



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

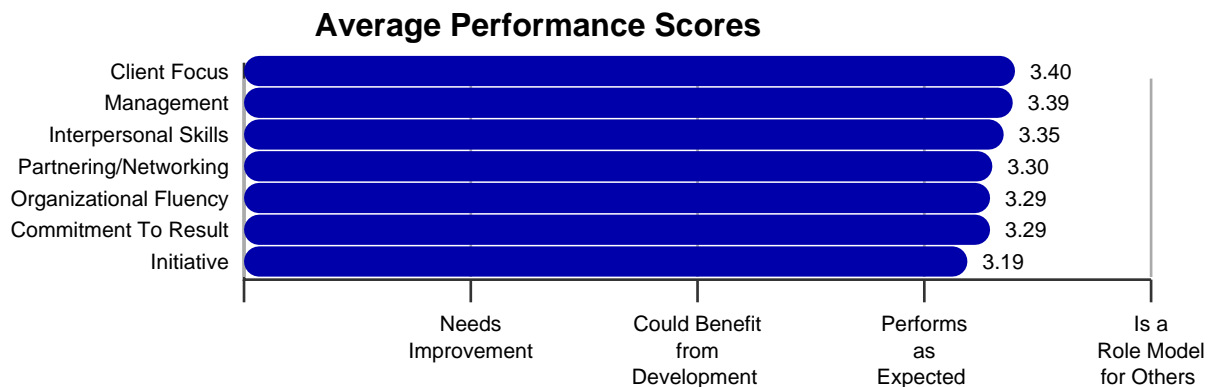
## What to Do with Your Feedback

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

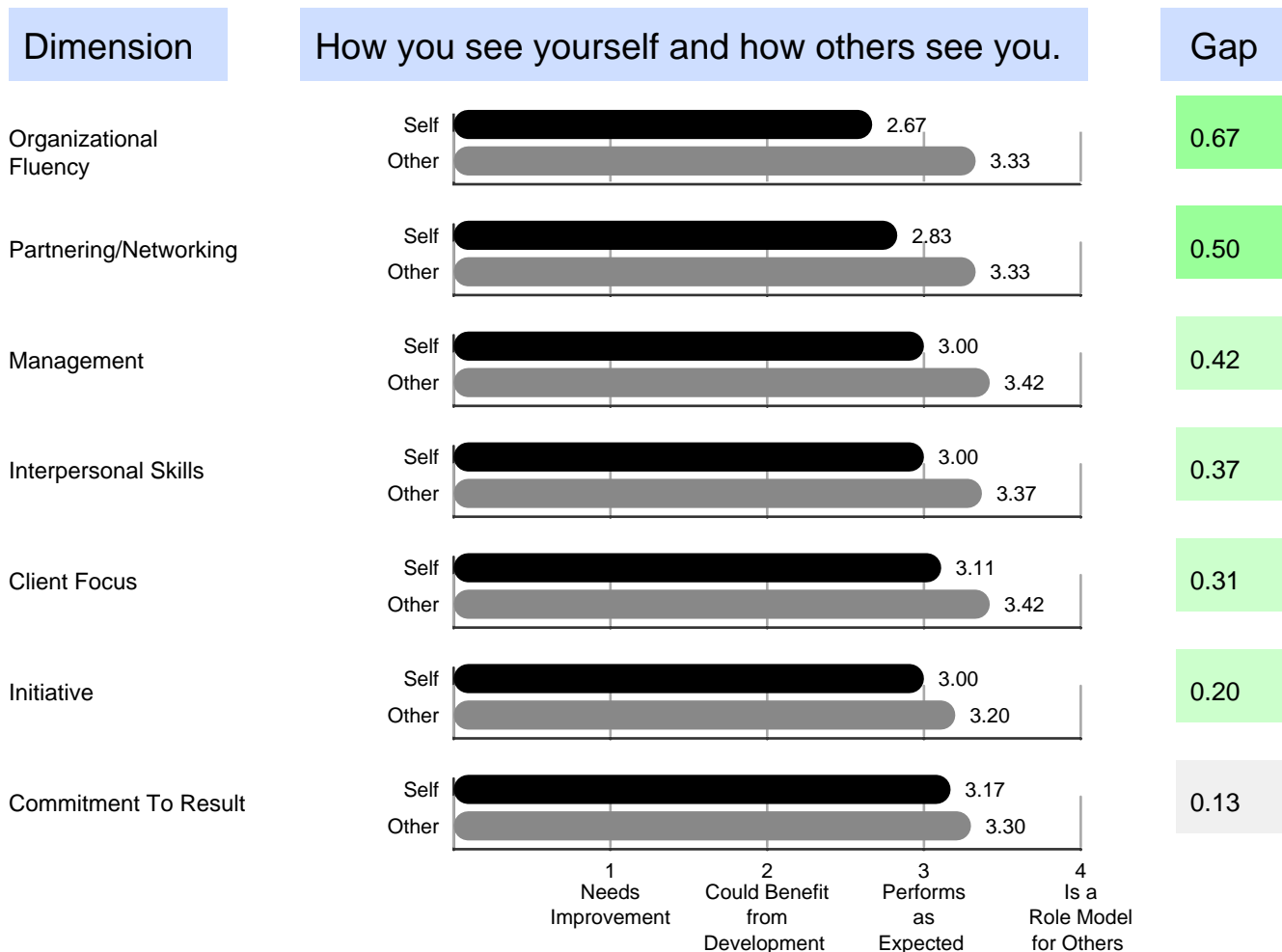
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



## Client 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 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. Makes sure client needs are understood by the team members.	15	3.20	93.3	7%	67%		27%
2. Builds trust with the client.	15	3.87	100.0	13%	87%		
3. Anticipates problems that the client may encounter.	15	3.33	93.3	7%	53%		40%
4. Is consistent in services provided to clients.	15	3.60	93.3	7%	27%	67%	
5. Is aware of expectations from clients.	15	3.33	93.3	7%	53%		40%
6. Provides a responsive service that meets the needs of clients.	15	3.20	93.3	7%	60%		33%
7. Is aware of the client's needs.	15	3.20	86.7	13%	53%		33%
8. Ensures clients are comfortable with the services provided.	15	3.40	93.3	7%	47%		47%
9. Fosters an environment that supports strong client focus.	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. Makes sure client needs are understood by the team members.	3.29	3.20	-0.09 ▼
2. Builds trust with the client.	3.65	3.87	+0.22 ▲
3. Anticipates problems that the client may encounter.	3.18	3.33	+0.16 ▲
4. Is consistent in services provided to clients.	3.41	3.60	+0.19 ▲
5. Is aware of expectations from clients.	3.24	3.33	+0.10 ▲
6. Provides a responsive service that meets the needs of clients.	3.24	3.20	-0.04 ▼
7. Is aware of the client's needs.	3.41	3.20	-0.21 ▼
8. Ensures clients are comfortable with the services provided.	3.24	3.40	+0.16 ▲
9. Fosters an environment that supports strong client focus.	3.18	3.47	+0.29 ▲

#### Comments:

- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- She has always encouraged others and provided tools for the employee to do so.
- Although I have only reported to \_\_\_ for a couple of months, the quality of my work life" has improved greatly.
- She is open to new ideas and ways to improve the service we provide.

- \_\_\_ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.

## 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 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. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	3.47	93.3	7%	40%	53%	
11. Seeks to reduce institutional roadblocks to information sharing.	15	3.53	100.0		47%	53%	
12. Participates in conflict resolution to find mutually beneficial solutions.	15	3.27	100.0		73%	27%	
13. Creates value within the Company by building networks.	15	3.33	100.0		67%	33%	
14. Actively prevents conflicts by identifying issues early and resolving them promptly.	15	3.13	86.7	13%	60%	27%	
15. Creates joint initiatives or projects that serve the common interests of all parties.	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
10. Forges mutually beneficial relationships between individuals with diverse backgrounds.	3.35	3.47	+0.11 ▲
11. Seeks to reduce institutional roadblocks to information sharing.	3.47	3.53	+0.06 ▲
12. Participates in conflict resolution to find mutually beneficial solutions.	3.47	3.27	-0.20 ▼
13. Creates value within the Company by building networks.	3.35	3.33	-0.02 ▼
14. Actively prevents conflicts by identifying issues early and resolving them promptly.	3.18	3.13	-0.04 ▼
15. Creates joint initiatives or projects that serve the common interests of all parties.	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_ has high expectations of herself and her employees. She does an excellent job of managing the department.
- \_\_\_ 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.
- We are very blessed to have \_\_\_ for our manager! Best one we've EVER had. We appreciate her very much.
- \_\_\_ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- \_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- She is quick to remind others, when needed why we are really here.

## 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. Is transparent and honest in communications, intentions, and actions.	15	3.40	93.3	7%	47%	47%	
17. Sees values in the diversity of individuals on the team.	15	3.27	93.3	7%	60%	33%	
18. Demonstrates a high degree of ethics and integrity in the workplace.	14	3.00	92.9	7%	79%	14%	
19. Demonstrates good communication with colleagues and customers.	15	3.47	100.0		53%	47%	
20. Applies appropriate communication techniques to the situation.	15	3.40	93.3	7%	47%	47%	
21. Demonstrates positive behaviors for others to follow.	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. Is transparent and honest in communications, intentions, and actions.	3.65	3.40	-0.25 ▼
17. Sees values in the diversity of individuals on the team.	3.47	3.27	-0.20 ▼
18. Demonstrates a high degree of ethics and integrity in the workplace.	3.12	3.00	-0.12 ▼
19. Demonstrates good communication with colleagues and customers.	3.59	3.47	-0.12 ▼
20. Applies appropriate communication techniques to the situation.	3.29	3.40	+0.11 ▲
21. Demonstrates positive behaviors for others to follow.	3.35	3.53	+0.18 ▲

### Comments:

- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- You can always count on \_\_\_ to respond to emails and telephone calls and follow through with commitments.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- Is reliable and keeps the team focused on the delivery of outcomes.

# Organizational Fluency

## 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. Understands the current organizational culture.	15	3.00	80.0	20%	60%		20%
23. Able to deal with sensitive issues with tact and professionalism.	15	2.87	80.0	20%	73%		7%
24. Effective in communicating with others within the organization.	15	3.47	100.0		53%		47%
25. Adept at navigating within the culture of the department.	15	3.67	100.0		33%		67%
26. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.40	93.3	7%	47%		47%
27. Able to explain departmental policies and procedures to others.	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. Understands the current organizational culture.	3.00	3.00	
23. Able to deal with sensitive issues with tact and professionalism.	2.88	2.87	-0.02 ▼
24. Effective in communicating with others within the organization.	3.00	3.47	+0.47 ▲
25. Adept at navigating within the culture of the department.	3.76	3.67	-0.10 ▼
26. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.53	3.40	-0.13 ▼
27. Able to explain departmental policies and procedures to others.	3.12	3.33	+0.22 ▲

### Comments:

- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- Take charge without being pushed to do so.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.
- She is, quite simply, the best boss I've ever had.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- At times I feel that \_\_\_ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.

## 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
28. Aligns phase requirements with team capabilities and organizational goals.	15	3.53	100.0	47%	53%		
29. Identifies key strategic factors, risks, and opportunities that impact the organization.	15	3.67	100.0	33%	67%		
30. Reviews outputs to confirm they meet defined quality benchmarks before final delivery.	15	3.33	100.0	67%	33%		
31. Develops a coordinated implementation plan that sequences key elements of the resource allocation strategy.	15	3.20	86.7	13%	53%	33%	
32. Determines essential inputs and conditions for each stage of the project.	15	3.40	100.0	60%	40%		
33. Connects individual responsibilities to broader organizational objectives.	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. Aligns phase requirements with team capabilities and organizational goals.	3.41	3.53	+0.12 ▲
29. Identifies key strategic factors, risks, and opportunities that impact the organization.	3.59	3.67	+0.08 ▲
30. Reviews outputs to confirm they meet defined quality benchmarks before final delivery.	3.41	3.33	-0.08 ▼
31. Develops a coordinated implementation plan that sequences key elements of the resource allocation strategy.	3.18	3.20	+0.02 ▲
32. Determines essential inputs and conditions for each stage of the project.	3.35	3.40	+0.05 ▲
33. Connects individual responsibilities to broader organizational objectives.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- I've only had the pleasure of working with \_\_\_ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- For reliability, I think \_\_\_ has so much on her plate that she is sometimes seen by staff as unreliable.

## Initiative

### 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. Transforms opportunity into actions.	15	3.27	93.3	7%	60%	33%	
35. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	15	3.00	80.0	20%	60%	20%	
36. Actively works on problems instead of just thinking about them.	15	3.20	93.3	7%	67%	27%	
37. Takes action to implement new changes in the policies and procedures.	15	3.27	93.3	7%	60%	33%	
38. Proactively identifies and removes barriers that inhibit progress without waiting for direction.	15	3.27	86.7	13%	47%	40%	
39. Will continue to work on a problem even in the face of obstacles.	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. Transforms opportunity into actions.	2.88	3.27	+0.38 ▲
35. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	3.18	3.00	-0.18 ▼
36. Actively works on problems instead of just thinking about them.	3.18	3.20	+0.02 ▲
37. Takes action to implement new changes in the policies and procedures.	3.35	3.27	-0.09 ▼
38. Proactively identifies and removes barriers that inhibit progress without waiting for direction.	3.24	3.27	+0.03 ▲
39. Will continue to work on a problem even in the face of obstacles.	3.59	3.13	-0.45 ▼

#### Comments:

- She could benefit from understanding about how to create resolution and clarity.
- \_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.
- By applying vision, strategy and activation in her day to day decisions she aspires us to be the best leaders we can be.
- Great to have you on the team!
- \_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.

## Commitment To Result

### 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. Coordinates all department activities into a cohesive team effort.	15	3.40	93.3	7%	47%	47%	
41. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.33	93.3	7%	53%	40%	
42. Maintains persistence and dedication to achieving results.	15	3.33	93.3	7%	53%	40%	
43. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.13	86.7	13%	60%	27%	
44. Able to focus on a task even when working alone.	15	3.00	86.7	13%	73%	13%	
45. Committed to the team.	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. Coordinates all department activities into a cohesive team effort.	3.29	3.40	+0.11 ▲
41. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.29	3.33	+0.04 ▲
42. Maintains persistence and dedication to achieving results.	3.41	3.33	-0.08 ▼
43. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.35	3.13	-0.22 ▼
44. Able to focus on a task even when working alone.	3.18	3.00	-0.18 ▼
45. Committed to the team.	3.35	3.53	+0.18 ▲

### Comments:

- When \_\_\_ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- Manager routinely demonstrates all of the above characteristics, as marked
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- For reliability, I think \_\_\_ has so much on her plate that she is sometimes seen by staff as unreliable.
- \_\_\_ is organized and thorough.
- \_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_ without her bringing them before the team for discussion.

## 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 often involves her team in decision making and to determine how to achieve outcomes.
- As a leader, I can clearly see that \_\_\_ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- \_\_\_ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- \_\_\_ does a great job investigating an issue thinking it through before she takes action.
- Is viewed by many as a strong organizational resource.
- \_\_\_ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.

### What do you like best about working with this individual?

- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- \_\_\_ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- \_\_\_ is collaborative in everything she does and inspires a collaborative approach in others.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- \_\_\_ is the right man for the job...there have been a couple of instances in which I feel that \_\_\_ has had tendency to lose staff or participants in her communication. To her merit, \_\_\_ will stop the conversation and clarify expectations or needs prior to moving forward.

### What do you like least about working with this individual?

- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- \_\_\_ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- \_\_\_ has a good perspective on the organization as a whole.
- \_\_\_ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- There have been many changes in management over the last 5 years. I can truly say that \_\_\_ is an exceptional manager. Our dept has made some truly good changes under \_\_\_.
- She is determined to find the answer to any problem or obstacle in her way.

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

- Provide and solicit more frequent feedback.
- I think \_\_\_ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- \_\_\_ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- \_\_\_ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- You can always count on \_\_\_ to respond to emails and telephone calls and follow through with commitments.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.

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

- Her quality of work is good.
- \_\_\_ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- \_\_\_ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- Willingness to pitch in, desire to grow, and a great attitude.
- She is trustworthy, dependable, positive attitude, and team focused.

### Any final comments?

- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- We have made improvements in our documentation and have decreased duplicate reporting.
- 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.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- She is very responsive when asked for input or her assistance is requested.
- "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.