



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.

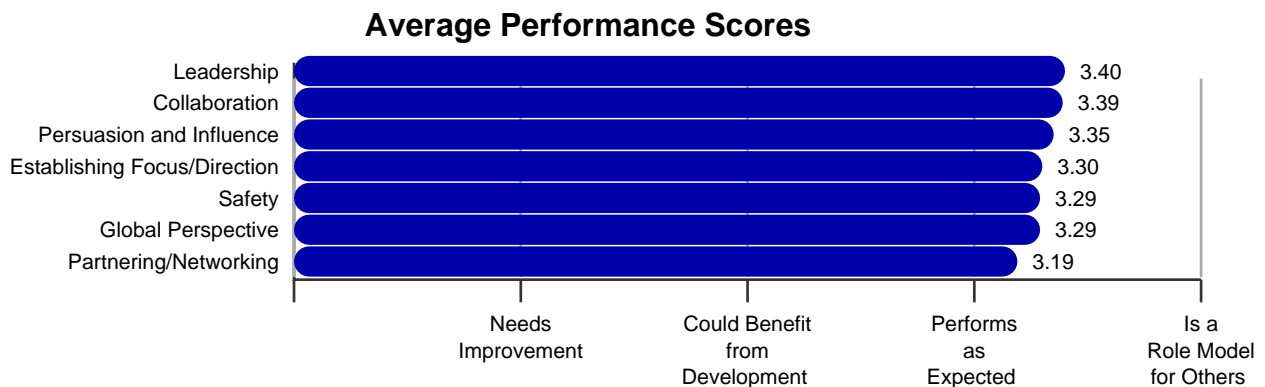
What to Do with Your Feedback

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.



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
1. Recognizes individual and team accomplishments and reward them appropriately.	15	3.20	93.3	7%	67%		27%
2. Believes each employee has the potential to excel and expects them to pursue it.	15	3.87	100.0	13%	87%		
3. Establishes methods and procedures for the department.	15	3.33	93.3	7%	53%		40%
4. Influences the work of employees within the department.	15	3.60	93.3	7%	27%	67%	
5. Able to develop average employees into high performing employees.	15	3.33	93.3	7%	53%		40%
6. The willingness to persevere despite uncertainty.	15	3.20	93.3	7%	60%		33%
7. Encourages calculated risk-taking and treats mistakes as learning opportunities, not failures.	15	3.20	86.7	13%	53%		33%
8. Effective in selecting and retaining high performing employees.	15	3.40	93.3	7%	47%		47%
9. Uses storytelling to make complex ideas relatable and inspire action.	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. Recognizes individual and team accomplishments and reward them appropriately.	3.29	3.20	-0.09 ▼
2. Believes each employee has the potential to excel and expects them to pursue it.	3.65	3.87	+0.22 ▲
3. Establishes methods and procedures for the department.	3.18	3.33	+0.16 ▲
4. Influences the work of employees within the department.	3.41	3.60	+0.19 ▲
5. Able to develop average employees into high performing employees.	3.24	3.33	+0.10 ▲
6. The willingness to persevere despite uncertainty.	3.24	3.20	-0.04 ▼
7. Encourages calculated risk-taking and treats mistakes as learning opportunities, not failures.	3.41	3.20	-0.21 ▼
8. Effective in selecting and retaining high performing employees.	3.24	3.40	+0.16 ▲
9. Uses storytelling to make complex ideas relatable and inspire action.	3.18	3.47	+0.29 ▲

Comments:

- _____ has an incredible vision for our organization's strategy and improvement efforts.
- _____ is an impressive performer.
- _____

_____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.

- He can fall behind on projects without providing timely feedback.
- _____ analyzes all situations before making a decision.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.

Establishing Focus/Direction

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. Identifies which tasks or projects need immediate attention and which can be deferred.	15	3.47	93.3	7%	40%	53%	
11. Creates well articulated goals for the department.	15	3.53	100.0		47%	53%	
12. Ensures the team stays on course and works effectively.	15	3.27	100.0		73%	27%	
13. Builds schedules that reflect both urgency and long-term strategic goals.	15	3.33	100.0		67%	33%	
14. Creates well articulated goals for the team to pursue.	15	3.13	86.7	13%	60%	27%	
15. Shows employees how their contributions make a meaningful impact.	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. Identifies which tasks or projects need immediate attention and which can be deferred.	3.35	3.47	+0.11 ▲
11. Creates well articulated goals for the department.	3.47	3.53	+0.06 ▲
12. Ensures the team stays on course and works effectively.	3.47	3.27	-0.20 ▼
13. Builds schedules that reflect both urgency and long-term strategic goals.	3.35	3.33	-0.02 ▼
14. Creates well articulated goals for the team to pursue.	3.18	3.13	-0.04 ▼
15. Shows employees how their contributions make a meaningful impact.	3.00	3.07	+0.07 ▲

Comments:

- _____ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- Loyalty. Willingness to get it right.
- _____ 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.
- It's been a pleasure to work for him.

Persuasion and Influence

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. Listens actively and adapts messaging to resonate with different viewpoints without diluting the core message.	15	3.40	93.3	7%	47%	47%	
17. Describes the issue in terms of the customer's experience to help create a mental image for employees to connect emotionally to issues facing customers.	15	3.27	93.3	7%	60%	33%	
18. Identifies decision-making inflection points and plans interventions that shape outcomes without forcing consensus.	14	3.00	92.9	7%	79%	14%	
19. Shares relevant personal experiences to illustrate effective approaches and guide decision-making.	15	3.47	100.0		53%	47%	
20. Anticipates questions and provides well-reasoned, evidence-backed responses that reinforce the strength of their position.	15	3.40	93.3	7%	47%	47%	
21. Has excellent influencing/negotiating skills.	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. Listens actively and adapts messaging to resonate with different viewpoints without diluting the core message.	3.65	3.40	-0.25 ▼
17. Describes the issue in terms of the customer's experience to help create a mental image for employees to connect emotionally to issues facing customers.	3.47	3.27	-0.20 ▼
18. Identifies decision-making inflection points and plans interventions that shape outcomes without forcing consensus.	3.12	3.00	-0.12 ▼
19. Shares relevant personal experiences to illustrate effective approaches and guide decision-making.	3.59	3.47	-0.12 ▼
20. Anticipates questions and provides well-reasoned, evidence-backed responses that reinforce the strength of their position.	3.29	3.40	+0.11 ▲
21. Has excellent influencing/negotiating skills.	3.35	3.53	+0.18 ▲

Comments:

- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- He is quick and willing to aid.
- He is very customer focused and this reflects in his division leadership and performance.
-

He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.

- He quickly addresses any challenges that may arise.

Safety

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. Is aware of OSHA safety guidelines.	15	3.00	80.0	20%	60%		20%
23. Committed to safety in the workplace.	15	2.87	80.0	20%	73%		7%
24. Develops a culture of safety.	15	3.47	100.0		53%		47%
25. Performs work safely.	15	3.67	100.0		33%		67%
26. Seeks to reduce the likelihood of accidents.	15	3.40	93.3	7%	47%		47%
27. Develops a strong safety culture.	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. Is aware of OSHA safety guidelines.	3.00	3.00	
23. Committed to safety in the workplace.	2.88	2.87	-0.02 ▼
24. Develops a culture of safety.	3.00	3.47	+0.47 ▲
25. Performs work safely.	3.76	3.67	-0.10 ▼
26. Seeks to reduce the likelihood of accidents.	3.53	3.40	-0.13 ▼
27. Develops a strong safety culture.	3.12	3.33	+0.22 ▲

Comments:

- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- _____ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- Needs to have more face-to-face communications with other employees in the company.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.

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. Values the diverse perspectives and skills each team member brings to the table, recognizing that collaborative efforts often lead to more innovative and effective solutions.	15	3.53	100.0	47%	53%		
29. Is a trustworthy and credible partner.	15	3.67	100.0	33%	67%		
30. Works to create innovative ideas from the collaboration with others.	15	3.33	100.0	67%	33%		
31. Clearly articulates the importance of collaboration in the department's values and vision.	15	3.20	86.7	13%	53%	33%	
32. Builds strong interpersonal relationships for more effective collaboration.	15	3.40	100.0	60%	40%		
33. Strengthens relationships with suppliers to improve contract and price negotiation terms.	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. Values the diverse perspectives and skills each team member brings to the table, recognizing that collaborative efforts often lead to more innovative and effective solutions.	3.41	3.53	+0.12 ▲
29. Is a trustworthy and credible partner.	3.59	3.67	+0.08 ▲
30. Works to create innovative ideas from the collaboration with others.	3.41	3.33	-0.08 ▼
31. Clearly articulates the importance of collaboration in the department's values and vision.	3.18	3.20	+0.02 ▲
32. Builds strong interpersonal relationships for more effective collaboration.	3.35	3.40	+0.05 ▲
33. Strengthens relationships with suppliers to improve contract and price negotiation terms.	3.18	3.20	+0.02 ▲

Comments:

- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- _____ does an exceptional job at running the department.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- _____ is a very solid manager who meets or exceeds expectations of his role.
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.

Partnering/Networking

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. Manages effective partnerships between public, private, and non-profit sectors.	15	3.27	93.3	7%	60%	33%	
35. Reinforces the contacts with other organizations.	15	3.00	80.0	20%	60%	20%	
36. Strives to cultivate and sustain trustful and committed relationships with all partners.	15	3.20	93.3	7%	67%	27%	
37. Hosts industry events or meetups to bring partners and networks together.	15	3.27	93.3	7%	60%	33%	
38. Uses networks of personal contacts to gain introductions to others who may have valuable information.	15	3.27	86.7	13%	47%	40%	
39. Engages in continuous dialogue through regular meetings or virtual meetups.	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. Manages effective partnerships between public, private, and non-profit sectors.	2.88	3.27	+0.38 ▲
35. Reinforces the contacts with other organizations.	3.18	3.00	-0.18 ▼
36. Strives to cultivate and sustain trustful and committed relationships with all partners.	3.18	3.20	+0.02 ▲
37. Hosts industry events or meetups to bring partners and networks together.	3.35	3.27	-0.09 ▼
38. Uses networks of personal contacts to gain introductions to others who may have valuable information.	3.24	3.27	+0.03 ▲
39. Engages in continuous dialogue through regular meetings or virtual meetups.	3.59	3.13	-0.45 ▼

Comments:

- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- He sets a good example for personal growth.

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. Forms strong client relationships with international partners.	15	3.40	93.3	7%	47%	47%	
41. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	3.33	93.3	7%	53%		40%
42. Aligns personal vision with global strategies.	15	3.33	93.3	7%	53%		40%
43. Demonstrates working knowledge of global transactions.	15	3.13	86.7	13%	60%		27%
44. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	15	3.00	86.7	13%	73%		13%
45. Communicates effectively on a multi-lingual basis.	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. Forms strong client relationships with international partners.	3.29	3.40	+0.11 ▲
41. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	3.29	3.33	+0.04 ▲
42. Aligns personal vision with global strategies.	3.41	3.33	-0.08 ▼
43. Demonstrates working knowledge of global transactions.	3.35	3.13	-0.22 ▼
44. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	3.18	3.00	-0.18 ▼
45. Communicates effectively on a multi-lingual basis.	3.35	3.53	+0.18 ▲

Comments:

- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- _____ is a good leader because he gives examples through his own behavior.
- More opportunities to share knowledge with the team.
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which _____ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- He often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.

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?

- _____ is an extremely competent leader and I am enjoying learning by his example.
- He would benefit from soliciting more feedback and pushing others to do more.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.

What do you like best about working with this individual?

- He is someone that has proven he can be trusted to do what is right.
- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- _____ is very visible on the unit. Spending many hours with staff.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.

What do you like least about working with this individual?

- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.
- Need to continue to take action when needed, although have improved. . .
- _____ encourages our staff to strive to be the best that we can be.
- just know going through the hiring process with him.
- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.

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

- When there are any issues, I can take them to _____ and together we are able to work out the issues.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- _____ always remembers the customer is at the center of what we do.
- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.

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

- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- He has great sense of vision and purpose for the division and organization as a whole.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.

- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.

Any final comments?

- Expectations are not always clearly communicated/outlined.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- _____ leads by example in each of the areas noted above.
- _____ takes people where they want to go and pushes them to be their own success.
- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.