



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.

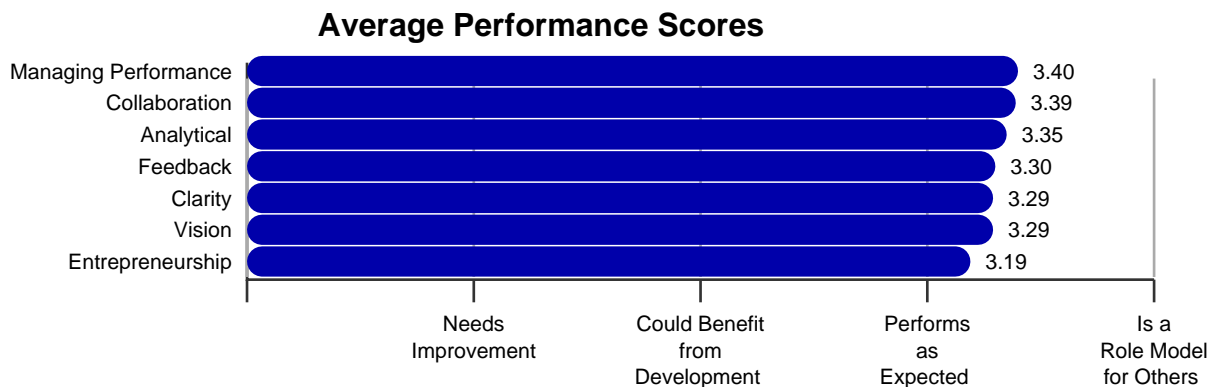
What to Do with Your Feedback

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

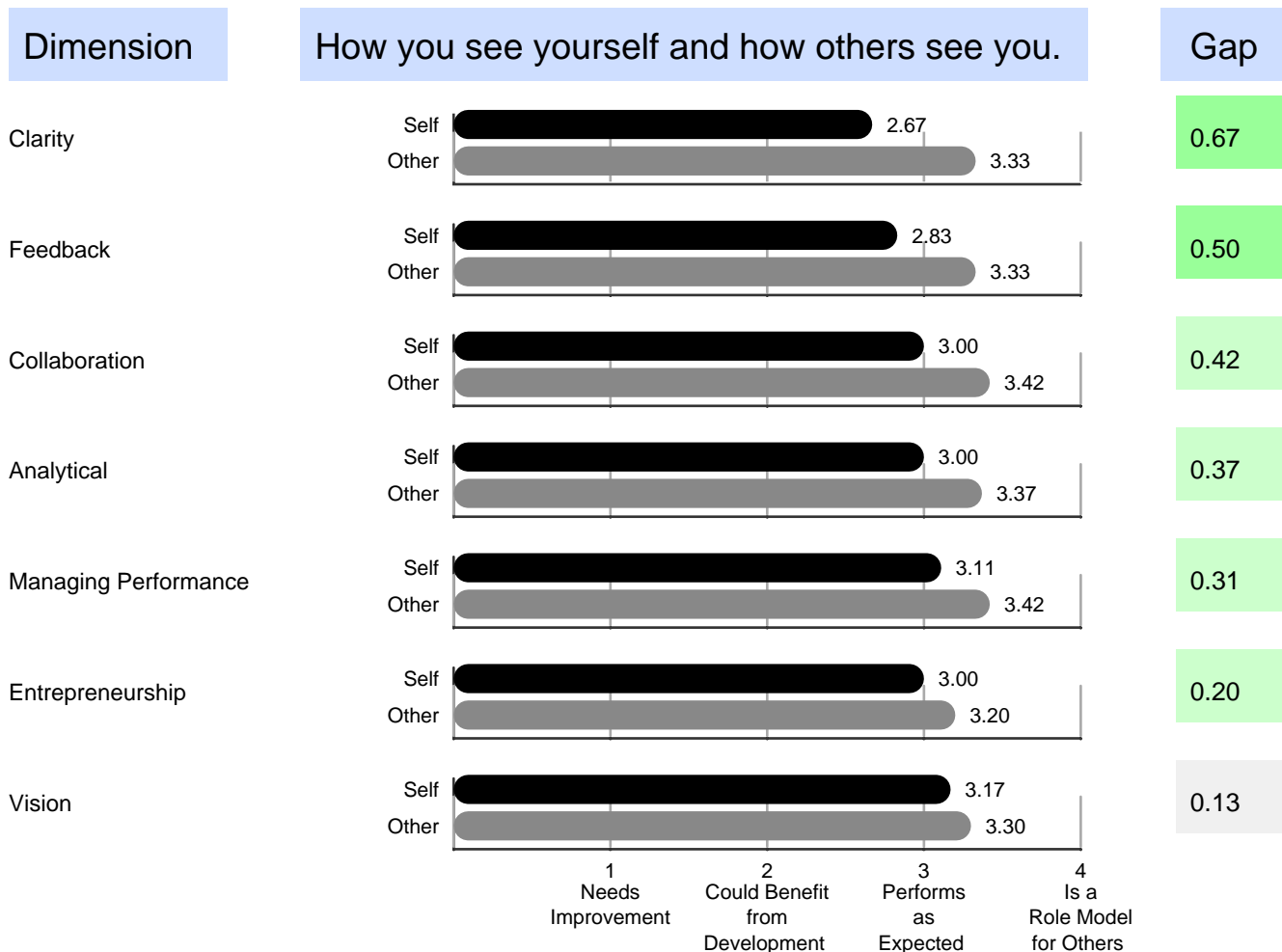
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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
1. Links qualitative objectives to quantitative key results.	15	3.20	93.3	7%	67%	27%	
2. Monitors performance on a regular basis.	15	3.87	100.0	13%	87%		
3. Provides additional responsibilities for employees that exceed performance standards.	15	3.33	93.3	7%	53%	40%	
4. Ensures employees are accountable for meeting OKRs.	15	3.60	93.3	7%	27%	67%	
5. Rewards individuals who show imagination in developing creative solutions to problems.	15	3.33	93.3	7%	53%	40%	
6. Continuously measures performance and provides feedback to employees regularly.	15	3.20	93.3	7%	60%	33%	
7. Creates clear standards that are understandable and fair.	15	3.20	86.7	13%	53%	33%	
8. Implements remediation plans that include specific performance goals in areas most in need of improvement.	15	3.40	93.3	7%	47%	47%	
9. Implements remediation plans as needed.	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. Links qualitative objectives to quantitative key results.	3.29	3.20	-0.09 ▼
2. Monitors performance on a regular basis.	3.65	3.87	+0.22 ▲
3. Provides additional responsibilities for employees that exceed performance standards.	3.18	3.33	+0.16 ▲
4. Ensures employees are accountable for meeting OKRs.	3.41	3.60	+0.19 ▲
5. Rewards individuals who show imagination in developing creative solutions to problems.	3.24	3.33	+0.10 ▲
6. Continuously measures performance and provides feedback to employees regularly.	3.24	3.20	-0.04 ▼
7. Creates clear standards that are understandable and fair.	3.41	3.20	-0.21 ▼
8. Implements remediation plans that include specific performance goals in areas most in need of improvement.	3.24	3.40	+0.16 ▲
9. Implements remediation plans as needed.	3.18	3.47	+0.29 ▲

Comments:

- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.

- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- She inspires others by the manner in which she does her work and engages others.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- She is both the manager and the interim director for the service line.

Feedback

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. Applies feedback responsibly for professional growth, ensuring it is used ethically and constructively.	15	3.47	93.3	7%	40%	53%	
11. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.	15	3.53	100.0		47%	53%	
12. Monitors and adjusts performance in response to feedback by regularly assessing progress and making necessary changes to improve effectiveness.	15	3.27	100.0		73%	27%	
13. Views feedback as a positive experience.	15	3.33	100.0		67%	33%	
14. Adheres to all deadlines in the on-line feedback process.	15	3.13	86.7	13%	60%	27%	
15. Cultivates a positive atmosphere by providing feedback, guidance, and support.	15	3.07	80.0	20%	53%	27%	

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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. Applies feedback responsibly for professional growth, ensuring it is used ethically and constructively.	3.35	3.47	+0.11 ▲
11. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.	3.47	3.53	+0.06 ▲
12. Monitors and adjusts performance in response to feedback by regularly assessing progress and making necessary changes to improve effectiveness.	3.47	3.27	-0.20 ▼
13. Views feedback as a positive experience.	3.35	3.33	-0.02 ▼
14. Adheres to all deadlines in the on-line feedback process.	3.18	3.13	-0.04 ▼
15. Cultivates a positive atmosphere by providing feedback, guidance, and support.	3.00	3.07	+0.07 ▲

Comments:

- ___ encourages our staff to strive to be the best that we can be.
- She is a strong leader complemented with sound judgement
- I think 16 & 17 relate in the sense that I believe ___ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.

Analytical

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. Assesses the validity and correctness of the data before using it to draw conclusions.	15	3.40	93.3	7%	47%	47%	
17. Evaluates the validity and reliability of data and research findings.	15	3.27	93.3	7%	60%	33%	
18. Applies critical and analytical thinking to the situation.	14	3.00	92.9	7%	79%	14%	
19. Creates new visualizations of the data.	15	3.47	100.0		53%	47%	
20. Seeks to understand where potential problems may occur.	15	3.40	93.3	7%	47%	47%	
21. Designs presentations that are easy to digest.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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Item	2024	2025	Change
16. Assesses the validity and correctness of the data before using it to draw conclusions.	3.65	3.40	-0.25 ▼
17. Evaluates the validity and reliability of data and research findings.	3.47	3.27	-0.20 ▼
18. Applies critical and analytical thinking to the situation.	3.12	3.00	-0.12 ▼
19. Creates new visualizations of the data.	3.59	3.47	-0.12 ▼
20. Seeks to understand where potential problems may occur.	3.29	3.40	+0.11 ▲
21. Designs presentations that are easy to digest.	3.35	3.53	+0.18 ▲

Comments:

- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- ___ has grown and proven herself to be an effective leader in the imaging department.

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
22. Attends to the important details of a job or task.	15	3.00	80.0	20%	60%		20%
23. Writes clear job descriptions for positions in the organization.	15	2.87	80.0	20%	73%		7%
24. Is clear about goals that need to be achieved.	15	3.47	100.0		53%	47%	
25. Maintains clarity in goals and objectives.	15	3.67	100.0		33%	67%	
26. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	3.40	93.3	7%	47%		47%
27. Clearly defines work objectives for employees.	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. Attends to the important details of a job or task.	3.00	3.00	
23. Writes clear job descriptions for positions in the organization.	2.88	2.87	-0.02 ▼
24. Is clear about goals that need to be achieved.	3.00	3.47	+0.47 ▲
25. Maintains clarity in goals and objectives.	3.76	3.67	-0.10 ▼
26. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.53	3.40	-0.13 ▼
27. Clearly defines work objectives for employees.	3.12	3.33	+0.22 ▲

Comments:

- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- As a leader, I can clearly see that ___ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- I really appreciate her.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.

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. Respects individual differences that contribute to solving problems.	15	3.53	100.0	47%	53%		
29. Builds strong interpersonal relationships for more effective collaboration.	15	3.67	100.0	33%	67%		
30. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	15	3.33	100.0	67%	33%		
31. Engages in consensus-building activities.	15	3.20	86.7	13%	53%	33%	
32. Collaborates to manage interpersonal disputes with a positive approach.	15	3.40	100.0	60%	40%		
33. Participates in the team's deliberations.	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. Respects individual differences that contribute to solving problems.	3.41	3.53	+0.12 ▲
29. Builds strong interpersonal relationships for more effective collaboration.	3.59	3.67	+0.08 ▲
30. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	3.41	3.33	-0.08 ▼
31. Engages in consensus-building activities.	3.18	3.20	+0.02 ▲
32. Collaborates to manage interpersonal disputes with a positive approach.	3.35	3.40	+0.05 ▲
33. Participates in the team's deliberations.	3.18	3.20	+0.02 ▲

Comments:

- As a new manager she is progressing very well.
- I appreciate ___'s willingness to share her knowledge with our team.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- ___ is a solid performer knows her stuff.

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
34. Understands the processes and various stages of business development.	15	3.27	93.3	7%	60%	33%	
35. Maintains a high level of energy to respond to demands of the job.	15	3.00	80.0	20%	60%	20%	
36. Able to adapt the department to changing business demands and climate.	15	3.20	93.3	7%	67%	27%	
37. Balances risks and rewards when making decisions.	15	3.27	93.3	7%	60%	33%	
38. Takes the initiative to complete tasks.	15	3.27	86.7	13%	47%	40%	
39. Finds unique ways to go around barriers to success.	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. Understands the processes and various stages of business development.	2.88	3.27	+0.38 ▲
35. Maintains a high level of energy to respond to demands of the job.	3.18	3.00	-0.18 ▼
36. Able to adapt the department to changing business demands and climate.	3.18	3.20	+0.02 ▲
37. Balances risks and rewards when making decisions.	3.35	3.27	-0.09 ▼
38. Takes the initiative to complete tasks.	3.24	3.27	+0.03 ▲
39. Finds unique ways to go around barriers to success.	3.59	3.13	-0.45 ▼

Comments:

- ___ is a rock amongst the management at [CompanyName].
- ___ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.
- ___ would be my choice for permanent manager of the department.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.
- She is a very diligent hard worker.
- Set clear expectations for others.

Vision

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. Develops action plans to align his/her work with the goals of the organization.	15	3.40	93.3	7%	47%	47%	
41. Ensures that team roles, responsibilities, and metrics are clearly tied to the vision.	15	3.33	93.3	7%	53%	40%	
42. Develops strategies that align with the organization's collective vision.	15	3.33	93.3	7%	53%	40%	
43. Creates a compelling vision inspires employees, giving them a sense of purpose and direction.	15	3.13	86.7	13%	60%	27%	
44. Builds a culture that reinforces the manager's vision.	15	3.00	86.7	13%	73%	13%	
45. Turns the department's vision into defined objectives and a strategic framework.	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. Develops action plans to align his/her work with the goals of the organization.	3.29	3.40	+0.11 ▲
41. Ensures that team roles, responsibilities, and metrics are clearly tied to the vision.	3.29	3.33	+0.04 ▲
42. Develops strategies that align with the organization's collective vision.	3.41	3.33	-0.08 ▼
43. Creates a compelling vision inspires employees, giving them a sense of purpose and direction.	3.35	3.13	-0.22 ▼
44. Builds a culture that reinforces the manager's vision.	3.18	3.00	-0.18 ▼
45. Turns the department's vision into defined objectives and a strategic framework.	3.35	3.53	+0.18 ▲

Comments:

- I really appreciate her.
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- ___'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate ___'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- I have never known ___ to not hire for talent.

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?

- We have a very strong team in finance. There has been significant turnover but the efforts ___ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- ___ always goes above and beyond in her daily work.
- She is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- ___ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.

What do you like best about working with this individual?

- She is open to feedback and actively tries to improve.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- More opportunities to share knowledge with the team.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.
- She cares deeply for what she does and it shows.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.

What do you like least about working with this individual?

- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- ___ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- She has integrity, dependability, and a desire to constantly improve.
- Is a fantastic source of feedback and growth development.

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

- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___ does not beat around the bush nor does she have hidden agendas.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- She is determined to find the answer to any problem or obstacle in her way.

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

- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging her to finish something.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- 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.
- ___ encourages our staff to strive to be the best that we can be.
- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.

Any final comments?

- Good leadership style.
- Loyalty. Willingness to get it right.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.
- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- Great year of growth!