



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

December 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.

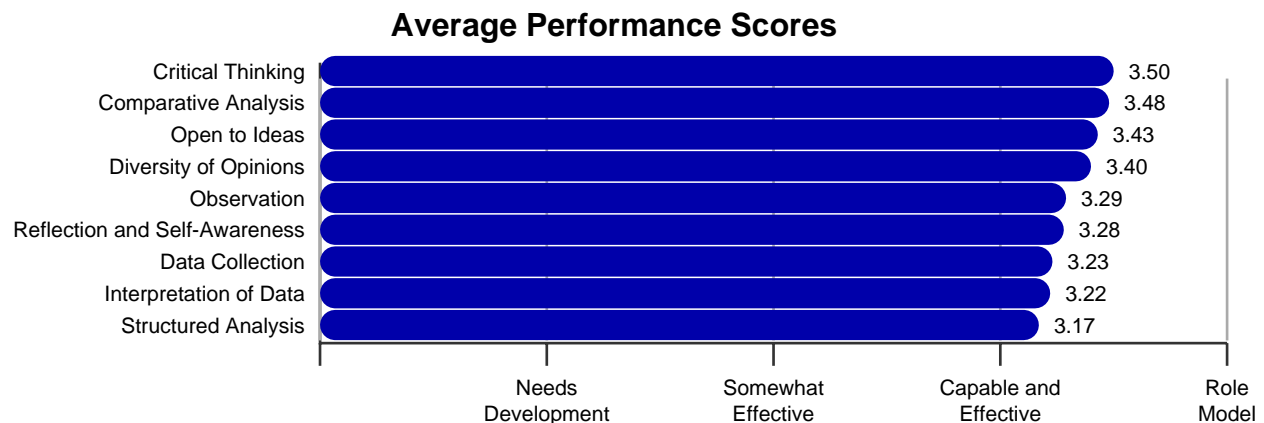
## What to Do with Your Feedback

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 9 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.



## Critical Thinking

### 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. Applies structured analysis to distill complex information into clear, actionable insights.	15	3.20	93.3	7%	67%		27%
2. Able to think critically through analysis and evaluation of data and arguments.	15	3.87	100.0	13%	87%		
3. Engages in ongoing reflection to refine decision-making processes and improve future outcomes.	15	3.33	93.3	7%	53%		40%
4. Challenges the taken-for-granted assumptions and generalizations.	15	3.60	93.3	7%	27%	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
1. Applies structured analysis to distill complex information into clear, actionable insights.	3.29	3.20	-0.09 ▼
2. Able to think critically through analysis and evaluation of data and arguments.	3.65	3.87	+0.22 ▲
3. Engages in ongoing reflection to refine decision-making processes and improve future outcomes.	3.18	3.33	+0.16 ▲
4. Challenges the taken-for-granted assumptions and generalizations.	3.41	3.60	+0.19 ▲

### Comments:

- \_\_\_\_\_ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- \_\_\_\_\_ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- Dependability, with whatever is needed.
- I envy his versatility in working with a wide variety of issues and topics.
- The most important attribute that \_\_\_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.

## Reflection and Self-Awareness

### 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
5. Identifies what is important in each situation.	15	3.33	93.3	7%	53%	40%	
6. Engages in ongoing reflection to improve analytical rigor and judgment.	15	3.20	93.3	7%	60%	33%	
7. Seeks feedback to challenge and refine personal interpretations.	15	3.20	86.7	13%	53%	33%	
8. Identifies and challenges assumptions.	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
5. Identifies what is important in each situation.	3.24	3.33	+0.10 ▲
6. Engages in ongoing reflection to improve analytical rigor and judgment.	3.24	3.20	-0.04 ▼
7. Seeks feedback to challenge and refine personal interpretations.	3.41	3.20	-0.21 ▼
8. Identifies and challenges assumptions.	3.24	3.40	+0.16 ▲

### Comments:

- \_\_\_\_\_ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- Don't work with him enough to observe the vast majority of these items.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- \_\_\_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- \_\_\_\_\_, more than most, takes what we've learned and implements changes.
- \_\_\_\_\_ has brought a much needed positive change to [CompanyName].

## Open to Ideas

### 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
9. Tests ideas against evidence rather than accepting them at face value.	15	3.47	93.3	7%	40%	53%	
10. Inclined to be flexible and avoids rigid thinking.	15	3.47	93.3	7%	40%	53%	
11. Open to new information and considers alternative explanations.	15	3.53	100.0		47%	53%	
12. Able to consider multiple perspectives and potential explanations.	15	3.27	100.0		73%		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
9. Tests ideas against evidence rather than accepting them at face value.	3.18	3.47	+0.29 ▲
10. Inclined to be flexible and avoids rigid thinking.	3.35	3.47	+0.11 ▲
11. Open to new information and considers alternative explanations.	3.47	3.53	+0.06 ▲
12. Able to consider multiple perspectives and potential explanations.	3.47	3.27	-0.20 ▼

### Comments:

- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- \_\_\_\_\_ is a very solid manager who meets or exceeds expectations of his role.
- \_\_\_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- \_\_\_\_\_ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- \_\_\_\_\_ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.

## Data Collection

### 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
13. Applies disciplined inquiry to obtain data that is both targeted and thorough.	15	3.33	100.0		67%		33%
14. Exhibits sound judgement in selecting data that illuminates key variables and trade-offs.	15	3.13	86.7	13%	60%		27%
15. Gathers clear, comprehensive, and relevant information to support sound judgment.	15	3.07	80.0	20%	53%		27%
16. Systematic in data collection.	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
13. Applies disciplined inquiry to obtain data that is both targeted and thorough.	3.35	3.33	-0.02 ▼
14. Exhibits sound judgement in selecting data that illuminates key variables and trade-offs.	3.18	3.13	-0.04 ▼
15. Gathers clear, comprehensive, and relevant information to support sound judgment.	3.00	3.07	+0.07 ▲
16. Systematic in data collection.	3.65	3.40	-0.25 ▼

### Comments:

- \_\_\_\_\_ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- He is friendly, courteous, and kind all while being very professional.
- We are very blessed to have \_\_\_\_\_ for our manager! Best one we've EVER had. We appreciate his very much.
- \_\_\_\_\_ is very approachable. He is able to get people to follow through and engage in their daily work.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- The most important attribute that \_\_\_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.

## Observation

### 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
17. Proactively identifies gaps or ambiguities in data and seeks clarification before drawing conclusions.	15	3.27	93.3	7%	60%	33%	
18. Identifies recurring themes, trends, or anomalies across datasets to inform strategic decisions.	14	3.00	92.9	7%	79%	14%	
19. Uses strategic focus to elevate the most telling indicators in a given context.	15	3.47	100.0		53%	47%	
20. Engages stakeholders to refine unclear metrics or definitions before proceeding.	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
17. Proactively identifies gaps or ambiguities in data and seeks clarification before drawing conclusions.	3.47	3.27	-0.20 ▼
18. Identifies recurring themes, trends, or anomalies across datasets to inform strategic decisions.	3.12	3.00	-0.12 ▼
19. Uses strategic focus to elevate the most telling indicators in a given context.	3.59	3.47	-0.12 ▼
20. Engages stakeholders to refine unclear metrics or definitions before proceeding.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ is very clear about his expectations and I appreciate this.
- \_\_\_\_\_ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- His communication techniques are clear and to the point which is very much appreciated.
- He presents a clear picture of where the department is now and where we need to be headed.
- I am very surprised and impressed with \_\_\_\_\_'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- \_\_\_\_\_ is an excellent manager.

## Interpretation of Data

### 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. Interprets data with caution, ensuring conclusions are grounded in fact.	15	3.53	100.0	47%	53%		
22. Validates interpretations with evidence rather than relying on assumptions.	15	3.00	80.0	20%	60%	20%	
23. Able to distinguish between facts and opinions.	15	2.87	80.0	20%	73%	7%	
24. Determines what information is or isn't pertinent.	15	3.47	100.0	53%	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
21. Interprets data with caution, ensuring conclusions are grounded in fact.	3.35	3.53	+0.18 ▲
22. Validates interpretations with evidence rather than relying on assumptions.	3.00	3.00	
23. Able to distinguish between facts and opinions.	2.88	2.87	-0.02 ▼
24. Determines what information is or isn't pertinent.	3.00	3.47	+0.47 ▲

#### Comments:

- \_\_\_\_\_ makes a concerted effort to ensure that the right people are in the right jobs.
- He uses the strengths of everyone around him to get the best solutions possible.
- He is a joy to work for.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- I have seen improvement and will try to encourage even more growth.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.

## Comparative Analysis

### 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
25. Uses side-by-side comparisons to highlight trade-offs, risks, and potential impacts.	15	3.67	100.0	33%	67%		
26. Analyzes similarities and differences between observed results and intended goals.	15	3.40	93.3	7%	47%	47%	
27. Systematically evaluates alternatives using predefined standards or benchmarks.	15	3.33	93.3	7%	53%	40%	
28. Balances qualitative and quantitative factors to assess fit and feasibility.	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
25. Uses side-by-side comparisons to highlight trade-offs, risks, and potential impacts.	3.76	3.67	-0.10 ▼
26. Analyzes similarities and differences between observed results and intended goals.	3.53	3.40	-0.13 ▼
27. Systematically evaluates alternatives using predefined standards or benchmarks.	3.12	3.33	+0.22 ▲
28. Balances qualitative and quantitative factors to assess fit and feasibility.	3.41	3.53	+0.12 ▲

### Comments:

- He is passionate about providing the services necessary to meet the needs of our organization.
- \_\_\_\_\_ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- Building relationships of trust to enhance safety is an important part of our approach.
- I cannot say if he challenges others.
- \_\_\_\_\_ established an environment in which teamwork and creativity flourished.
- \_\_\_\_\_ has been very supportive as a supervisor.

## Diversity of Opinions

### 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
29. Welcomes dissenting opinions as opportunities for deeper insight.	15	3.67	100.0	33%	67%		
30. Considers multiple perspectives before forming conclusions.	15	3.33	100.0		67%		33%
31. Remains receptive to new evidence, even when it challenges prior beliefs.	15	3.20	86.7	13%	53%		33%
32. Creates space for dialogue that challenges assumptions and broadens perspectives.	15	3.40	100.0		60%		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
29. Welcomes dissenting opinions as opportunities for deeper insight.	3.59	3.67	+0.08 ▲
30. Considers multiple perspectives before forming conclusions.	3.41	3.33	-0.08 ▼
31. Remains receptive to new evidence, even when it challenges prior beliefs.	3.18	3.20	+0.02 ▲
32. Creates space for dialogue that challenges assumptions and broadens perspectives.	3.35	3.40	+0.05 ▲

### Comments:

- \_\_\_\_\_ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- \_\_\_\_\_ is very supportive of Core Competency and concepts. The one concept that \_\_\_\_\_ refers to consistently is what we respect most is people's ability to think.
- He 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.
- I value \_\_\_\_\_'s insight, knowledge and assistance on complex issues. He is a great team member.
- He challenges me every day to be my best and I appreciate that.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.

## Structured Analysis

### 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
33. Uses models, matrices, or decision trees to structure complex analyses.	15	3.20	86.7	13%	53%	33%	
34. Applies logical sequencing to interpret findings and build a persuasive narrative.	15	3.27	93.3	7%	60%	33%	
35. Presents an analysis of the data to the supervisor, colleagues and stakeholders.	15	3.00	80.0	20%	60%	20%	
36. Organizes data into coherent categories to facilitate comparison and insight.	15	3.20	93.3	7%	67%	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
33. Uses models, matrices, or decision trees to structure complex analyses.	3.18	3.20	+0.02 ▲
34. Applies logical sequencing to interpret findings and build a persuasive narrative.	2.88	3.27	+0.38 ▲
35. Presents an analysis of the data to the supervisor, colleagues and stakeholders.	3.18	3.00	-0.18 ▼
36. Organizes data into coherent categories to facilitate comparison and insight.	3.18	3.20	+0.02 ▲

### Comments:

- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- \_\_\_\_\_ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

## 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?

- He is a great teammate.
- \_\_\_\_\_ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- \_\_\_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- I trust that I can go to him in confidence and he will really listen to what I am saying.

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

- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- Lean on team to help reduce burden and establish clear expectations.
- \_\_\_\_\_ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- One of the things I appreciate about \_\_\_\_\_ as a leader is his willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been his involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- \_\_\_\_\_ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- Provide more frequent development feedback.

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

- Provides team members with frequent informal feedback.
- He is determined to find the answer to any problem or obstacle in his way.
- Collaboration and dissemination of information and projects is something \_\_\_\_\_ does well.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- People come and go in this organization and I can say with no reservation that \_\_\_\_\_ is a colleague I will miss the most when he retires.
- \_\_\_\_\_ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!

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

- I am still learning how to work with \_\_\_\_\_ so sometimes I have a difficulty understanding where he is coming from and in the process of working through this there is some uncertainty that is created.
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- \_\_\_\_\_ has nothing but [CompanyName]'s best interest at heart.
- just know going through the hiring process with him.
- \_\_\_\_\_ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- \_\_\_\_\_ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.

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

- Provide and solicit more frequent feedback.
- I appreciate his perspective and guidance on a variety of things.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- \_\_\_\_\_ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- Our team has gone through a lot of changes in the last year and \_\_\_\_\_ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- I have appreciated \_\_\_\_\_'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.

### Any final comments?

- One of the things that I most appreciate about \_\_\_\_\_ is his willingness to mentor and grow new talent.
- Could benefit from increasing awareness on how much influence they have on the department.
- I look forward to working with his in his new role.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.