



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.

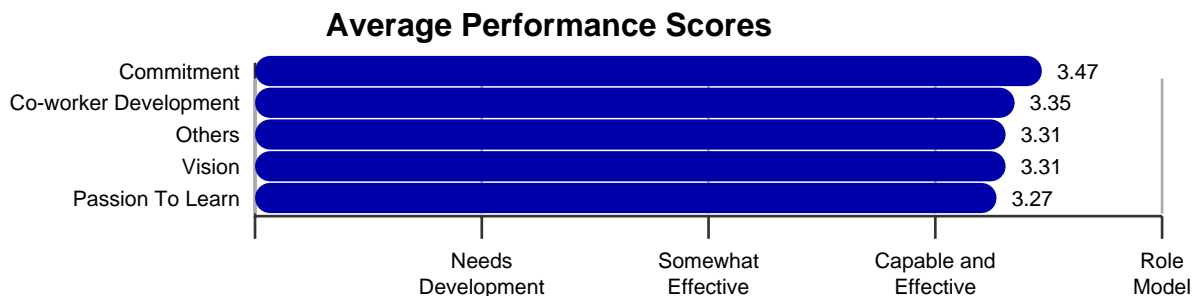
What to Do with Your Feedback

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

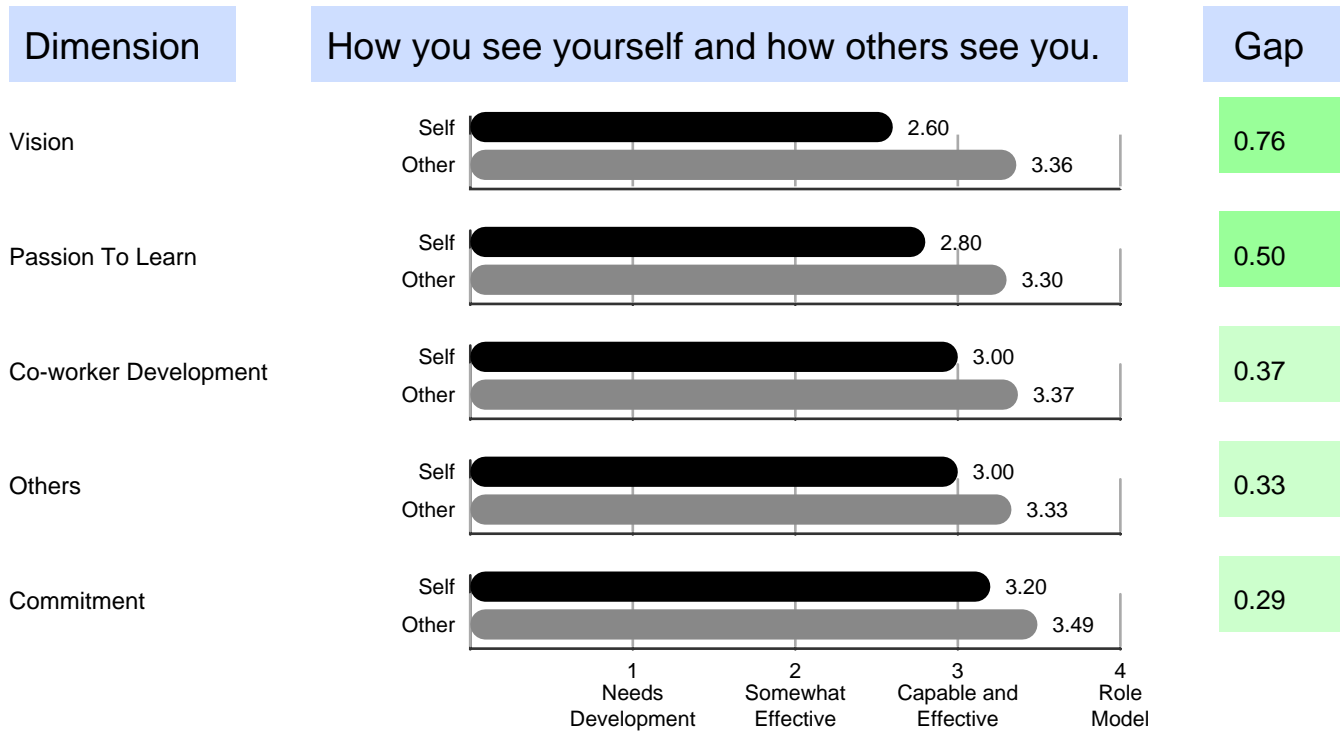
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 5 major dimensions of leadership.

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.



Commitment

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Holds self and others accountable for staying focused on agreed deliverables.	15	3.20	93.3	7%	67%		27%
2. Exhibits commitment by challenging excuses and rationalizations, keeping the focus on responsibility and results.	15	3.87	100.0	13%	87%		
3. Prioritizes organizational values and aligns personal effort with the mission, even when it requires sacrifice.	15	3.33	93.3	7%	53%		40%
4. Empowers employees with resources and training, enabling them to commit to meet objectives.	15	3.60	93.3	7%	27%	67%	
5. Encourages alignment between individual effort and organizational priorities.	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
1. Holds self and others accountable for staying focused on agreed deliverables.	3.29	3.20	-0.09 ▼
2. Exhibits commitment by challenging excuses and rationalizations, keeping the focus on responsibility and results.	3.65	3.87	+0.22 ▲
3. Prioritizes organizational values and aligns personal effort with the mission, even when it requires sacrifice.	3.18	3.33	+0.16 ▲
4. Empowers employees with resources and training, enabling them to commit to meet objectives.	3.41	3.60	+0.19 ▲
5. Encourages alignment between individual effort and organizational priorities.	3.24	3.33	+0.10 ▲

Comments:

- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- ___ is highly professional in her everyday work.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.

Co-worker Development

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.20	93.3	7%	60%	33%	
7. Gives others development opportunities through project assignments and increased job responsibilities	15	3.20	86.7	13%	53%	33%	
8. Works to identify root causes of performance problems	15	3.40	93.3	7%	47%	47%	
9. Takes immediate action on poor performance	15	3.47	93.3	7%	40%	53%	
10. Provides ongoing feedback to co-workers on their development progress	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
6. Sets and clearly communicates expectations, performance goals, and measurements to others	3.24	3.20	-0.04 ▼
7. Gives others development opportunities through project assignments and increased job responsibilities	3.41	3.20	-0.21 ▼
8. Works to identify root causes of performance problems	3.24	3.40	+0.16 ▲
9. Takes immediate action on poor performance	3.18	3.47	+0.29 ▲
10. Provides ongoing feedback to co-workers on their development progress	3.35	3.47	+0.11 ▲

Comments:

- Employees were not encouraged to do anything besides come to work.
- 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 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.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- She strives to be an effective and available leader.

Passion To Learn

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Exhibits willingness to upgrade skills through additional training and education.	15	3.53	100.0	47%		53%	
12. Takes initiative for own learning and development.	15	3.27	100.0		73%		27%
13. Stays up-to-date on emerging technologies.	15	3.33	100.0		67%		33%
14. Will participate in training classes even if offered outside of normal working hours.	15	3.13	86.7	13%	60%		27%
15. Is open minded and curious about learning new skills.	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
11. Exhibits willingness to upgrade skills through additional training and education.	3.47	3.53	+0.06 ▲
12. Takes initiative for own learning and development.	3.47	3.27	-0.20 ▼
13. Stays up-to-date on emerging technologies.	3.35	3.33	-0.02 ▼
14. Will participate in training classes even if offered outside of normal working hours.	3.18	3.13	-0.04 ▼
15. Is open minded and curious about learning new skills.	3.00	3.07	+0.07 ▲

Comments:

- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ____, your the best.
- She often involves her team in decision making and to determine how to achieve outcomes.
- ____ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- Take charge without feeling like you need approval.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Works across boundaries within the organization.	15	3.40	93.3	7%	47%	47%	
17. Forms working relationships with employees from other departments.	15	3.27	93.3	7%	60%	33%	
18. Treats others with respect and dignity.	14	3.00	92.9	7%	79%	14%	
19. Consistently demonstrates ability and willingness to trust others.	15	3.47	100.0		53%	47%	
20. Is able to see issues from others' perspectives.	15	3.40	93.3	7%	47%	47%	

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. Works across boundaries within the organization.	3.65	3.40	-0.25 ▼
17. Forms working relationships with employees from other departments.	3.47	3.27	-0.20 ▼
18. Treats others with respect and dignity.	3.12	3.00	-0.12 ▼
19. Consistently demonstrates ability and willingness to trust others.	3.59	3.47	-0.12 ▼
20. Is able to see issues from others' perspectives.	3.29	3.40	+0.11 ▲

Comments:

- She's a very hard worker and always helping out when needed.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- She does not settle- but will continue a search until the right fit is found.
- ___ 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.
- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- I enjoy working with ___. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows ___ to give a whole new perspective on a subject.

Vision

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Recognizes and rewards behaviors that are consistent with the company's vision.	15	3.53	100.0	47%	53%		
22. Ensures that messaging about the vision remains clear, stable, and free from contradiction.	15	3.00	80.0	20%	60%	20%	
23. Encourages employees to embrace the departmental vision.	15	2.87	80.0	20%	73%	7%	
24. Influences the attitudes and behaviors of subordinates to match the department's vision.	15	3.47	100.0	53%	47%		
25. Concentrates employees' tasks on essential parts of the vision.	15	3.67	100.0	33%	67%		

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
21. Recognizes and rewards behaviors that are consistent with the company's vision.	3.35	3.53	+0.18 ▲
22. Ensures that messaging about the vision remains clear, stable, and free from contradiction.	3.00	3.00	
23. Encourages employees to embrace the departmental vision.	2.88	2.87	-0.02 ▼
24. Influences the attitudes and behaviors of subordinates to match the department's vision.	3.00	3.47	+0.47 ▲
25. Concentrates employees' tasks on essential parts of the vision.	3.76	3.67	-0.10 ▼

Comments:

- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- More opportunities to share knowledge with the team.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- She is a charismatic leader. Really the best!!

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 encouraging to other leaders and offers feedback as appropriate. Great to work with.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- I appreciate ___'s willingness to share her knowledge with our team.
- ___ does a great job at demonstrating the value of her team to the organization.
- She makes me feel like an important and valued team member.
- ___ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.

What do you like best about working with this individual?

- I appreciate that as a new manager to this department ___ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- 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.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___ is so attentive to the needs of our department and to the needs of individuals.

What do you like least about working with this individual?

- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- She also has always been thankful for any help that I have given her.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.

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

- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- Detail oriented
- She quickly addresses any challenges that may arise.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- I appreciate her dedication to the department employees.
- She consistently conducts herself with professionalism and represents our unit well.

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

- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- Is always available to assist with issues, all scopes business or personal.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.

- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- ___ has a clear process for hiring which has aided her in building an amazing team.

Any final comments?

- There is room for improvement in all these elements.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- ___ is a strong advocate for both the customer and staff.
- 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.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.