



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.

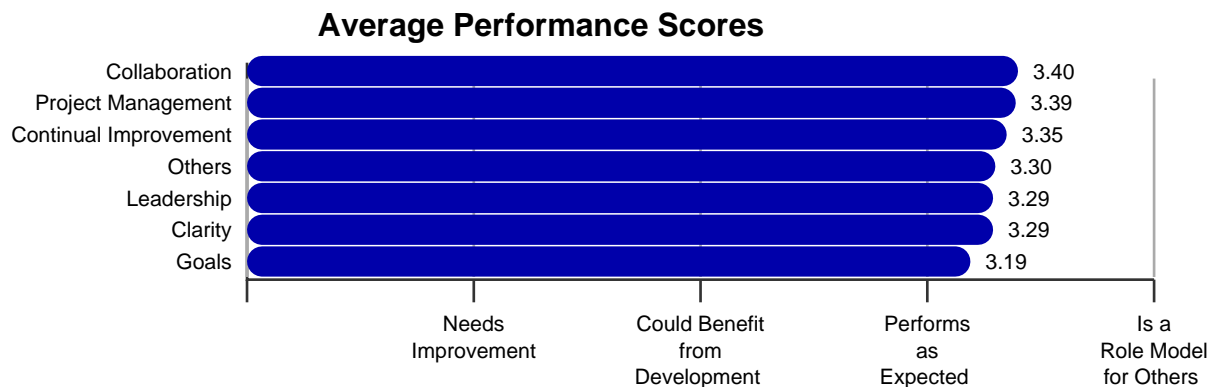
What to Do with Your Feedback

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.



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
1. Respects and utilizes diverse perspectives in addressing challenges.	15	3.20	93.3	7%	67%	27%	
2. Ensures all team members understand the goals.	15	3.87	100.0	13%	87%		
3. Shares knowledge, ideas and resources to achieve quicker success.	15	3.33	93.3	7%	53%	40%	
4. Facilitates resolving differences to strengthen team unity.	15	3.60	93.3	7%	27%	67%	
5. Works with others to achieve common objectives.	15	3.33	93.3	7%	53%	40%	
6. Encourages trust among committee members.	15	3.20	93.3	7%	60%	33%	
7. Regularly seeks feedback from employees on how to improve collaboration and acts on their suggestions.	15	3.20	86.7	13%	53%	33%	
8. Is open to unique and creative ideas from others.	15	3.40	93.3	7%	47%	47%	
9. Listens and attends to the ideas from others.	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. Respects and utilizes diverse perspectives in addressing challenges.	3.29	3.20	-0.09 ▼
2. Ensures all team members understand the goals.	3.65	3.87	+0.22 ▲
3. Shares knowledge, ideas and resources to achieve quicker success.	3.18	3.33	+0.16 ▲
4. Facilitates resolving differences to strengthen team unity.	3.41	3.60	+0.19 ▲
5. Works with others to achieve common objectives.	3.24	3.33	+0.10 ▲
6. Encourages trust among committee members.	3.24	3.20	-0.04 ▼
7. Regularly seeks feedback from employees on how to improve collaboration and acts on their suggestions.	3.41	3.20	-0.21 ▼
8. Is open to unique and creative ideas from others.	3.24	3.40	+0.16 ▲
9. Listens and attends to the ideas from others.	3.18	3.47	+0.29 ▲

Comments:

- ___ is a great leader and is committed to her role here at [CompanyName]!
- ___'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!
-

One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.

- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- ___ would be my choice for permanent manager of the department.
- As mentioned above, good collaboration.

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
10. Works across boundaries within the organization.	15	3.47	93.3	7%	40%	53%	
11. ...treats others with respect and dignity.	15	3.53	100.0		47%	53%	
12. Consistently demonstrates ability and willingness to trust others.	15	3.27	100.0		73%		27%
13. Supports the efforts of other employees in implementing solutions to problems.	15	3.33	100.0		67%		33%
14. Respects the opinions of other employees.	15	3.13	86.7	13%	60%		27%
15. Helpful	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. Works across boundaries within the organization.	3.35	3.47	+0.11 ▲
11. ...treats others with respect and dignity.	3.47	3.53	+0.06 ▲
12. Consistently demonstrates ability and willingness to trust others.	3.47	3.27	-0.20 ▼
13. Supports the efforts of other employees in implementing solutions to problems.	3.35	3.33	-0.02 ▼
14. Respects the opinions of other employees.	3.18	3.13	-0.04 ▼
15. Helpful	3.00	3.07	+0.07 ▲

Comments:

- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- Provide more frequent development feedback.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.

Continual Improvement

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. Promotes training and development opportunities to enhance job performance.	15	3.40	93.3	7%	47%	47%	
17. Looks for ways to improve work processes and procedures.	15	3.27	93.3	7%	60%	33%	
18. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	14	3.00	92.9	7%	79%	14%	
19. Looks for ways to expand current job responsibilities.	15	3.47	100.0		53%	47%	
20. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.40	93.3	7%	47%	47%	
21. Open to the suggestions from others.	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. Promotes training and development opportunities to enhance job performance.	3.65	3.40	-0.25 ▼
17. Looks for ways to improve work processes and procedures.	3.47	3.27	-0.20 ▼
18. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.12	3.00	-0.12 ▼
19. Looks for ways to expand current job responsibilities.	3.59	3.47	-0.12 ▼
20. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.29	3.40	+0.11 ▲
21. Open to the suggestions from others.	3.35	3.53	+0.18 ▲

Comments:

- She 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.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- What I like is her standard line what resources do you need from me to make this work?
- ___ provides opportunities for her staff to grow professionally and encourages them.
- I value ___'s advice and support as we realigned my department a few times this year.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.

Leadership

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. Expects staff to work above average.	15	3.00	80.0	20%	60%		20%
23. Allocates as much time as needed for task completion.	15	2.87	80.0	20%	73%		7%
24. Fosters team cooperation, builds trust among team members and creates commitment to team goals.	15	3.47	100.0		53%		47%
25. Does not settle for mediocrity and quickly addresses underperformance.	15	3.67	100.0		33%		67%
26. Motivates others to reach and exceed organizational goals and objectives.	15	3.40	93.3	7%	47%		47%
27. Is transparent in all communications.	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. Expects staff to work above average.	3.00	3.00	
23. Allocates as much time as needed for task completion.	2.88	2.87	-0.02 ▼
24. Fosters team cooperation, builds trust among team members and creates commitment to team goals.	3.00	3.47	+0.47 ▲
25. Does not settle for mediocrity and quickly addresses underperformance.	3.76	3.67	-0.10 ▼
26. Motivates others to reach and exceed organizational goals and objectives.	3.53	3.40	-0.13 ▼
27. Is transparent in all communications.	3.12	3.33	+0.22 ▲

Comments:

- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

Project Management

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. Has the requisite industry knowledge to manage projects in this field.	15	3.53	100.0	47%	53%		
29. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	3.67	100.0	33%	67%		
30. Investigates potential risks of different courses of action.	15	3.33	100.0	67%	33%		
31. Estimates the duration for each phase of the project.	15	3.20	86.7	13%	53%	33%	
32. Communicates with the teams often to ensure that the deadlines are met.	15	3.40	100.0	60%	40%		
33. Understands what software tools are available to be used to manage the project.	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. Has the requisite industry knowledge to manage projects in this field.	3.41	3.53	+0.12 ▲
29. Able to adjust project schedule as needed to accommodate unforeseen issues.	3.59	3.67	+0.08 ▲
30. Investigates potential risks of different courses of action.	3.41	3.33	-0.08 ▼
31. Estimates the duration for each phase of the project.	3.18	3.20	+0.02 ▲
32. Communicates with the teams often to ensure that the deadlines are met.	3.35	3.40	+0.05 ▲
33. Understands what software tools are available to be used to manage the project.	3.18	3.20	+0.02 ▲

Comments:

- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- ___ is determined to help make [CompanyName] successful.
- She is a strong leader complemented with sound judgement
- ___ is a rock amongst the management at [CompanyName].
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- As mentioned above, good collaboration.

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
34. Avoids actions that do not contribute to the achievement of the goal.	15	3.27	93.3	7%	60%	33%	
35. Refines and further defines goals as additional information and details become available.	15	3.00	80.0	20%	60%	20%	
36. Maintains focus and avoids disruptions to achieve goals.	15	3.20	93.3	7%	67%	27%	
37. Informs employees of their progress toward goal completion.	15	3.27	93.3	7%	60%	33%	
38. Communicates to staff the importance of each goal letting them know of the priorities.	15	3.27	86.7	13%	47%	40%	
39. Encourages coworkers to attain departmental goals.	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. Avoids actions that do not contribute to the achievement of the goal.	2.88	3.27	+0.38 ▲
35. Refines and further defines goals as additional information and details become available.	3.18	3.00	-0.18 ▼
36. Maintains focus and avoids disruptions to achieve goals.	3.18	3.20	+0.02 ▲
37. Informs employees of their progress toward goal completion.	3.35	3.27	-0.09 ▼
38. Communicates to staff the importance of each goal letting them know of the priorities.	3.24	3.27	+0.03 ▲
39. Encourages coworkers to attain departmental goals.	3.59	3.13	-0.45 ▼

Comments:

- Uses her people skills to change negative situations into positive.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.

Clarity

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. Clearly explains responsibilities to individuals.	15	3.40	93.3	7%	47%	47%	
41. Clarifies problems and their causes to help employees correct them.	15	3.33	93.3	7%	53%	40%	
42. Maintains clarity in goals and objectives.	15	3.33	93.3	7%	53%	40%	
43. Is clear about goals that need to be achieved.	15	3.13	86.7	13%	60%	27%	
44. Seeks to reduce ambiguity in messaging and documents.	15	3.00	86.7	13%	73%	13%	
45. Writes clear job descriptions for positions in the organization.	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. Clearly explains responsibilities to individuals.	3.29	3.40	+0.11 ▲
41. Clarifies problems and their causes to help employees correct them.	3.29	3.33	+0.04 ▲
42. Maintains clarity in goals and objectives.	3.41	3.33	-0.08 ▼
43. Is clear about goals that need to be achieved.	3.35	3.13	-0.22 ▼
44. Seeks to reduce ambiguity in messaging and documents.	3.18	3.00	-0.18 ▼
45. Writes clear job descriptions for positions in the organization.	3.35	3.53	+0.18 ▲

Comments:

- Great year of growth!
- One of the things that I most appreciate about ___ is her willingness to mentor and grow new talent.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- She sometimes comes off as confused about organizational/operational direction.
- Sometimes difficult to understand what is being asked. Provide more clarity.

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?

- ___ handles every situation in a professional manner and she responds promptly to requests.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- Experience, mentoring and self-confidence.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- ___ has good knowledge and awareness of the strengths and talents within the organization.

What do you like best about working with this individual?

- ___ is an impressive performer.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- I appreciate the straight forward style of leadership ___ uses.
- ___ 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 very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.

What do you like least about working with this individual?

- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- As a new manager she is progressing very well.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!

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

- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- ___ treats all employees with respect and in a very professional manner.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- 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.

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

- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- Under her leadership, the department teams have become very cohesive.
- ___ leads by example in each of the areas noted above.
- ___ is a great manager, committed to each employee in our department.
- She will sit down with all parties involved before she makes a decision.

Any final comments?

- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- She would benefit from soliciting more feedback and pushing others to do more.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.