



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.

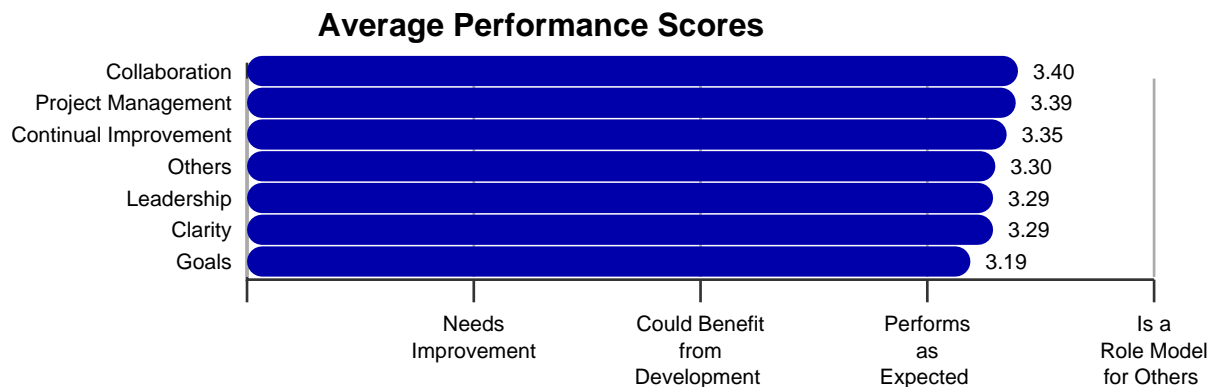
What to Do with Your Feedback

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.



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
1. Open to feedback and willing to share insights to foster a collaborative work environment where everyone feels empowered to contribute.	15	3.20	93.3	7%	67%		27%
2. Effectively uses digital tools do you use to improve collaboration in the department.	15	3.87	100.0	13%	87%		
3. Integrates digital tools to streamline the collaborative processes of Research and Development.	15	3.33	93.3	7%	53%		40%
4. Creates an environment of open and transparent communication.	15	3.60	93.3	7%	27%	67%	
5. Shares insights, innovations, and resources to enhance efficiency.	15	3.33	93.3	7%	53%		40%
6. Creates an environment that encourages information sharing.	15	3.20	93.3	7%	60%		33%
7. Collaborates to manage interpersonal disputes with a positive approach.	15	3.20	86.7	13%	53%		33%
8. Encourages team members to offer opinions and ideas.	15	3.40	93.3	7%	47%		47%
9. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	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. Open to feedback and willing to share insights to foster a collaborative work environment where everyone feels empowered to contribute.	3.29	3.20	-0.09 ▼
2. Effectively uses digital tools do you use to improve collaboration in the department.	3.65	3.87	+0.22 ▲
3. Integrates digital tools to streamline the collaborative processes of Research and Development.	3.18	3.33	+0.16 ▲
4. Creates an environment of open and transparent communication.	3.41	3.60	+0.19 ▲
5. Shares insights, innovations, and resources to enhance efficiency.	3.24	3.33	+0.10 ▲
6. Creates an environment that encourages information sharing.	3.24	3.20	-0.04 ▼
7. Collaborates to manage interpersonal disputes with a positive approach.	3.41	3.20	-0.21 ▼
8. Encourages team members to offer opinions and ideas.	3.24	3.40	+0.16 ▲
9. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	3.18	3.47	+0.29 ▲

Comments:

- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- She can always be counted on to do what she commits to.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- ___ is the best employee the department has employed.

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
10. Helpful	15	3.47	93.3	7%	40%	53%	
11. Consistently demonstrates ability and willingness to trust others.	15	3.53	100.0		47%	53%	
12. Able to see issues from others' perspectives.	15	3.27	100.0		73%	27%	
13. Respects the opinions of other employees.	15	3.33	100.0		67%	33%	
14. Includes others in the decision making processes.	15	3.13	86.7	13%	60%	27%	
15. Constructively receives criticism and suggestions from others.	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. Helpful	3.35	3.47	+0.11 ▲
11. Consistently demonstrates ability and willingness to trust others.	3.47	3.53	+0.06 ▲
12. Able to see issues from others' perspectives.	3.47	3.27	-0.20 ▼
13. Respects the opinions of other employees.	3.35	3.33	-0.02 ▼
14. Includes others in the decision making processes.	3.18	3.13	-0.04 ▼
15. Constructively receives criticism and suggestions from others.	3.00	3.07	+0.07 ▲

Comments:

- She is such a positive person and always willing to pitch in where help is needed.
- ___ meets and exceeds all of these leadership roles.
- Take charge without being pushed to do so.
- ___ has also come down to help our department when we have been very busy and needed help.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- 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.

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
16. Looks for ways to improve work processes and procedures.	15	3.40	93.3	7%	47%	47%	
17. Fosters a culture of open communication and continuous improvement.	15	3.27	93.3	7%	60%	33%	
18. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	14	3.00	92.9	7%	79%	14%	
19. Looks for ways to expand and learn new job skills.	15	3.47	100.0		53%	47%	
20. Promotes training and development opportunities to enhance job performance.	15	3.40	93.3	7%	47%	47%	
21. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	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. Looks for ways to improve work processes and procedures.	3.65	3.40	-0.25 ▼
17. Fosters a culture of open communication and continuous improvement.	3.47	3.27	-0.20 ▼
18. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.12	3.00	-0.12 ▼
19. Looks for ways to expand and learn new job skills.	3.59	3.47	-0.12 ▼
20. Promotes training and development opportunities to enhance job performance.	3.29	3.40	+0.11 ▲
21. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.35	3.53	+0.18 ▲

Comments:

- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- ___ 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.
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- She has been and is a mentor for me.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.

Leadership

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. Able to lead the organization.	15	3.00	80.0	20%	60%		20%
23. Maintains an agenda of important tasks to complete each day.	15	2.87	80.0	20%	73%		7%
24. Avoids getting involved in office politics.	15	3.47	100.0		53%	47%	
25. Encourages others to question certain procedures which they may not understand and to communicate what they need.	15	3.67	100.0		33%	67%	
26. Promotes a culture where everyone is expected to raise the bar for the group.	15	3.40	93.3	7%	47%	47%	
27. Leverages credibility and expertise to influence decisions and outcomes.	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. Able to lead the organization.	3.00	3.00	
23. Maintains an agenda of important tasks to complete each day.	2.88	2.87	-0.02 ▼
24. Avoids getting involved in office politics.	3.00	3.47	+0.47 ▲
25. Encourages others to question certain procedures which they may not understand and to communicate what they need.	3.76	3.67	-0.10 ▼
26. Promotes a culture where everyone is expected to raise the bar for the group.	3.53	3.40	-0.13 ▼
27. Leverages credibility and expertise to influence decisions and outcomes.	3.12	3.33	+0.22 ▲

Comments:

- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- 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.
- 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 eager to learn and eager to share knowledge.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.

Project 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. Schedules project phases and tasks to facilitate successful completion of the project.	15	3.53	100.0	47%	53%		
29. Defines the project scope, goals, and resources.	15	3.67	100.0	33%	67%		
30. Outlines the key objectives for the project.	15	3.33	100.0	67%	33%		
31. Decides what metrics should be used as milestones for the project.	15	3.20	86.7	13%	53%	33%	
32. Presents clear and accurate status information to required constituents.	15	3.40	100.0	60%	40%		
33. Adds the necessary time buffers to avoid the project getting behind schedule.	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. Schedules project phases and tasks to facilitate successful completion of the project.	3.41	3.53	+0.12 ▲
29. Defines the project scope, goals, and resources.	3.59	3.67	+0.08 ▲
30. Outlines the key objectives for the project.	3.41	3.33	-0.08 ▼
31. Decides what metrics should be used as milestones for the project.	3.18	3.20	+0.02 ▲
32. Presents clear and accurate status information to required constituents.	3.35	3.40	+0.05 ▲
33. Adds the necessary time buffers to avoid the project getting behind schedule.	3.18	3.20	+0.02 ▲

Comments:

- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department and was a valuable member.
- Could benefit from increasing awareness on how much influence they have on the department.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- ___ 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].
- I really enjoy her mentorship.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.

Goals

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. Is aware of the criteria used to evaluate performance relative to goals.	15	3.27	93.3	7%	60%	33%	
35. Systematically follows a structured plan so that progress is consistently monitored and adjustments are made as necessary.	15	3.00	80.0	20%	60%	20%	
36. Defines goals to reduce operational costs and measures attainment by comparing current to previous expenses.	15	3.20	93.3	7%	67%	27%	
37. Demonstrates a steadfast commitment to supporting the achievement of assigned goals.	15	3.27	93.3	7%	60%	33%	
38. Maintains focus and avoids disruptions to achieve goals.	15	3.27	86.7	13%	47%	40%	
39. Creates goals are aligned with the broader vision and mission of the organization.	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. Is aware of the criteria used to evaluate performance relative to goals.	2.88	3.27	+0.38 ▲
35. Systematically follows a structured plan so that progress is consistently monitored and adjustments are made as necessary.	3.18	3.00	-0.18 ▼
36. Defines goals to reduce operational costs and measures attainment by comparing current to previous expenses.	3.18	3.20	+0.02 ▲
37. Demonstrates a steadfast commitment to supporting the achievement of assigned goals.	3.35	3.27	-0.09 ▼
38. Maintains focus and avoids disruptions to achieve goals.	3.24	3.27	+0.03 ▲
39. Creates goals are aligned with the broader vision and mission of the organization.	3.59	3.13	-0.45 ▼

Comments:

- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- 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.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- ___ is a great leader and is committed to her role here at [CompanyName]!

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. Makes sure employees understand why they were given certain assignments.	15	3.40	93.3	7%	47%	47%	
41. Clarifies problems and their causes to help employees correct them.	15	3.33	93.3	7%	53%	40%	
42. Writes clear job descriptions for positions in the organization.	15	3.33	93.3	7%	53%	40%	
43. Seeks to reduce ambiguity in messaging and documents.	15	3.13	86.7	13%	60%	27%	
44. Clearly explains the vision and goals of the company.	15	3.00	86.7	13%	73%	13%	
45. Communicates with clarity and efficiency.	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 understand why they were given certain assignments.	3.29	3.40	+0.11 ▲
41. Clarifies problems and their causes to help employees correct them.	3.29	3.33	+0.04 ▲
42. Writes clear job descriptions for positions in the organization.	3.41	3.33	-0.08 ▼
43. Seeks to reduce ambiguity in messaging and documents.	3.35	3.13	-0.22 ▼
44. Clearly explains the vision and goals of the company.	3.18	3.00	-0.18 ▼
45. Communicates with clarity and efficiency.	3.35	3.53	+0.18 ▲

Comments:

- ___ 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.
- ___ is a strong leader and passionate about her customers, staff and safety.
- 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.
- ___ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- She is a great teammate!
- She is an exceptionally effective communicator which enables her visions to be more easily carried out.

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 fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.

What do you like best about working with this individual?

- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- She is always available to listen, lend a hand, or guide the staff when needed.
- Good Team Player! Good decision making skills. A hard worker.
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.

What do you like least about working with this individual?

- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- I think 16 & 17 relate in the sense that I believe ___ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.

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

- She has the desire and effort to get it right and continuously improve self and culture.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- She encourages teammates more as a peer than a coach.
- ___ is a hands on leader in our program.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- ___ promotes and encourages teambuilding throughout the entire department.

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

- She has a very engaging style which generates trust and respect.
- She communicates well to all staff and we know what is expected of us.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- I appreciate ___'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- ___ is an excellent manager.

Any final comments?

- ___ has good knowledge and awareness of the strengths and talents within the organization.
- I have never known ___ to not hire for talent.
- Please know that stress can occasionally slow down progress.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.