



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.

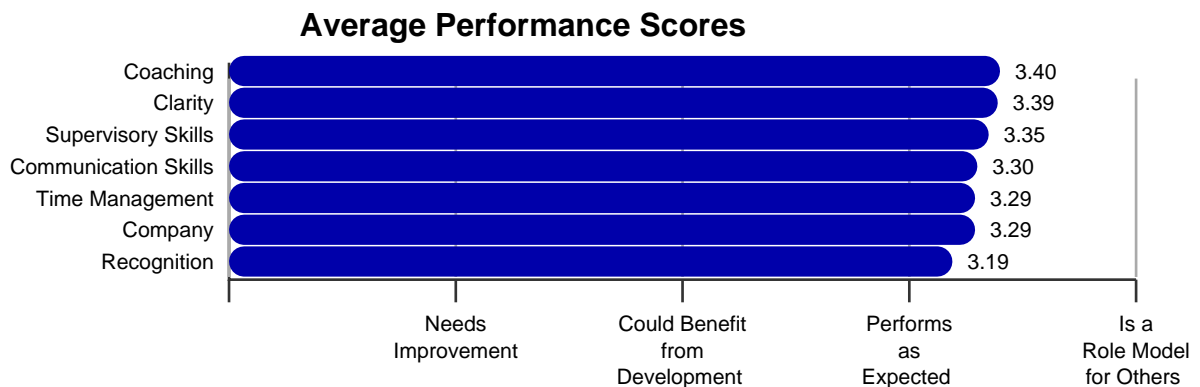
What to Do with Your Feedback

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

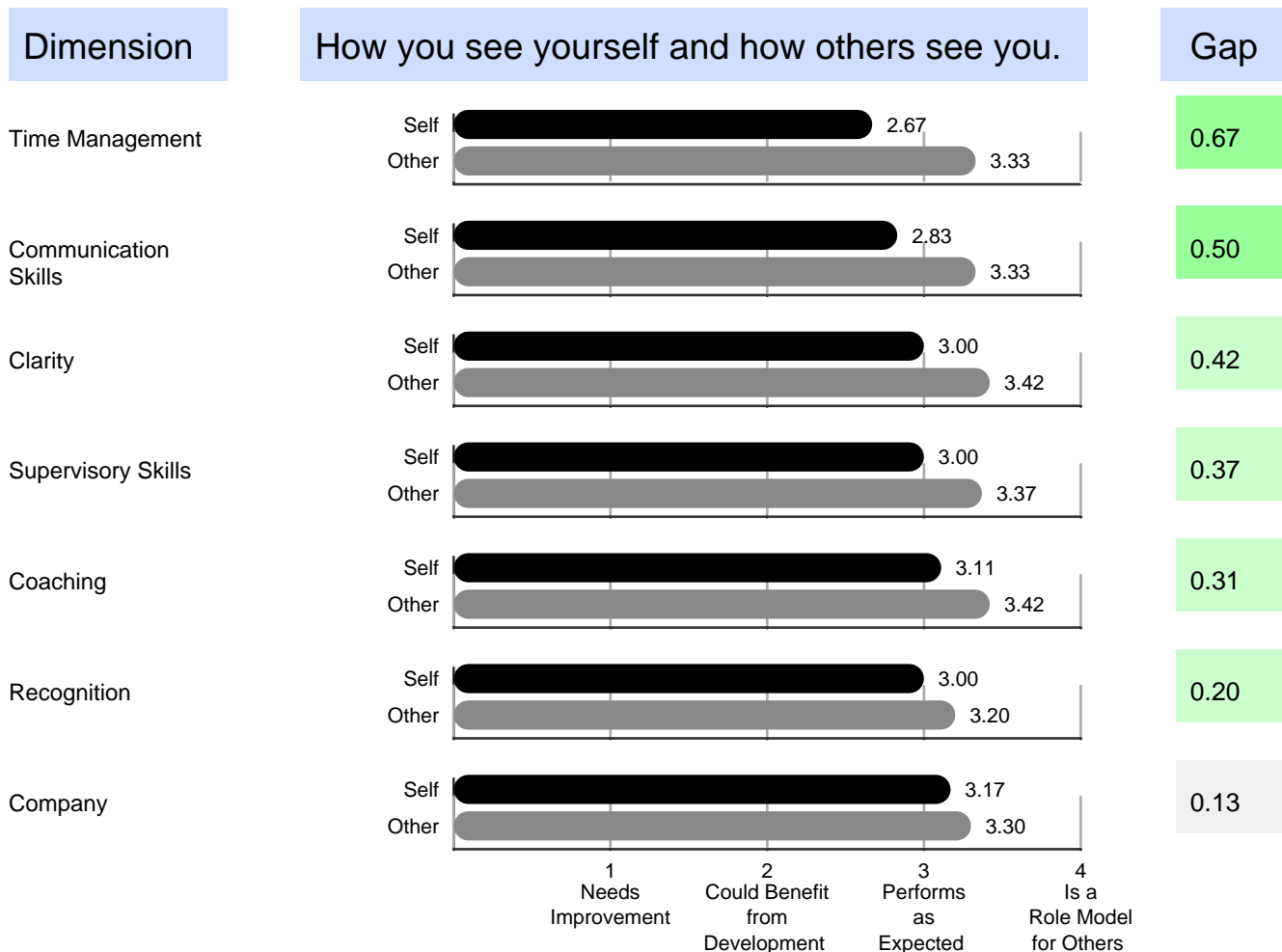
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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
1. Helps others to understand the responsibilities and expectations of working for ____.	15	3.20	93.3	7%	67%		27%
2. Provides challenges that go beyond perceived limitations	15	3.87	100.0	13%	87%		
3. Asks questions to better understand the employees knowledge and assumptions.	15	3.33	93.3	7%	53%		40%
4. Always focuses on helping the employee move forward.	15	3.60	93.3	7%	27%	67%	
5. Helps the employee to understand factors impacting the job.	15	3.33	93.3	7%	53%		40%
6. Understands the issues that the employee may be experiencing at work.	15	3.20	93.3	7%	60%		33%
7. Knows the capabilities and motivations of the individuals in the work group.	15	3.20	86.7	13%	53%		33%
8. Uses positive reinforcements to help employees see coaching as an opportunity rather than an obligation.	15	3.40	93.3	7%	47%		47%
9. Creates an environment of trust by investing time with the employee and in building rapport before engaging in deeper coaching discussions.	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. Helps others to understand the responsibilities and expectations of working for ____.	3.29	3.20	-0.09 ▼
2. Provides challenges that go beyond perceived limitations	3.65	3.87	+0.22 ▲
3. Asks questions to better understand the employees knowledge and assumptions.	3.18	3.33	+0.16 ▲
4. Always focuses on helping the employee move forward.	3.41	3.60	+0.19 ▲
5. Helps the employee to understand factors impacting the job.	3.24	3.33	+0.10 ▲
6. Understands the issues that the employee may be experiencing at work.	3.24	3.20	-0.04 ▼
7. Knows the capabilities and motivations of the individuals in the work group.	3.41	3.20	-0.21 ▼
8. Uses positive reinforcements to help employees see coaching as an opportunity rather than an obligation.	3.24	3.40	+0.16 ▲
9. Creates an environment of trust by investing time with the employee and in building rapport before engaging in deeper coaching discussions.	3.18	3.47	+0.29 ▲

Comments:

- She uses the strengths of everyone around her to get the best solutions possible.

- She is, quite simply, the best boss I've ever had.
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- ___ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.

Communication 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
10. Marks their status as "available" to signal they are open for communication.	15	3.47	93.3	7%	40%	53%	
11. Accurately attends to/understands ideas which are exchanged.	15	3.53	100.0		47%	53%	
12. Confidently interacts with all tiers of the organization.	15	3.27	100.0		73%	27%	
13. Understands the preferences of the intended audience.	15	3.33	100.0		67%	33%	
14. Delivers messages with personal energy, enthusiasm, and conviction.	15	3.13	86.7	13%	60%	27%	
15. Understands and adjusts delivery of communications to maximize impact.	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. Marks their status as "available" to signal they are open for communication.	3.35	3.47	+0.11 ▲
11. Accurately attends to/understands ideas which are exchanged.	3.47	3.53	+0.06 ▲
12. Confidently interacts with all tiers of the organization.	3.47	3.27	-0.20 ▼
13. Understands the preferences of the intended audience.	3.35	3.33	-0.02 ▼
14. Delivers messages with personal energy, enthusiasm, and conviction.	3.18	3.13	-0.04 ▼
15. Understands and adjusts delivery of communications to maximize impact.	3.00	3.07	+0.07 ▲

Comments:

- She desires to do great work.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- 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.

Supervisory 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. Completes assessments in a timely manner.	15	3.40	93.3	7%	47%	47%	
17. Holds employees accountable for work assignments.	15	3.27	93.3	7%	60%		33%
18. Communicates the goals and expectations for the team.	14	3.00	92.9	7%	79%		14%
19. Is able to manage emotions during difficult times.	15	3.47	100.0		53%		47%
20. Conducts regular progress meetings to ensure adherence to the schedule.	15	3.40	93.3	7%	47%		47%
21. Motivates and inspires high performance by team members.	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. Completes assessments in a timely manner.	3.65	3.40	-0.25 ▼
17. Holds employees accountable for work assignments.	3.47	3.27	-0.20 ▼
18. Communicates the goals and expectations for the team.	3.12	3.00	-0.12 ▼
19. Is able to manage emotions during difficult times.	3.59	3.47	-0.12 ▼
20. Conducts regular progress meetings to ensure adherence to the schedule.	3.29	3.40	+0.11 ▲
21. Motivates and inspires high performance by team members.	3.35	3.53	+0.18 ▲

Comments:

- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- She quickly addresses any challenges that may arise.
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- ___ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.

Time 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
22. Keeps and maintains a To-Do list.	15	3.00	80.0	20%	60%	20%	
23. Confronts significant problems directly to reduce their impact on the schedule.	15	2.87	80.0	20%	73%	7%	
24. Determines which tasks need to be completed urgently.	15	3.47	100.0		53%	47%	
25. Able to keep to the project schedule.	15	3.67	100.0		33%	67%	
26. Usually works with a sense of urgency.	15	3.40	93.3	7%	47%	47%	
27. Initially focuses on high priority items.	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. Keeps and maintains a To-Do list.	3.00	3.00	
23. Confronts significant problems directly to reduce their impact on the schedule.	2.88	2.87	-0.02 ▼
24. Determines which tasks need to be completed urgently.	3.00	3.47	+0.47 ▲
25. Able to keep to the project schedule.	3.76	3.67	-0.10 ▼
26. Usually works with a sense of urgency.	3.53	3.40	-0.13 ▼
27. Initially focuses on high priority items.	3.12	3.33	+0.22 ▲

Comments:

- ___ does a great job of keeping the lines of communication and this is appreciated.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- Take charge without feeling like you need approval.
- It's been a pleasure to work for her.
- Great to have you on the team!

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
28. Provides a clear vision for the future.	15	3.53	100.0	47%	53%		
29. Maintains clarity in goals and objectives.	15	3.67	100.0	33%	67%		
30. Clearly defines work objectives for employees.	15	3.33	100.0	67%	33%		
31. Is clear about the roles and duties of team members.	15	3.20	86.7	13%	53%	33%	
32. Communicates with clarity and efficiency.	15	3.40	100.0	60%	40%		
33. Clearly explains responsibilities to individuals.	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. Provides a clear vision for the future.	3.41	3.53	+0.12 ▲
29. Maintains clarity in goals and objectives.	3.59	3.67	+0.08 ▲
30. Clearly defines work objectives for employees.	3.41	3.33	-0.08 ▼
31. Is clear about the roles and duties of team members.	3.18	3.20	+0.02 ▲
32. Communicates with clarity and efficiency.	3.35	3.40	+0.05 ▲
33. Clearly explains responsibilities to individuals.	3.18	3.20	+0.02 ▲

Comments:

- She is quick to remind others, when needed why we are really here.
- Collaboration and dissemination of information and projects is something ___ does well.
- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.

Recognition

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. Makes sure there are adequate budget resources to support monetary rewards.	15	3.27	93.3	7%	60%	33%	
35. Creates an "Innovator of the Month" award to promote and recognize innovative activities by employees.	15	3.00	80.0	20%	60%	20%	
36. Uses recognition to guide employees to better work standards.	15	3.20	93.3	7%	67%	27%	
37. Expresses appreciation in informal settings.	15	3.27	93.3	7%	60%	33%	
38. Recognizes employees immediately when they go above and beyond the expected level of performance.	15	3.27	86.7	13%	47%	40%	
39. Ensures that all employees feel valued, respected, and appreciated for their contributions.	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. Makes sure there are adequate budget resources to support monetary rewards.	2.88	3.27	+0.38 ▲
35. Creates an "Innovator of the Month" award to promote and recognize innovative activities by employees.	3.18	3.00	-0.18 ▼
36. Uses recognition to guide employees to better work standards.	3.18	3.20	+0.02 ▲
37. Expresses appreciation in informal settings.	3.35	3.27	-0.09 ▼
38. Recognizes employees immediately when they go above and beyond the expected level of performance.	3.24	3.27	+0.03 ▲
39. Ensures that all employees feel valued, respected, and appreciated for their contributions.	3.59	3.13	-0.45 ▼

Comments:

- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- ___ is a wonderful person to work for.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- ___ does a great job investigating an issue thinking it through before she takes action.
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.

Company

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. Makes sure employees have a sense of belonging and purpose in the organization.	15	3.40	93.3	7%	47%	47%	
41. Does the right thing, even when no one is watching.	15	3.33	93.3	7%	53%	40%	
42. Offers leadership that inspires bold thinking and long-term impact.	15	3.33	93.3	7%	53%	40%	
43. Builds a team that can scale with the business.	15	3.13	86.7	13%	60%	27%	
44. Encourages adapting and experimentation to deal with new issues facing the company.	15	3.00	86.7	13%	73%	13%	
45. Ensures transparency in performance evaluations, promotions, and compensation decisions.	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. Makes sure employees have a sense of belonging and purpose in the organization.	3.29	3.40	+0.11 ▲
41. Does the right thing, even when no one is watching.	3.29	3.33	+0.04 ▲
42. Offers leadership that inspires bold thinking and long-term impact.	3.41	3.33	-0.08 ▼
43. Builds a team that can scale with the business.	3.35	3.13	-0.22 ▼
44. Encourages adapting and experimentation to deal with new issues facing the company.	3.18	3.00	-0.18 ▼
45. Ensures transparency in performance evaluations, promotions, and compensation decisions.	3.35	3.53	+0.18 ▲

Comments:

- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- ___ has nothing but [CompanyName]'s best interest at heart.
- She is open to new ideas and ways to improve the service we provide.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- She is an excellent teammate, great attitude, effort, and energy.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- When dealing with HR issues my HR business partner is always involved.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.

What do you like best about working with this individual?

- ___ 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.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- Shows curiosity.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.

What do you like least about working with this individual?

- ___ has improved with her follow-up assignments from meetings.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- Very knowledgeable and always steps up if help is needed.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- As a new manager she is progressing very well.

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

- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- ___ has a calm and professional style.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- Has a "go getter" attitude!
- ___ exceeds in above in all she does.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.

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

- You could check for clarity in expectations more frequently.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- ___ is a great leader and is committed to her role here at [CompanyName]!
- Works hard to build a team environment.

Any final comments?

- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- ___ meets and exceeds all of these leadership roles.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- 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.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.