



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.

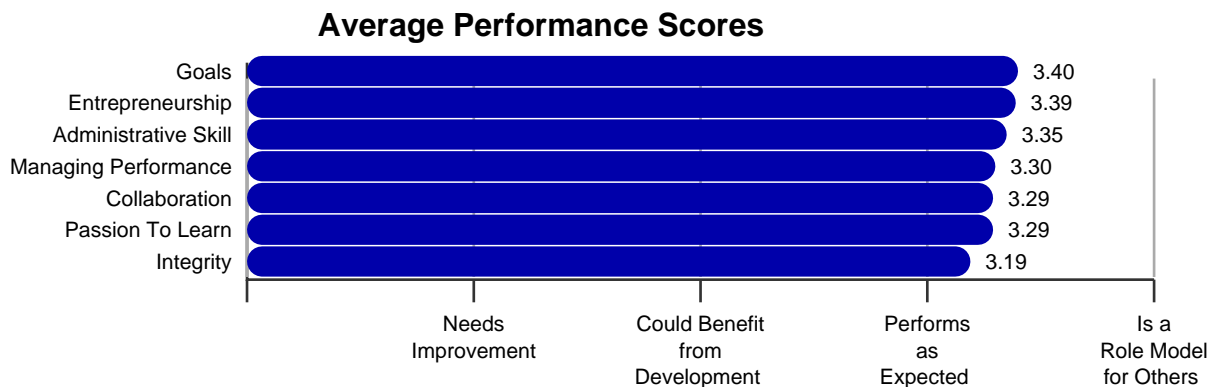
What to Do with Your Feedback

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

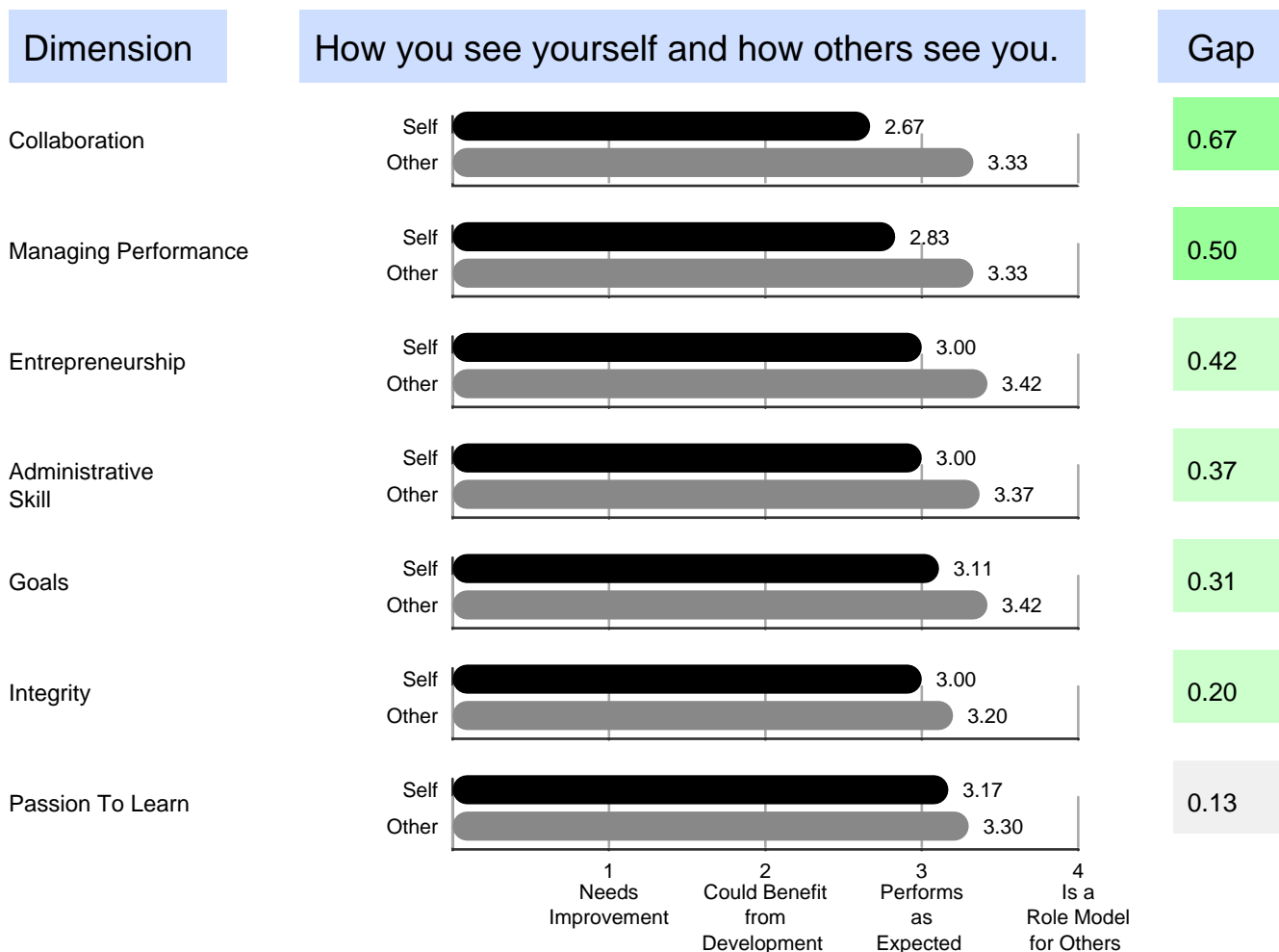
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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
1. Knows the specific metrics, key performance indicators (KPIs), and benchmarks that are used to assess progress and success.	15	3.20	93.3	7%	67%		27%
2. Sets clear priorities, creates a distraction-free environment, and employs effective time management strategies to achieve goals.	15	3.87	100.0	13%	87%		
3. Keeps the momentum going working toward goals.	15	3.33	93.3	7%	53%		40%
4. Has developed strong organizational and time management skills allowing for the completion of a variety of goals.	15	3.60	93.3	7%	27%	67%	
5. Offers encouragement, removes obstacles, and provides constructive feedback to ensure that subordinates have the confidence and tools they need to succeed in their goals.	15	3.33	93.3	7%	53%		40%
6. Ensures that all tasks and milestones are completed within the designated time frame.	15	3.20	93.3	7%	60%		33%
7. Performs a risk assessment to identify potential obstacles which may change the priority of certain goals.	15	3.20	86.7	13%	53%		33%
8. Envisions the optimal future state and maps out the steps required to achieve it.	15	3.40	93.3	7%	47%		47%
9. Sets goals that are both realistic and challenging to achieve.	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. Knows the specific metrics, key performance indicators (KPIs), and benchmarks that are used to assess progress and success.	3.29	3.20	-0.09 ▼
2. Sets clear priorities, creates a distraction-free environment, and employs effective time management strategies to achieve goals.	3.65	3.87	+0.22 ▲
3. Keeps the momentum going working toward goals.	3.18	3.33	+0.16 ▲
4. Has developed strong organizational and time management skills allowing for the completion of a variety of goals.	3.41	3.60	+0.19 ▲
5. Offers encouragement, removes obstacles, and provides constructive feedback to ensure that subordinates have the confidence and tools they need to succeed in their goals.	3.24	3.33	+0.10 ▲
6. Ensures that all tasks and milestones are completed within the designated time frame.	3.24	3.20	-0.04 ▼
7. Performs a risk assessment to identify potential obstacles which may change the priority of certain goals.	3.41	3.20	-0.21 ▼

Item	2024	2025	Change
8. Envisions the optimal future state and maps out the steps required to achieve it.	3.24	3.40	+0.16 ▲
9. Sets goals that are both realistic and challenging to achieve.	3.18	3.47	+0.29 ▲

Comments:

- Each member feels they are a part of the team and knows their contribution is valued.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- ___ continues to be a great boss. She is available to us and always has time to help with anything.
- Closes off discussions with action plans.
- She communicates clearly, and is always willing to listen attentively.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.

Managing Performance

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. Presents performance feedback in a clear and concise manner to address performance issues.	15	3.47	93.3	7%	40%	53%	
11. Reviews job performance shortly after completion of tasks.	15	3.53	100.0		47%	53%	
12. Implements remediation plans as needed.	15	3.27	100.0		73%	27%	
13. Recognizes employees who have courage in persevering against great odds and difficulties.	15	3.33	100.0		67%	33%	
14. Establishes measures of performance.	15	3.13	86.7	13%	60%	27%	
15. Assigns tasks and responsibilities and holds employees accountable for actions.	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. Presents performance feedback in a clear and concise manner to address performance issues.	3.35	3.47	+0.11 ▲
11. Reviews job performance shortly after completion of tasks.	3.47	3.53	+0.06 ▲
12. Implements remediation plans as needed.	3.47	3.27	-0.20 ▼
13. Recognizes employees who have courage in persevering against great odds and difficulties.	3.35	3.33	-0.02 ▼
14. Establishes measures of performance.	3.18	3.13	-0.04 ▼
15. Assigns tasks and responsibilities and holds employees accountable for actions.	3.00	3.07	+0.07 ▲

Comments:

- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- Experience, mentoring and self-confidence.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.

Administrative Skill

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. Answers the phone promptly and politely.	15	3.40	93.3	7%	47%	47%	
17. Identifies complex problems and reviews related information to develop and evaluate options and implement solutions.	15	3.27	93.3	7%	60%		33%
18. Maintains appropriate levels of supplies and re-orders supplies as needed.	14	3.00	92.9	7%	79%		14%
19. Implements and uses performance measures.	15	3.47	100.0		53%		47%
20. Conducts research, compile data, and prepare papers for consideration and presentation by executives, committees, and boards of directors.	15	3.40	93.3	7%	47%		47%
21. Implements measures to protect sensitive or confidential documents, such as using password-protected files or secure filing cabinets.	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. Answers the phone promptly and politely.	3.65	3.40	-0.25 ▼
17. Identifies complex problems and reviews related information to develop and evaluate options and implement solutions.	3.47	3.27	-0.20 ▼
18. Maintains appropriate levels of supplies and re-orders supplies as needed.	3.12	3.00	-0.12 ▼
19. Implements and uses performance measures.	3.59	3.47	-0.12 ▼
20. Conducts research, compile data, and prepare papers for consideration and presentation by executives, committees, and boards of directors.	3.29	3.40	+0.11 ▲
21. Implements measures to protect sensitive or confidential documents, such as using password-protected files or secure filing cabinets.	3.35	3.53	+0.18 ▲

Comments:

- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- ___ has done a wonderful job in supporting her team and making herself available.
- I think she is doing really good work and I found that to be one area I could list that might help.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- She consistently conducts herself with professionalism and represents our unit well.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.

Collaboration

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Creates a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	15	3.00	80.0	20%	60%		20%
23. Gives consideration to the innovative ideas presented by others.	15	2.87	80.0	20%	73%		7%
24. Effectively works with others to create solutions to problems.	15	3.47	100.0		53%		47%
25. Fosters strong collaborative relationships with suppliers.	15	3.67	100.0		33%		67%
26. Collaborates to manage interpersonal disputes with a positive approach.	15	3.40	93.3	7%	47%		47%
27. Addresses interpersonal issues with a collaborative mindset.	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. Creates a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	3.00	3.00	
23. Gives consideration to the innovative ideas presented by others.	2.88	2.87	-0.02 ▼
24. Effectively works with others to create solutions to problems.	3.00	3.47	+0.47 ▲
25. Fosters strong collaborative relationships with suppliers.	3.76	3.67	-0.10 ▼
26. Collaborates to manage interpersonal disputes with a positive approach.	3.53	3.40	-0.13 ▼
27. Addresses interpersonal issues with a collaborative mindset.	3.12	3.33	+0.22 ▲

Comments:

- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- She communicates clearly, and is always willing to listen attentively.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.

Entrepreneurship

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 a strategic awareness on how to promote the organization.	15	3.53	100.0	47%	53%		
29. Encourages dynamic growth opportunities.	15	3.67	100.0	33%	67%		
30. Is comfortable operating in an environment of uncertainty.	15	3.33	100.0	67%	33%		
31. Can work effectively in an environment of uncertainty.	15	3.20	86.7	13%	53%	33%	
32. Balances risks and rewards when making decisions.	15	3.40	100.0	60%	40%		
33. Understands the processes and various stages of business development.	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 a strategic awareness on how to promote the organization.	3.41	3.53	+0.12 ▲
29. Encourages dynamic growth opportunities.	3.59	3.67	+0.08 ▲
30. Is comfortable operating in an environment of uncertainty.	3.41	3.33	-0.08 ▼
31. Can work effectively in an environment of uncertainty.	3.18	3.20	+0.02 ▲
32. Balances risks and rewards when making decisions.	3.35	3.40	+0.05 ▲
33. Understands the processes and various stages of business development.	3.18	3.20	+0.02 ▲

Comments:

- I work with ___ regularly and see her interactions with other leaders frequently.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- I enjoy working with ____. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- I value ___'s insight, knowledge and assistance on complex issues. She is a great team member.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.

Integrity

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. Maintains a commitment to honesty, fairness, and transparency in all actions and interactions regardless of the potential consequences or temptations to act otherwise.	15	3.27	93.3	7%	60%	33%	
35. Encourages subordinates to act with trust, integrity, and leadership.	15	3.00	80.0	20%	60%	20%	
36. Ensures that all work is done to the highest standard, leading to better quality products and services.	15	3.20	93.3	7%	67%	27%	
37. Creates a compliance and ethics culture where integrity is at the core of all decisions.	15	3.27	93.3	7%	60%	33%	
38. Develops codes of conduct to provide responses to ethical dilemmas that employees may faced.	15	3.27	86.7	13%	47%	40%	
39. Establishes relationships of trust, honesty, fairness, and integrity.	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. Maintains a commitment to honesty, fairness, and transparency in all actions and interactions regardless of the potential consequences or temptations to act otherwise.	2.88	3.27	+0.38 ▲
35. Encourages subordinates to act with trust, integrity, and leadership.	3.18	3.00	-0.18 ▼
36. Ensures that all work is done to the highest standard, leading to better quality products and services.	3.18	3.20	+0.02 ▲
37. Creates a compliance and ethics culture where integrity is at the core of all decisions.	3.35	3.27	-0.09 ▼
38. Develops codes of conduct to provide responses to ethical dilemmas that employees may faced.	3.24	3.27	+0.03 ▲
39. Establishes relationships of trust, honesty, fairness, and integrity.	3.59	3.13	-0.45 ▼

Comments:

- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- ___ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- She could benefit from becoming more comfortable challenging others.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- Having a routine for schedule and coming to office more frequently
-

I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.

Passion To Learn

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Demonstrates a willingness to participate in continuing education courses.	15	3.40	93.3	7%	47%	47%	
41. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.33	93.3	7%	53%	40%	
42. Holds self and associates accountable for goal achievement.	15	3.33	93.3	7%	53%	40%	
43. Inspires others to learn new things.	15	3.13	86.7	13%	60%	27%	
44. Takes initiative for own learning and development.	15	3.00	86.7	13%	73%	13%	
45. Exhibits willingness to upgrade skills through additional training and education.	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. Demonstrates a willingness to participate in continuing education courses.	3.29	3.40	+0.11 ▲
41. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.29	3.33	+0.04 ▲
42. Holds self and associates accountable for goal achievement.	3.41	3.33	-0.08 ▼
43. Inspires others to learn new things.	3.35	3.13	-0.22 ▼
44. Takes initiative for own learning and development.	3.18	3.00	-0.18 ▼
45. Exhibits willingness to upgrade skills through additional training and education.	3.35	3.53	+0.18 ▲

Comments:

- I have great respect and appreciation for _____. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- I appreciate her style and support.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- She offers up ideas of how I could have handled something differently in a constructive manner.
- I think _____ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.

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?

- She has helped make me a better manager through her actions and follow through.
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.

What do you like best about working with this individual?

- She gives you confidence knowing she always has your back.
- I appreciate her helpful and cheerful outlook!
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- Attitude is there; however, follow through is lacking at times.

What do you like least about working with this individual?

- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- She encourages individual and professional improvement and provides educational opportunities.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.

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

- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- She had done amazingly well considering all of the global threats to the product line.
- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.

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

- Don't know where we would be without her.
- ___ works to keep up but a lot of new concepts.
- ___ does an exceptional job at running the department.
- Need to continue to engage staff in team development and role clarification.
- Outstanding leader.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

Any final comments?

- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- ___ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, ___ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. ___ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- ___ is a great manager, committed to each employee in our department.
- She is trustworthy, dependable, positive attitude, and team focused.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- I value and appreciate ___ very much.