



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

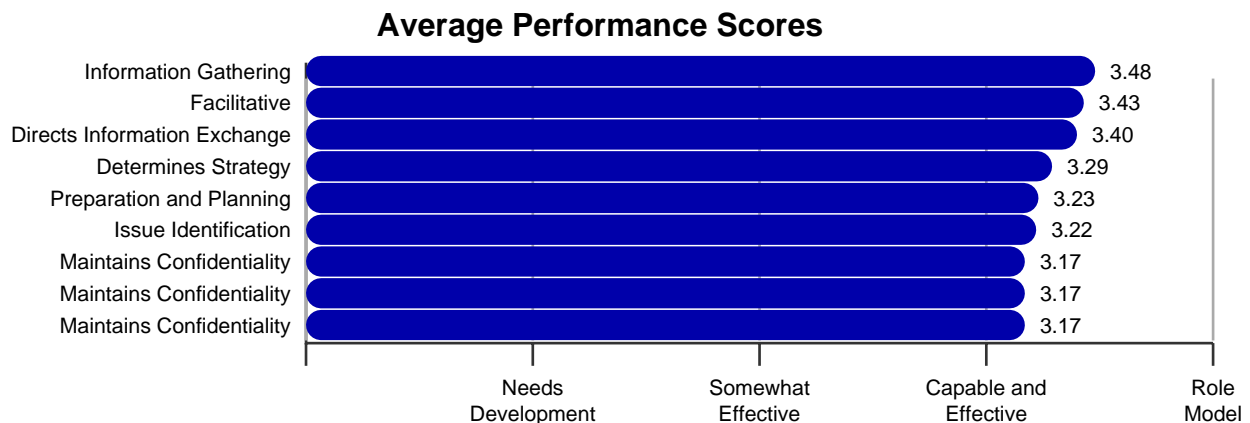
What to Do with Your Feedback

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

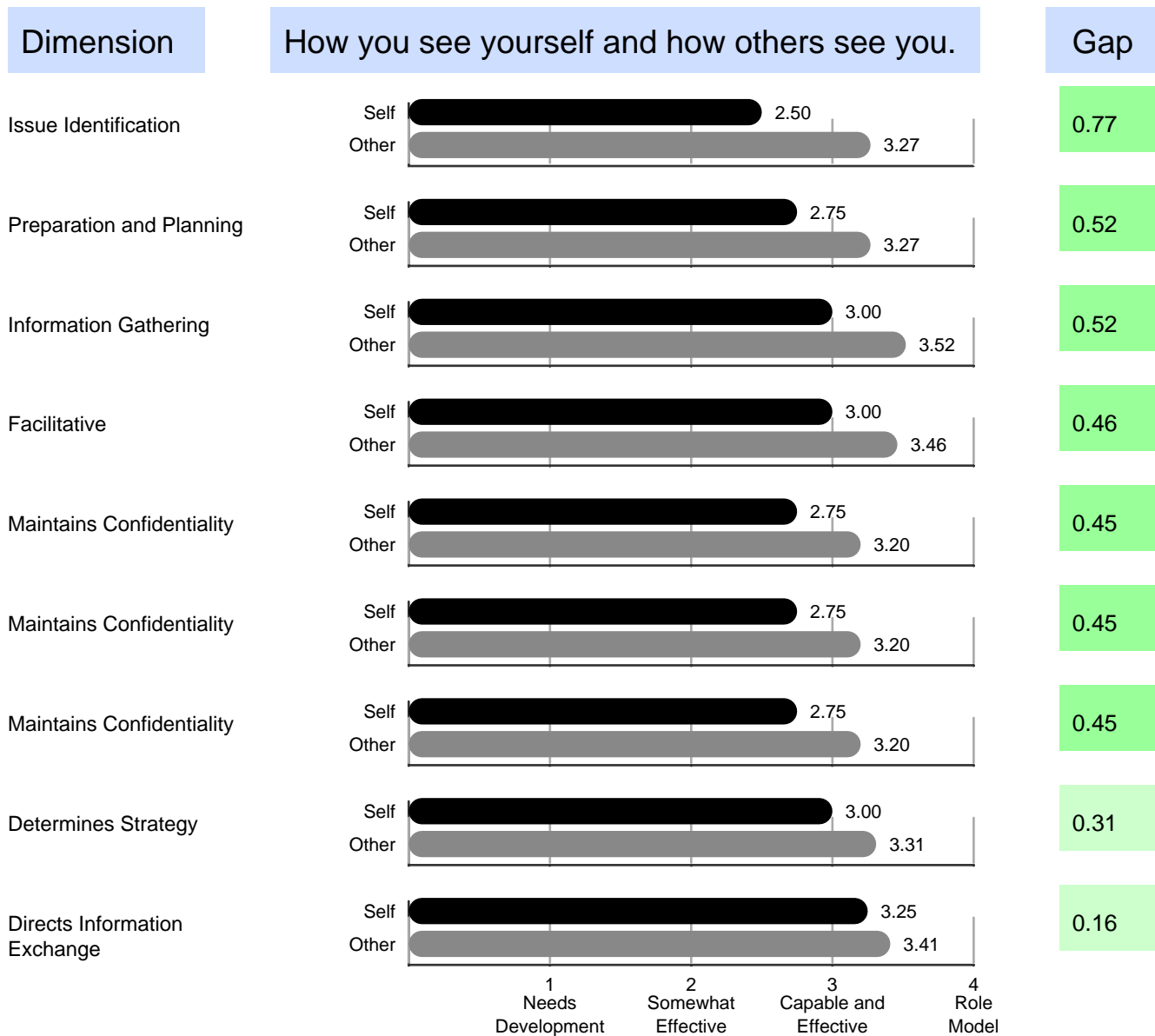
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Maintains Neutral Position

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Acts as a neutral person to provide intervention in the negotiation process.	15	3.20	93.3	7%	67%		27%
2. Maintains neutrality while actively listening and validating each party's perspective.	15	3.87	100.0	13%	87%		
3. Balances time and attention between parties to maintain perceived neutrality.	15	3.33	93.3	7%	53%		40%
4. Ensures that both parties are able to retain their freedom to make their own decisions.	15	3.60	93.3	7%	27%	67%	

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. Acts as a neutral person to provide intervention in the negotiation process.	3.29	3.20	-0.09 ▼
2. Maintains neutrality while actively listening and validating each party's perspective.	3.65	3.87	+0.22 ▲
3. Balances time and attention between parties to maintain perceived neutrality.	3.18	3.33	+0.16 ▲
4. Ensures that both parties are able to retain their freedom to make their own decisions.	3.41	3.60	+0.19 ▲

Comments:

- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- ___ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.

Maintains Control

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
5. Stays focused on the meeting and does not get distracted by side issues.	15	3.33	93.3	7%	53%	40%	
6. Deals with argumentative or obstructive behaviors from either party.	15	3.20	93.3	7%	60%	33%	
7. Maintains control of the facilitation session.	15	3.20	86.7	13%	53%	33%	
8. Reminds participants of the mediation rules and agreed procedures as needed.	15	3.40	93.3	7%	47%	47%	

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
5. Stays focused on the meeting and does not get distracted by side issues.	3.24	3.33	+0.10 ▲
6. Deals with argumentative or obstructive behaviors from either party.	3.24	3.20	-0.04 ▼
7. Maintains control of the facilitation session.	3.41	3.20	-0.21 ▼
8. Reminds participants of the mediation rules and agreed procedures as needed.	3.24	3.40	+0.16 ▲

Comments:

- She does not settle- but will continue a search until the right fit is found.
- Lean on team to help reduce burden and establish clear expectations.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.

Facilitative

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
9. Collaborates with both parties to obtain a viable solution.	15	3.47	93.3	7%	40%	53%	
10. Helps parties gain clarity and insight into the dispute by asking questions that reveal core concerns.	15	3.47	93.3	7%	40%	53%	
11. Helps parties move from impasse to resolution without litigation or coercion.	15	3.53	100.0		47%	53%	
12. Facilitates reaching agreement between the two parties.	15	3.27	100.0		73%	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
9. Collaborates with both parties to obtain a viable solution.	3.18	3.47	+0.29 ▲
10. Helps parties gain clarity and insight into the dispute by asking questions that reveal core concerns.	3.35	3.47	+0.11 ▲
11. Helps parties move from impasse to resolution without litigation or coercion.	3.47	3.53	+0.06 ▲
12. Facilitates reaching agreement between the two parties.	3.47	3.27	-0.20 ▼

Comments:

- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- Detail oriented
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- I think having ___ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.

Preparation and Planning

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
13. Acknowledges emotional undercurrents without taking sides, helping parties feel heard and respected.	15	3.33	100.0		67%		33%
14. Creates a safe and respectful environment for open discussion.	15	3.13	86.7	13%	60%		27%
15. Creates a checklist (or agenda) for the meeting to ensure all topics are discussed.	15	3.07	80.0	20%	53%		27%
16. Determines the best approach to take for the mediation.	15	3.40	93.3	7%	47%		47%

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
13. Acknowledges emotional undercurrents without taking sides, helping parties feel heard and respected.	3.35	3.33	-0.02 ▼
14. Creates a safe and respectful environment for open discussion.	3.18	3.13	-0.04 ▼
15. Creates a checklist (or agenda) for the meeting to ensure all topics are discussed.	3.00	3.07	+0.07 ▲
16. Determines the best approach to take for the mediation.	3.65	3.40	-0.25 ▼

Comments:

- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- She's a good and reliable team member.
- She has been and is a mentor for me.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- The department is lucky to have her.

Determines Strategy

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
17. Conducts a conflict assessment and risk analysis to determine the best course of action.	15	3.27	93.3	7%	60%	33%	
18. Explores historical context and prior attempts at resolution to inform strategy.	14	3.00	92.9	7%	79%	14%	
19. Analyzes power dynamics, communication styles, and emotional tone to tailor the mediation approach.	15	3.47	100.0		53%	47%	
20. Negotiates ground rules and confidentiality terms to support psychological safety and transparency.	15	3.40	93.3	7%	47%	47%	

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
17. Conducts a conflict assessment and risk analysis to determine the best course of action.	3.47	3.27	-0.20 ▼
18. Explores historical context and prior attempts at resolution to inform strategy.	3.12	3.00	-0.12 ▼
19. Analyzes power dynamics, communication styles, and emotional tone to tailor the mediation approach.	3.59	3.47	-0.12 ▼
20. Negotiates ground rules and confidentiality terms to support psychological safety and transparency.	3.29	3.40	+0.11 ▲

Comments:

- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- ___ is an outstanding manager.
- I appreciate her helpful and cheerful outlook!
- ___ is a strong advocate for both the customer and staff.
- ___ continues to be a wonderful boss and mentor.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.

Issue Identification

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Explores underlying interests and motivations through thoughtful, open-ended questioning.	15	3.53	100.0	47%	53%		
22. Identifies the relevant interests of each party.	15	3.00	80.0	20%	60%	20%	
23. Identifies procedural issues that may impact the mediation.	15	2.87	80.0	20%	73%	7%	
24. Clusters related issues to streamline negotiation and reduce redundancy.	15	3.47	100.0	53%	47%		

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
21. Explores underlying interests and motivations through thoughtful, open-ended questioning.	3.35	3.53	+0.18 ▲
22. Identifies the relevant interests of each party.	3.00	3.00	
23. Identifies procedural issues that may impact the mediation.	2.88	2.87	-0.02 ▼
24. Clusters related issues to streamline negotiation and reduce redundancy.	3.00	3.47	+0.47 ▲

Comments:

- She encourages each staff member to understand each other and to work together in a very positive manner.
- She keeps focused on things that are important for her department to run smoothly.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- ___ 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.
- ___ is a strong leader and passionate about her customers, staff and safety.

Information Gathering

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
25. Evaluates the relevance and sensitivity of information before sharing it with other parties.	15	3.67	100.0	33%	67%		
26. Determines if information should be shared or withheld.	15	3.40	93.3	7%	47%	47%	
27. Gathers information to understand people's interests and needs.	15	3.33	93.3	7%	53%	40%	
28. Clarifies ambiguous statements and probes for deeper meaning to ensure accurate understanding.	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
25. Evaluates the relevance and sensitivity of information before sharing it with other parties.	3.76	3.67	-0.10 ▼
26. Determines if information should be shared or withheld.	3.53	3.40	-0.13 ▼
27. Gathers information to understand people's interests and needs.	3.12	3.33	+0.22 ▲
28. Clarifies ambiguous statements and probes for deeper meaning to ensure accurate understanding.	3.41	3.53	+0.12 ▲

Comments:

- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- ___ 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.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- She keeps focused on things that are important for her department to run smoothly.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.

Directs Information Exchange

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Determines what information should be shared with either party.	15	3.67	100.0	33%	67%		
30. Poses respectful, curiosity-driven questions to help parties articulate concerns and clarify misunderstandings.	15	3.33	100.0		67%		33%
31. Filters out irrelevant or inflammatory content to keep the dialogue focused and productive.	15	3.20	86.7	13%	53%		33%
32. Determines what documents are to be exchanged with each side.	15	3.40	100.0		60%		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
29. Determines what information should be shared with either party.	3.59	3.67	+0.08 ▲
30. Poses respectful, curiosity-driven questions to help parties articulate concerns and clarify misunderstandings.	3.41	3.33	-0.08 ▼
31. Filters out irrelevant or inflammatory content to keep the dialogue focused and productive.	3.18	3.20	+0.02 ▲
32. Determines what documents are to be exchanged with each side.	3.35	3.40	+0.05 ▲

Comments:

- She cares deeply for what she does and it shows.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- ___ is a tremendous leader in our organization.
- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.

Maintains Confidentiality

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
33. Fosters psychological safety by honoring confidentiality commitments without exception.	15	3.20	86.7	13%	53%	33%	
34. Refrains from using confidential information to influence or pressure either party.	15	3.27	93.3	7%	60%	33%	
35. Clearly communicates what will remain confidential and what may be shared with consent.	15	3.00	80.0	20%	60%	20%	
36. Demonstrates consistency in applying confidentiality standards across parties and sessions.	15	3.20	93.3	7%	67%	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
33. Fosters psychological safety by honoring confidentiality commitments without exception.	3.18	3.20	+0.02 ▲
34. Refrains from using confidential information to influence or pressure either party.	2.88	3.27	+0.38 ▲
35. Clearly communicates what will remain confidential and what may be shared with consent.	3.18	3.00	-0.18 ▼
36. Demonstrates consistency in applying confidentiality standards across parties and sessions.	3.18	3.20	+0.02 ▲

Comments:

- ___ is very responsive and provides great support service.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- Increase in confidence. Being willing to lean into the uncomfortable.
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.

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?

- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- ___ 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.
- ___ is a great team player with an employee safety and satisfaction focus.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- ___ is a very good leader.

What do you like best about working with this individual?

- ___ is a very positive addition to our Management team.
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- Willingness to pitch in, desire to grow, and a great attitude.
- ___ is a strong leader & mentor.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- She exhibits vision, compassion and high integrity in all of her work.

What do you like least about working with this individual?

- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- She is also very enthusiastic and energetic.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.

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

- I believe I need to give her a chance to get into her position.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- I appreciate the straight forward style of leadership ___ uses.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- She 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.

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

- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- She consistently helps us in problem solving a variety of issues.
- I really appreciate her as a member of the team.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- Even though she is part-time, I don't like the minimal face-to-face exposure.

Any final comments?

- 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 looks at problems in a systematic way and asks for input prior to making decisions.
- ___ always goes above and beyond in her daily work.
- She has been and is a mentor for me.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.