problems.	3.12	3.33	+0.22 ▲

Comments:

- ___ has good knowledge and awareness of the strengths and talents within the organization.
- ___ 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.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.

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 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. Reviews performance to determine areas for improvement.	15	3.53	100.0	47%	53%		
29. Ensures that employee objectives are aligned with the organization's objectives.	15	3.67	100.0	33%	67%		
30. Works to achieve established goals.	15	3.33	100.0	67%	33%		
31. Takes ownership of problems to find the best solutions.	15	3.20	86.7	13%	53%	33%	
32. Commits to leading the initiatives to solving critical issues.	15	3.40	100.0	60%	40%		
33. Exhibits a sense of ownership of the process.	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. Reviews performance to determine areas for improvement.	3.41	3.53	+0.12 ▲
29. Ensures that employee objectives are aligned with the organization's objectives.	3.59	3.67	+0.08 ▲
30. Works to achieve established goals.	3.41	3.33	-0.08 ▼
31. Takes ownership of problems to find the best solutions.	3.18	3.20	+0.02 ▲
32. Commits to leading the initiatives to solving critical issues.	3.35	3.40	+0.05 ▲
33. Exhibits a sense of ownership of the process.	3.18	3.20	+0.02 ▲

Comments:

- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- I look forward to learning and improving with her and the other members in the division.
- ___ has done tremendous work this past year in the Finance team.
- I am impressed with her commitment to task and job knowledge.

Establishing Focus/Direction

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. Provides strong direction to new employees and recent transfers.	15	3.27	93.3	7%	60%	33%	
35. Outlines specific behaviors and outcomes that constitute success in the role.	15	3.00	80.0	20%	60%	20%	
36. Expands employee focus from day-to-day tasks to more strategic goals.	15	3.20	93.3	7%	67%	27%	
37. Articulates the goals, expected outcomes, and how the goal contributes to the broader vision of the organization.	15	3.27	93.3	7%	60%	33%	
38. Refines objectives to better align with the team's strengths or organizational needs based on feedback from team members.	15	3.27	86.7	13%	47%	40%	
39. Develops contingency plans to proactively address potential risks.	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. Provides strong direction to new employees and recent transfers.	2.88	3.27	+0.38 ▲
35. Outlines specific behaviors and outcomes that constitute success in the role.	3.18	3.00	-0.18 ▼
36. Expands employee focus from day-to-day tasks to more strategic goals.	3.18	3.20	+0.02 ▲
37. Articulates the goals, expected outcomes, and how the goal contributes to the broader vision of the organization.	3.35	3.27	-0.09 ▼
38. Refines objectives to better align with the team's strengths or organizational needs based on feedback from team members.	3.24	3.27	+0.03 ▲
39. Develops contingency plans to proactively address potential risks.	3.59	3.13	-0.45 ▼

Comments:

- Her communication techniques are clear and to the point which is very much appreciated.
- ___ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- I think ___ works really hard to engage with everyone of us.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.
- Having had minimal interaction with ___'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.

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 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. Is open to receiving feedback.	15	3.40	93.3	7%	47%	47%	
41. Sets performance objectives for subordinates that encourages development opportunities.	15	3.33	93.3	7%	53%	40%	
42. Encourages employees through recognition of positive changes in behavior.	15	3.33	93.3	7%	53%	40%	
43. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.13	86.7	13%	60%	27%	
44. Tries to ensure employees are ready to move to the next level.	15	3.00	86.7	13%	73%	13%	
45. Assesses employees' developmental needs.	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. Is open to receiving feedback.	3.29	3.40	+0.11 ▲
41. Sets performance objectives for subordinates that encourages development opportunities.	3.29	3.33	+0.04 ▲
42. Encourages employees through recognition of positive changes in behavior.	3.41	3.33	-0.08 ▼
43. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.35	3.13	-0.22 ▼
44. Tries to ensure employees are ready to move to the next level.	3.18	3.00	-0.18 ▼
45. Assesses employees' developmental needs.	3.35	3.53	+0.18 ▲

Comments:

- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- I strongly believe the potential she 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 her abilities.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.

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?

- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- She is truly dedicated to doing a good job, by helping us do a good job.

What do you like best about working with this individual?

- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- Does excellent job, always.

What do you like least about working with this individual?

- She has always encouraged others and provided tools for the employee to do so.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- She has consistently been a strong advocate for me and my team.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- Having a routine for schedule and coming to office more frequently
- She is such a model for leaders throughout our organization.

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

- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- She is showing more comfort in providing and receiving critical feedback.

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

- Having very minimum one-on-one discussion.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- ___ is a hands on leader in our program.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.

Any final comments?

- ___ 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.
- She is a natural and perfect fit for the CFO position.
- Does above and beyond work consistently
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- 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 done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.