



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

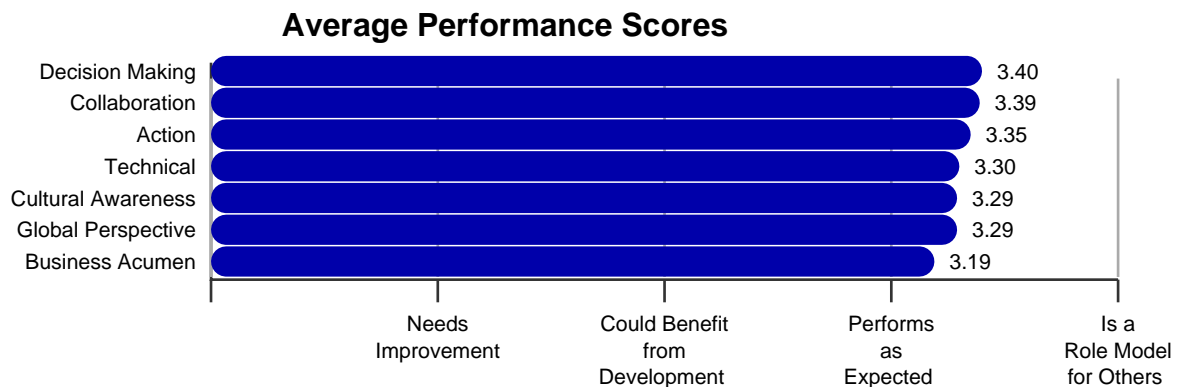
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



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
1. Defines parameters that will impact the decision making process.	15	3.20	93.3	7%	67%		27%
2. Determines constraints that may impact what decisions are acceptable.	15	3.87	100.0	13%	87%		
3. Decides which short- and long-term goals should be created.	15	3.33	93.3	7%	53%		40%
4. Makes clear what is in scope and out of scope to avoid misalignment or unrealistic expectations.	15	3.60	93.3	7%	27%	67%	
5. Views the long and short-term impact of decisions.	15	3.33	93.3	7%	53%		40%
6. Identifies which factors can be adjusted and which must remain constant to guide viable decision paths.	15	3.20	93.3	7%	60%		33%
7. Has a good rapport other people which is helpful in making decisions on the team.	15	3.20	86.7	13%	53%		33%
8. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.40	93.3	7%	47%		47%
9. Is confident in the decisions they make.	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 parameters that will impact the decision making process.	3.29	3.20	-0.09 ▼
2. Determines constraints that may impact what decisions are acceptable.	3.65	3.87	+0.22 ▲
3. Decides which short- and long-term goals should be created.	3.18	3.33	+0.16 ▲
4. Makes clear what is in scope and out of scope to avoid misalignment or unrealistic expectations.	3.41	3.60	+0.19 ▲
5. Views the long and short-term impact of decisions.	3.24	3.33	+0.10 ▲
6. Identifies which factors can be adjusted and which must remain constant to guide viable decision paths.	3.24	3.20	-0.04 ▼
7. Has a good rapport other people which is helpful in making decisions on the team.	3.41	3.20	-0.21 ▼
8. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.24	3.40	+0.16 ▲
9. Is confident in the decisions they make.	3.18	3.47	+0.29 ▲

Comments:

- Need to continue to take action when needed, although have improved. . .
-

_____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.

- _____ is a great role model and leader. Others could learn from his style.
- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.

Technical

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. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.47	93.3	7%	40%	53%	
11. Willingly shares his/her technical expertise; sought out as resource by others	15	3.53	100.0		47%	53%	
12. Seeks information from others as needed.	15	3.27	100.0		73%	27%	
13. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.33	100.0		67%	33%	
14. Willingly shares information and expertise; sought out as resource by others	15	3.13	86.7	13%	60%	27%	
15. Knows how to produce high quality products/work.	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. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.35	3.47	+0.11 ▲
11. Willingly shares his/her technical expertise; sought out as resource by others	3.47	3.53	+0.06 ▲
12. Seeks information from others as needed.	3.47	3.27	-0.20 ▼
13. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.35	3.33	-0.02 ▼
14. Willingly shares information and expertise; sought out as resource by others	3.18	3.13	-0.04 ▼
15. Knows how to produce high quality products/work.	3.00	3.07	+0.07 ▲

Comments:

- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- Is empathetic, understanding, and dependable.
- Resources are managed carefully with input sought and considered before applying those resources.
- I have had personal interactions with _____ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.

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. Completes challenging projects successfully despite setbacks.	15	3.40	93.3	7%	47%	47%	
17. Focuses on tasks without being distracted.	15	3.27	93.3	7%	60%	33%	
18. Does not procrastinate when there is a job to be done.	14	3.00	92.9	7%	79%	14%	
19. Takes proactive steps to address potential issues before they became a problem.	15	3.47	100.0		53%	47%	
20. Makes decisions confidently and stands by them.	15	3.40	93.3	7%	47%	47%	
21. Adapts approach to overcome significant obstacles.	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. Completes challenging projects successfully despite setbacks.	3.65	3.40	-0.25 ▼
17. Focuses on tasks without being distracted.	3.47	3.27	-0.20 ▼
18. Does not procrastinate when there is a job to be done.	3.12	3.00	-0.12 ▼
19. Takes proactive steps to address potential issues before they became a problem.	3.59	3.47	-0.12 ▼
20. Makes decisions confidently and stands by them.	3.29	3.40	+0.11 ▲
21. Adapts approach to overcome significant obstacles.	3.35	3.53	+0.18 ▲

Comments:

- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- _____ 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.
- He clearly assigns our responsibilities by our individual strengths.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- What I like is his standard line what resources do you need from me to make this work?

Cultural 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 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. Seeks out opportunities to learn about different cultures and integrates that knowledge into leadership practices.	15	3.00	80.0	20%	60%		20%
23. Is open and honest in communications with individuals from other cultures.	15	2.87	80.0	20%	73%		7%
24. Values the diverse perspectives from others.	15	3.47	100.0		53%		47%
25. Respects the views offered by individuals with different cultural backgrounds.	15	3.67	100.0		33%		67%
26. Understands the impact that our culture may have on interactions between individuals.	15	3.40	93.3	7%	47%		47%
27. Understands how their own cultural background can impact the way they communicate and interact with 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. Seeks out opportunities to learn about different cultures and integrates that knowledge into leadership practices.	3.00	3.00	
23. Is open and honest in communications with individuals from other cultures.	2.88	2.87	-0.02 ▼
24. Values the diverse perspectives from others.	3.00	3.47	+0.47 ▲
25. Respects the views offered by individuals with different cultural backgrounds.	3.76	3.67	-0.10 ▼
26. Understands the impact that our culture may have on interactions between individuals.	3.53	3.40	-0.13 ▼
27. Understands how their own cultural background can impact the way they communicate and interact with others.	3.12	3.33	+0.22 ▲

Comments:

- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- _____'s management style is excellent.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- I am impressed with his commitment to task and job knowledge.
- _____ is the shining example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- He tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.

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
28. Participates in collaborative/team decision-making.	15	3.53	100.0	47%	53%		
29. Recognizes and rewards the contributions of team members.	15	3.67	100.0	33%	67%		
30. Respects other group/team members.	15	3.33	100.0	67%	33%		
31. Works with other experts to solve problems.	15	3.20	86.7	13%	53%	33%	
32. Participates in the team's deliberations.	15	3.40	100.0	60%	40%		
33. Engages with team members to build a collaborative work environment.	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. Participates in collaborative/team decision-making.	3.41	3.53	+0.12 ▲
29. Recognizes and rewards the contributions of team members.	3.59	3.67	+0.08 ▲
30. Respects other group/team members.	3.41	3.33	-0.08 ▼
31. Works with other experts to solve problems.	3.18	3.20	+0.02 ▲
32. Participates in the team's deliberations.	3.35	3.40	+0.05 ▲
33. Engages with team members to build a collaborative work environment.	3.18	3.20	+0.02 ▲

Comments:

- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- Great to have you on the team!
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- _____ is smart, detailed and committed. I appreciate having his on our team.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- 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.

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. Anticipates customer's business needs.	15	3.27	93.3	7%	60%	33%	
35. Identifies potential regulatory risks and strategies to mitigate them.	15	3.00	80.0	20%	60%	20%	
36. Anticipates business cycles and trends and makes strategic adjustments in a timely manner.	15	3.20	93.3	7%	67%	27%	
37. Is up-to-date with regulatory guidelines and policies.	15	3.27	93.3	7%	60%	33%	
38. Understands complex issues and problems.	15	3.27	86.7	13%	47%	40%	
39. Provides a high level of business services to customers.	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. Anticipates customer's business needs.	2.88	3.27	+0.38 ▲
35. Identifies potential regulatory risks and strategies to mitigate them.	3.18	3.00	-0.18 ▼
36. Anticipates business cycles and trends and makes strategic adjustments in a timely manner.	3.18	3.20	+0.02 ▲
37. Is up-to-date with regulatory guidelines and policies.	3.35	3.27	-0.09 ▼
38. Understands complex issues and problems.	3.24	3.27	+0.03 ▲
39. Provides a high level of business services to customers.	3.59	3.13	-0.45 ▼

Comments:

- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- Improve on providing feedback.
- _____ 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.
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'
- _____ has been very supportive as a supervisor.
- It is often difficult to contact _____ and email communication may take a long period for a reply.

Global Perspective

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. Is able to work with individuals having different backgrounds and cultures.	15	3.40	93.3	7%	47%	47%	
41. Volunteers for experiences and assignments abroad.	15	3.33	93.3	7%	53%	40%	
42. Considers customers point of view when making decisions.	15	3.33	93.3	7%	53%	40%	
43. Applies knowledge of overseas markets.	15	3.13	86.7	13%	60%	27%	
44. Exemplifies the skills of a global worker.	15	3.00	86.7	13%	73%	13%	
45. Accepts setbacks and challenges in foreign markets as improvement opportunities	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. Is able to work with individuals having different backgrounds and cultures.	3.29	3.40	+0.11 ▲
41. Volunteers for experiences and assignments abroad.	3.29	3.33	+0.04 ▲
42. Considers customers point of view when making decisions.	3.41	3.33	-0.08 ▼
43. Applies knowledge of overseas markets.	3.35	3.13	-0.22 ▼
44. Exemplifies the skills of a global worker.	3.18	3.00	-0.18 ▼
45. Accepts setbacks and challenges in foreign markets as improvement opportunities	3.35	3.53	+0.18 ▲

Comments:

- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- Attitude is there; however, follow through is lacking at times.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- _____ meets and exceeds all of these leadership roles.

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 determined to find the answer to any problem or obstacle in his way.
- He is an excellent teammate, great attitude, effort, and energy.
- Manager engages in all categories described above as marked.
- He could benefit from understanding about how to create resolution and clarity.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.

What do you like best about working with this individual?

- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- He keeps focused on things that are important for his department to run smoothly.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.
- He is a joy to work for.

What do you like least about working with this individual?

- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- 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.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- _____ 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.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.

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

- He inspires others by the manner in which he does his work and engages others.
- He's a good and reliable team member.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- I have appreciated partnering with _____ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.
- He is a team player and willing to help other departments and staff when needed.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.

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

- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- _____ is a great team player for our organization as a whole and for the Department itself.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- _____ has the talent to use different Leadership styles to fit the situation.
- _____ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.

Any final comments?

- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- He always takes the time to listen to all of us and never gives you the impression that he's rushing you. He doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that he will really HEAR YOU!
- _____ works to keep up but a lot of new concepts.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- I appreciate his receptiveness and openness and his sense of humor.