



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.

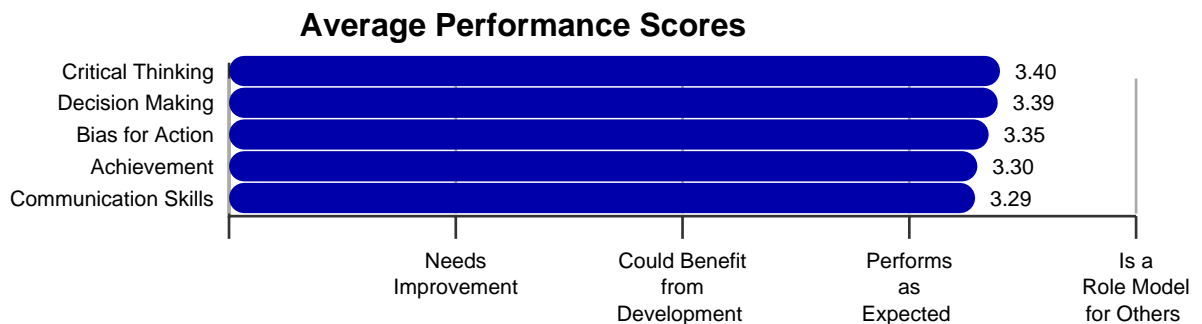
## What to Do with Your Feedback

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

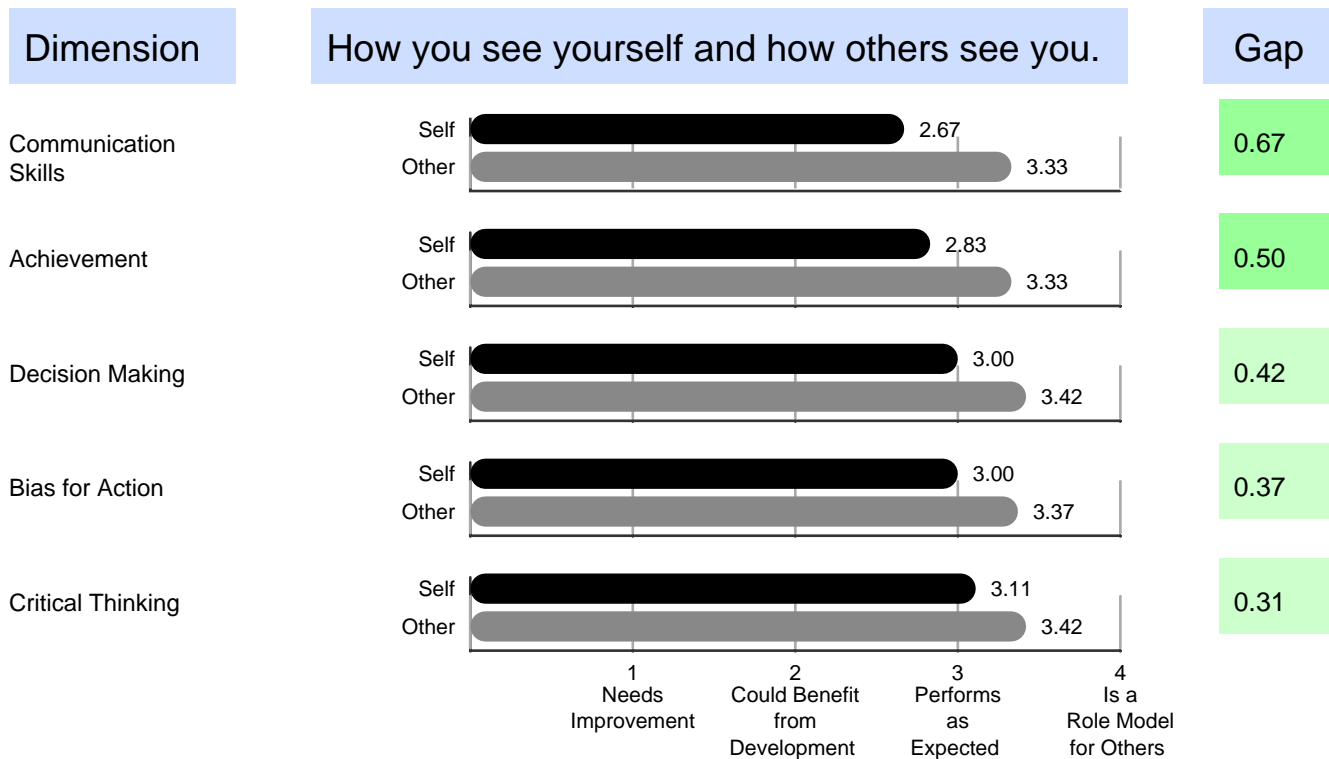
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 5 major dimensions of leadership.

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.



## 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 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. Defines clear parameters to guide consistent and objective decision-making.	15	3.20	93.3	7%	67%		27%
2. Balances qualitative and quantitative factors to assess fit and feasibility.	15	3.87	100.0	13%	87%		
3. Notices and recognizes important issues.	15	3.33	93.3	7%	53%		40%
4. Confronts problems, decides on a course of action, and implements the correct solutions.	15	3.60	93.3	7%	27%	67%	
5. Evaluates data against expectations to surface gaps, inconsistencies, or opportunities.	15	3.33	93.3	7%	53%		40%
6. Identifies the positions, arguments, and conclusions of others.	15	3.20	93.3	7%	60%		33%
7. Makes informed decisions supported by evidence.	15	3.20	86.7	13%	53%		33%
8. Systematically evaluates alternatives using predefined standards or benchmarks.	15	3.40	93.3	7%	47%		47%
9. Tests ideas against evidence rather than accepting them at face value.	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. Defines clear parameters to guide consistent and objective decision-making.	3.29	3.20	-0.09 ▼
2. Balances qualitative and quantitative factors to assess fit and feasibility.	3.65	3.87	+0.22 ▲
3. Notices and recognizes important issues.	3.18	3.33	+0.16 ▲
4. Confronts problems, decides on a course of action, and implements the correct solutions.	3.41	3.60	+0.19 ▲
5. Evaluates data against expectations to surface gaps, inconsistencies, or opportunities.	3.24	3.33	+0.10 ▲
6. Identifies the positions, arguments, and conclusions of others.	3.24	3.20	-0.04 ▼
7. Makes informed decisions supported by evidence.	3.41	3.20	-0.21 ▼
8. Systematically evaluates alternatives using predefined standards or benchmarks.	3.24	3.40	+0.16 ▲
9. Tests ideas against evidence rather than accepting them at face value.	3.18	3.47	+0.29 ▲

#### Comments:

- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- \_\_\_ is the absolute definition of team player.
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She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.

- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- \_\_\_ is an impressive performer.
- Professional Growth: \_\_\_ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.

## Achievement

### 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. Driven to complete assignments on time.	15	3.47	93.3	7%	40%	53%	
11. Aligns individual and team aspirations with organizational goals through strategic goal setting.	15	3.53	100.0		47%	53%	
12. Works at a quick pace to complete a high volume of work.	15	3.27	100.0		73%	27%	
13. Maintains a results-oriented mindset.	15	3.33	100.0		67%	33%	
14. Completes work promptly and efficiently.	15	3.13	86.7	13%	60%	27%	
15. Increased revenue for the company.	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. Driven to complete assignments on time.	3.35	3.47	+0.11 ▲
11. Aligns individual and team aspirations with organizational goals through strategic goal setting.	3.47	3.53	+0.06 ▲
12. Works at a quick pace to complete a high volume of work.	3.47	3.27	-0.20 ▼
13. Maintains a results-oriented mindset.	3.35	3.33	-0.02 ▼
14. Completes work promptly and efficiently.	3.18	3.13	-0.04 ▼
15. Increased revenue for the company.	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_ is a very good leader.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- She always responds in a timely manner and stays organized.
- \_\_\_ 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.
- \_\_\_ is incredibly talented and very smart. Her attention to detail is unparalleled.

## Bias for Action

### 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. Identifies critical project components, such as product design, marketing materials, and coordinating with suppliers.	15	3.40	93.3	7%	47%	47%	
17. Breaks down complex tasks into more manageable steps.	15	3.27	93.3	7%	60%	33%	
18. Works across organizational lines and boundaries to attain goals.	14	3.00	92.9	7%	79%	14%	
19. Establishes clear procedures and best practices to minimize the likelihood of problems occurring.	15	3.47	100.0		53%	47%	
20. Completes work on time	15	3.40	93.3	7%	47%	47%	
21. Initiates tasks or projects that address identified needs.	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. Identifies critical project components, such as product design, marketing materials, and coordinating with suppliers.	3.65	3.40	-0.25 ▼
17. Breaks down complex tasks into more manageable steps.	3.47	3.27	-0.20 ▼
18. Works across organizational lines and boundaries to attain goals.	3.12	3.00	-0.12 ▼
19. Establishes clear procedures and best practices to minimize the likelihood of problems occurring.	3.59	3.47	-0.12 ▼
20. Completes work on time	3.29	3.40	+0.11 ▲
21. Initiates tasks or projects that address identified needs.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- \_\_\_ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- \_\_\_ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.

## Communication Skills

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	3.00	80.0	20%	60%		20%
23. Is professional at all times--never ridiculing, mocking or undermining peers or subordinates.	15	2.87	80.0	20%	73%		7%
24. Eliminates unnecessary details when giving instructions.	15	3.47	100.0		53%		47%
25. Delivers clear and concise instructions.	15	3.67	100.0		33%		67%
26. Persuasive and articulate when communicating.	15	3.40	93.3	7%	47%		47%
27. Communicates concepts and ideas to others.	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. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	3.00	3.00	
23. Is professional at all times--never ridiculing, mocking or undermining peers or subordinates.	2.88	2.87	-0.02 ▼
24. Eliminates unnecessary details when giving instructions.	3.00	3.47	+0.47 ▲
25. Delivers clear and concise instructions.	3.76	3.67	-0.10 ▼
26. Persuasive and articulate when communicating.	3.53	3.40	-0.13 ▼
27. Communicates concepts and ideas to others.	3.12	3.33	+0.22 ▲

### Comments:

- \_\_\_ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- Demonstrates an ability to remain focused on outcomes.
- She had done amazingly well considering all of the global threats to the product line.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- \_\_\_ 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.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.

## Decision Making

### 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. Leverages internal metrics and external standards to validate cost/benefit assumptions and guide choices.	15	3.53	100.0	47%	53%		
29. Tests proposed solutions to confirm they meet essential parameters before implementation.	15	3.67	100.0	33%	67%		
30. Invites input from peers or stakeholders to understand the impact and improve decision-making processes.	15	3.33	100.0	67%	33%		
31. Tracks recurring tendencies (e.g., risk aversion, over-analysis) and works to optimize them.	15	3.20	86.7	13%	53%	33%	
32. Makes decisions that support the department's goals and objectives.	15	3.40	100.0	60%	40%		
33. Identifies parameters impacting the decision.	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. Leverages internal metrics and external standards to validate cost/benefit assumptions and guide choices.	3.41	3.53	+0.12 ▲
29. Tests proposed solutions to confirm they meet essential parameters before implementation.	3.59	3.67	+0.08 ▲
30. Invites input from peers or stakeholders to understand the impact and improve decision-making processes.	3.41	3.33	-0.08 ▼
31. Tracks recurring tendencies (e.g., risk aversion, over-analysis) and works to optimize them.	3.18	3.20	+0.02 ▲
32. Makes decisions that support the department's goals and objectives.	3.35	3.40	+0.05 ▲
33. Identifies parameters impacting the decision.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- I am confident that whenever I need to talk with \_\_\_, she is honest and direct and provides good guidance for my professional growth.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- \_\_\_ is able to multitask in a variety of ways.
- Takes complete ownership of role and looks for ways to assist teammates.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.

## 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?

- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- She always involves others in decisions ensuring a well rounded approach.
- It has been a pleasure working with \_\_\_\_\_. Her interactions with customers have improved over the last year.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.

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

- 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.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_\_\_ fits the leadership role well.
- I envy her versatility in working with a wide variety of issues and topics.
- She is quick and willing to aid.
- \_\_\_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- She has helped make me a better manager through her actions and follow through.

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

- \_\_\_\_\_ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- \_\_\_\_\_ is by far a leader in the service area.
- \_\_\_\_\_ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. \_\_\_\_\_ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.
- She communicates clearly, and is always willing to listen attentively.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.

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

- \_\_\_\_\_ is committed to our organization and leads by example.
- Delegates often with little to no direction.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- Thoroughness, accuracy, professionalism.
- She truly is the best Manager I have ever had.
- \_\_\_\_\_ is an outstanding manager.

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

- Transparency and honesty is important early in the process.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- Despite the fact that \_\_\_ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- She always steps up and gets what needs to be done completed.
- On occasion \_\_\_'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.

### Any final comments?

- Does above and beyond work consistently
- \_\_\_ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- \_\_\_ is a strong leader and continues to grow in her role. \_\_\_ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that \_\_\_ does especially well and seems to do with ease are bulleted below.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- \_\_\_ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.