



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.

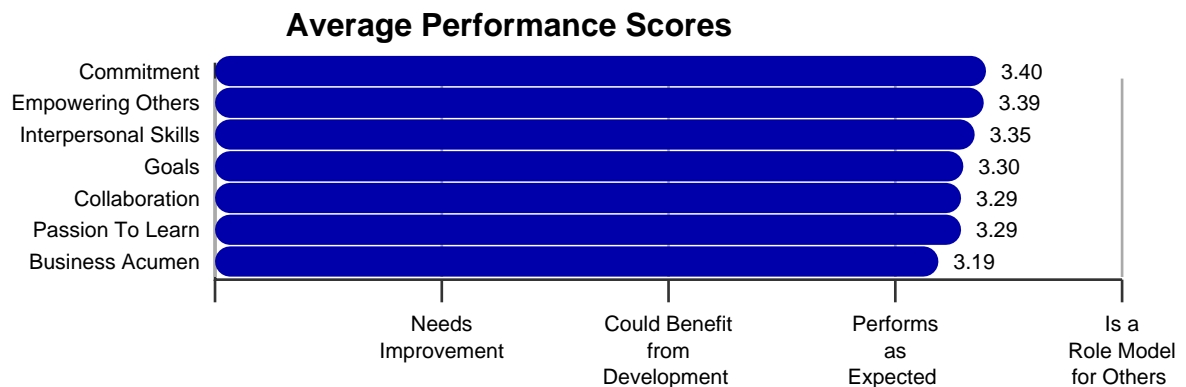
## What to Do with Your Feedback

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.



## 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 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. Demonstrates transparency and accountability, persisting in commitments until results are achieved.	15	3.20	93.3	7%	67%		27%
2. Models commitment through visible actions, inspiring employees to mirror dedication to goals.	15	3.87	100.0	13%	87%		
3. Elevates customer experiences by cultivating employee expertise and loyalty to organizational goals.	15	3.33	93.3	7%	53%		40%
4. Committed to the team.	15	3.60	93.3	7%	27%	67%	
5. Encourages alignment of personal aspirations with organizational priorities, reinforcing shared commitment.	15	3.33	93.3	7%	53%		40%
6. Engaged in decision-making, inspiring commitment to the process of achieving goals.	15	3.20	93.3	7%	60%		33%
7. Holds self and others accountable for staying focused on agreed deliverables.	15	3.20	86.7	13%	53%		33%
8. Focuses efforts on the most impactful commitments rather than scattering energy.	15	3.40	93.3	7%	47%		47%
9. Instills shared values, fostering commitment and purposeful effort toward collective success.	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. Demonstrates transparency and accountability, persisting in commitments until results are achieved.	3.29	3.20	-0.09 ▼
2. Models commitment through visible actions, inspiring employees to mirror dedication to goals.	3.65	3.87	+0.22 ▲
3. Elevates customer experiences by cultivating employee expertise and loyalty to organizational goals.	3.18	3.33	+0.16 ▲
4. Committed to the team.	3.41	3.60	+0.19 ▲
5. Encourages alignment of personal aspirations with organizational priorities, reinforcing shared commitment.	3.24	3.33	+0.10 ▲
6. Engaged in decision-making, inspiring commitment to the process of achieving goals.	3.24	3.20	-0.04 ▼
7. Holds self and others accountable for staying focused on agreed deliverables.	3.41	3.20	-0.21 ▼
8. Focuses efforts on the most impactful commitments rather than scattering energy.	3.24	3.40	+0.16 ▲
9. Instills shared values, fostering commitment and purposeful effort toward collective success.	3.18	3.47	+0.29 ▲

Comments:

- I appreciate her style and support.
- I am having a hard time evaluating the last four. \_\_\_ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- She is continually looking for ways to improve our service to our customers.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- \_\_\_ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- \_\_\_ is a strong leader and passionate about her customers, staff and safety.

## 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
10. Has developed strong organizational and time management skills allowing for the completion of a variety of goals.	15	3.47	93.3	7%	40%	53%	
11. Keeps the momentum going working toward goals.	15	3.53	100.0		47%	53%	
12. Adheres to established schedules and timelines to effectively achieve goals.	15	3.27	100.0		73%	27%	
13. Creates clear goals that allow for better prioritization, resource allocation, and tracking of progress.	15	3.33	100.0		67%	33%	
14. Sets clear objectives and maintains focus on the end results.	15	3.13	86.7	13%	60%	27%	
15. Defines clear and specific goals.	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. Has developed strong organizational and time management skills allowing for the completion of a variety of goals.	3.35	3.47	+0.11 ▲
11. Keeps the momentum going working toward goals.	3.47	3.53	+0.06 ▲
12. Adheres to established schedules and timelines to effectively achieve goals.	3.47	3.27	-0.20 ▼
13. Creates clear goals that allow for better prioritization, resource allocation, and tracking of progress.	3.35	3.33	-0.02 ▼
14. Sets clear objectives and maintains focus on the end results.	3.18	3.13	-0.04 ▼
15. Defines clear and specific goals.	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- I have observed \_\_\_ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. \_\_\_ does take action when there are employees who do not fit with the organization mission and values.
- She is well respected by her peers and it is clear to see why.
- 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!
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.

## Interpersonal Skills

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Demonstrates compassion and understanding of others.	15	3.40	93.3	7%	47%	47%	
17. Understands the core issues of conversations.	15	3.27	93.3	7%	60%		33%
18. Is a role model for others demonstrating the importance of interpersonal skills.	14	3.00	92.9	7%	79%		14%
19. Maintains a high degree of honesty and integrity.	15	3.47	100.0		53%		47%
20. Demonstrates willingness to work with others.	15	3.40	93.3	7%	47%		47%
21. Demonstrates good communication with colleagues and customers.	15	3.53	100.0		47%		53%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
16. Demonstrates compassion and understanding of others.	3.65	3.40	-0.25 ▼
17. Understands the core issues of conversations.	3.47	3.27	-0.20 ▼
18. Is a role model for others demonstrating the importance of interpersonal skills.	3.12	3.00	-0.12 ▼
19. Maintains a high degree of honesty and integrity.	3.59	3.47	-0.12 ▼
20. Demonstrates willingness to work with others.	3.29	3.40	+0.11 ▲
21. Demonstrates good communication with colleagues and customers.	3.35	3.53	+0.18 ▲

### Comments:

- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- \_\_\_ has been very supportive of me and the Institute.
- I have also had the pleasure of partnering with \_\_\_ in our Core Competency leader learning. \_\_\_ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- The few problems we have experienced during these changes is a reflection of \_\_\_'s leadership.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- A great addition to the team.

## Collaboration

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Listens to the ideas and suggestions from others.	15	3.00	80.0	20%	60%		20%
23. Effectively uses technology to facilitate collaborative efforts in building process and policy documents.	15	2.87	80.0	20%	73%		7%
24. Builds a culture of trust and mutual respect where team members are encouraged to value each other's contributions.	15	3.47	100.0		53%	47%	
25. Actively seeks opportunities to work with colleagues to address and resolve challenges.	15	3.67	100.0		33%	67%	
26. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	15	3.40	93.3	7%	47%	47%	
27. Creates a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	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. Listens to the ideas and suggestions from others.	3.00	3.00	
23. Effectively uses technology to facilitate collaborative efforts in building process and policy documents.	2.88	2.87	-0.02 ▼
24. Builds a culture of trust and mutual respect where team members are encouraged to value each other's contributions.	3.00	3.47	+0.47 ▲
25. Actively seeks opportunities to work with colleagues to address and resolve challenges.	3.76	3.67	-0.10 ▼
26. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	3.53	3.40	-0.13 ▼
27. Creates a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	3.12	3.33	+0.22 ▲

### Comments:

- \_\_\_ offers support to her managers in a style that is engaging, consistent, and motivating.
- 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.
- \_\_\_ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- \_\_\_ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for \_\_\_ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
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I feel as though I have a shared decision making relationship with \_\_\_\_ which makes me feel valued. She supports me and values my opinion.

## Empowering 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
28. Listens to the ideas employees have for solving issues.	15	3.53	100.0	47%	53%		
29. Encourages employees to take the initiative when responding to an issue.	15	3.67	100.0	33%	67%		
30. Allows the team to take responsibility for the project.	15	3.33	100.0	67%	33%		
31. Supports the decisions of others even if those decisions may sometimes lead to mistakes.	15	3.20	86.7	13%	53%	33%	
32. Offers opportunities for employees to lead initiatives aligned with their career aspirations.	15	3.40	100.0	60%	40%		
33. Gives employees the authority to act on their own.	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. Listens to the ideas employees have for solving issues.	3.41	3.53	+0.12 ▲
29. Encourages employees to take the initiative when responding to an issue.	3.59	3.67	+0.08 ▲
30. Allows the team to take responsibility for the project.	3.41	3.33	-0.08 ▼
31. Supports the decisions of others even if those decisions may sometimes lead to mistakes.	3.18	3.20	+0.02 ▲
32. Offers opportunities for employees to lead initiatives aligned with their career aspirations.	3.35	3.40	+0.05 ▲
33. Gives employees the authority to act on their own.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- \_\_\_ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about \_\_\_ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- She is becoming more comfortable to deliver critical feedback.
- I admire \_\_\_ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- \_\_\_ listens to employees ideas and concerns and address the issues right away.
- She could help teammates by becoming more proficient in some areas.

## Business Acumen

### 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. Facilitates others in the development and implementation of changes to business operations.	15	3.27	93.3	7%	60%	33%	
35. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	15	3.00	80.0	20%	60%	20%	
36. Engages in strategic alliances with valued partners.	15	3.20	93.3	7%	67%	27%	
37. Has a good understanding of liabilities and assets.	15	3.27	93.3	7%	60%	33%	
38. Implements long-term strategic solutions to critical problems.	15	3.27	86.7	13%	47%	40%	
39. Assists others in understanding business changes.	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. Facilitates others in the development and implementation of changes to business operations.	2.88	3.27	+0.38 ▲
35. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	3.18	3.00	-0.18 ▼
36. Engages in strategic alliances with valued partners.	3.18	3.20	+0.02 ▲
37. Has a good understanding of liabilities and assets.	3.35	3.27	-0.09 ▼
38. Implements long-term strategic solutions to critical problems.	3.24	3.27	+0.03 ▲
39. Assists others in understanding business changes.	3.59	3.13	-0.45 ▼

#### Comments:

- I was excited to come on board under \_\_\_'s leadership when she hired me, and I began working here in March of this year.
- She clearly assigns our responsibilities by our individual strengths.
- \_\_\_ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- \_\_\_ 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.
- Participates in training to learn Core Competency processes.
- I have found \_\_\_ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.

## 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 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. Constantly enhances product knowledge through experimentation and play.	15	3.40	93.3	7%	47%	47%	
41. Is open to feedback from others.	15	3.33	93.3	7%	53%	40%	
42. Holds self and associates accountable for goal achievement.	15	3.33	93.3	7%	53%	40%	
43. Enjoys learning new skills and techniques.	15	3.13	86.7	13%	60%	27%	
44. Is open minded and curious about learning new skills.	15	3.00	86.7	13%	73%	13%	
45. Takes initiative for own learning and development.	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. Constantly enhances product knowledge through experimentation and play.	3.29	3.40	+0.11 ▲
41. Is open to feedback from others.	3.29	3.33	+0.04 ▲
42. Holds self and associates accountable for goal achievement.	3.41	3.33	-0.08 ▼
43. Enjoys learning new skills and techniques.	3.35	3.13	-0.22 ▼
44. Is open minded and curious about learning new skills.	3.18	3.00	-0.18 ▼
45. Takes initiative for own learning and development.	3.35	3.53	+0.18 ▲

### Comments:

- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- \_\_\_ leads by example in each of the areas noted above.
- I appreciate her receptiveness and openness and her sense of humor.
- We have a very strong team in finance. There has been significant turnover but the efforts \_\_\_ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- I can give concrete examples of how \_\_\_ actually exceeds -all- of the other elements of this performance review.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.

## 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?

- Thoroughness, accuracy, professionalism.
- \_\_\_ works with a very diverse group and treats everyone the same while respecting that diversity.
- \_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- I appreciate that \_\_\_ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- She lets us develop our own style and inspires us to do our best.

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

- Over the past year I've noticed that \_\_\_ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- I work with \_\_\_ regularly and see her interactions with other leaders frequently.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- \_\_\_ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. \_\_\_ also helps her team recognize areas of improvement and works to improve those areas as well.
- \_\_\_ is professional, collaborative. . . a great team member.
- She make sure the team effort not only succeed on paper.

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

- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- I have found \_\_\_ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. \_\_\_ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- \_\_\_ is very good at reading people which enables her to respond quickly and appropriately.
- \_\_\_'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- \_\_\_ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.

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

- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- We are striving to meet best practice standards.
- She is showing more comfort in providing and receiving critical feedback.

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

- \_\_\_ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- \_\_\_ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- \_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- \_\_\_ has been very supportive of me and the Institute.
- \_\_\_ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- \_\_\_ continually is analyzing our current states and identifying areas that we can improve.

### Any final comments?

- I appreciate \_\_\_'s willingness to share her knowledge with our team.
- I love how she is always open to approach with any questions I have, no matter the hour.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- Whenever I go to \_\_\_ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- \_\_\_ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- She strives to raise the bar everyday to improve our processes to best serve our customers.