



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.

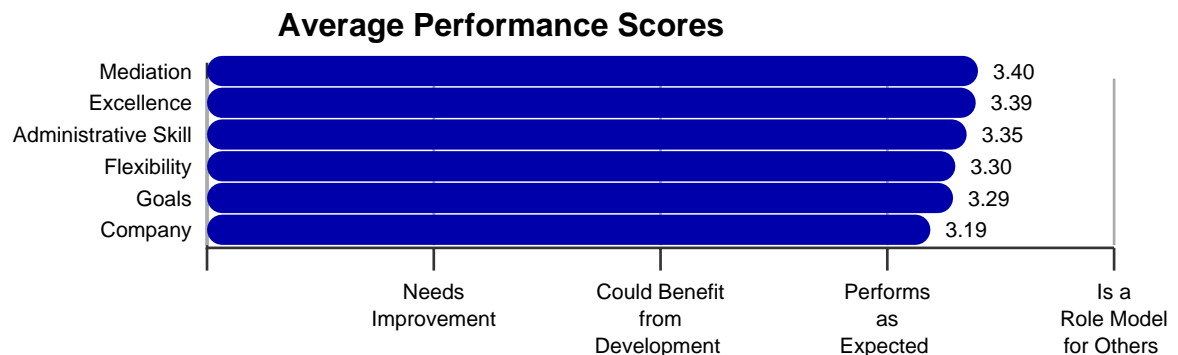
What to Do with Your Feedback

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 6 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.



Mediation

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. Assesses readiness and willingness of parties to engage in mediation before proceeding.	15	3.20	93.3	7%	67%		27%
2. Explores underlying interests and motivations through thoughtful, open-ended questioning.	15	3.87	100.0	13%	87%		
3. Stays focused on the meeting and does not get distracted by side issues.	15	3.33	93.3	7%	53%		40%
4. Guides parties through impasse by reframing issues and exploring alternative solutions.	15	3.60	93.3	7%	27%	67%	
5. Distinguishes between surface-level positions and deeper interests or values.	15	3.33	93.3	7%	53%		40%
6. Identifies the relevant interests of each party.	15	3.20	93.3	7%	60%		33%
7. Listens carefully to all parties.	15	3.20	86.7	13%	53%		33%
8. Identifies gaps in understanding and seeks additional input to complete the picture.	15	3.40	93.3	7%	47%		47%
9. Structures the negotiation process to promote clarity, fairness, and progress toward resolution.	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. Assesses readiness and willingness of parties to engage in mediation before proceeding.	3.29	3.20	-0.09 ▼
2. Explores underlying interests and motivations through thoughtful, open-ended questioning.	3.65	3.87	+0.22 ▲
3. Stays focused on the meeting and does not get distracted by side issues.	3.18	3.33	+0.16 ▲
4. Guides parties through impasse by reframing issues and exploring alternative solutions.	3.41	3.60	+0.19 ▲
5. Distinguishes between surface-level positions and deeper interests or values.	3.24	3.33	+0.10 ▲
6. Identifies the relevant interests of each party.	3.24	3.20	-0.04 ▼
7. Listens carefully to all parties.	3.41	3.20	-0.21 ▼
8. Identifies gaps in understanding and seeks additional input to complete the picture.	3.24	3.40	+0.16 ▲
9. Structures the negotiation process to promote clarity, fairness, and progress toward resolution.	3.18	3.47	+0.29 ▲

Comments:

- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- Her focus is for quality that is customer centered.
- I think she is the kind of manager our department has needed and will continue to need.

- When there are any issues, I can take them to ____ and together we are able to work out the issues.
- ____ has improved on her quick assessment of situations and as a result it has helped me improve also
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

Flexibility

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. Implements changes as a result of having listened to employees	15	3.47	93.3	7%	40%	53%	
11. Balances multiple perspectives to find common ground and innovative solutions.	15	3.53	100.0		47%	53%	
12. Agile and versatile when dealing with issues.	15	3.27	100.0		73%		27%
13. Continuously learning and adapting new techniques to address evolving challenges.	15	3.33	100.0		67%		33%
14. Responds effectively to changes in the market conditions.	15	3.13	86.7	13%	60%		27%
15. Adapts easily to incorporate various perspectives.	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. Implements changes as a result of having listened to employees	3.35	3.47	+0.11 ▲
11. Balances multiple perspectives to find common ground and innovative solutions.	3.47	3.53	+0.06 ▲
12. Agile and versatile when dealing with issues.	3.47	3.27	-0.20 ▼
13. Continuously learning and adapting new techniques to address evolving challenges.	3.35	3.33	-0.02 ▼
14. Responds effectively to changes in the market conditions.	3.18	3.13	-0.04 ▼
15. Adapts easily to incorporate various perspectives.	3.00	3.07	+0.07 ▲

Comments:

- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- She is excellent at helping/coaching/problem-solving with others.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- ___ listens to her staff and delegates responsibilities as appropriate.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.

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. Attention to detail.	15	3.40	93.3	7%	47%	47%	
17. Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	15	3.27	93.3	7%	60%		33%
18. Maintains an orientation toward helping others.	14	3.00	92.9	7%	79%		14%
19. Opens, sorts, and distributes incoming correspondence, including faxes and email.	15	3.47	100.0		53%	47%	
20. Plans travel arrangements.	15	3.40	93.3	7%	47%	47%	
21. Actively seeks to assist others in need.	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. Attention to detail.	3.65	3.40	-0.25 ▼
17. Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	3.47	3.27	-0.20 ▼
18. Maintains an orientation toward helping others.	3.12	3.00	-0.12 ▼
19. Opens, sorts, and distributes incoming correspondence, including faxes and email.	3.59	3.47	-0.12 ▼
20. Plans travel arrangements.	3.29	3.40	+0.11 ▲
21. Actively seeks to assist others in need.	3.35	3.53	+0.18 ▲

Comments:

- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- She is always collaborative in her approach, and makes good decisions.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- She presents a clear picture of where the department is now and where we need to be headed.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.

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
22. Stays on task and steers clear of distractions to reach objectives.	15	3.00	80.0	20%	60%		20%
23. Effectively manages the pursuit of multiple goals at the same time by skillfully balancing priorities, resources, and time.	15	2.87	80.0	20%	73%		7%
24. Establishes and documents goals and objectives.	15	3.47	100.0		53%		47%
25. Demonstrates a track record of successfully accomplishing a wide range of goals, spanning various areas and disciplines.	15	3.67	100.0		33%		67%
26. Ensures goals have relevance to a specific scenario.	15	3.40	93.3	7%	47%		47%
27. Tracks quarterly and annual performance figures by comparing them to the previous year.	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. Stays on task and steers clear of distractions to reach objectives.	3.00	3.00	
23. Effectively manages the pursuit of multiple goals at the same time by skillfully balancing priorities, resources, and time.	2.88	2.87	-0.02 ▼
24. Establishes and documents goals and objectives.	3.00	3.47	+0.47 ▲
25. Demonstrates a track record of successfully accomplishing a wide range of goals, spanning various areas and disciplines.	3.76	3.67	-0.10 ▼
26. Ensures goals have relevance to a specific scenario.	3.53	3.40	-0.13 ▼
27. Tracks quarterly and annual performance figures by comparing them to the previous year.	3.12	3.33	+0.22 ▲

Comments:

- Great addition to the department!
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- She is very knowledgeable and is always willing to lend a helping hand!
- 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.

Excellence

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. Takes a lot of pride in their work.	15	3.53	100.0	47%	53%		
29. Demonstrates the functional or technical skills necessary to do their job.	15	3.67	100.0	33%	67%		
30. Can be counted on to add value wherever they are involved.	15	3.33	100.0	67%	33%		
31. Keeps themselves and others focused on constant improvement.	15	3.20	86.7	13%	53%	33%	
32. Is planful and organized.	15	3.40	100.0	60%	40%		
33. Produces high quality work.	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. Takes a lot of pride in their work.	3.41	3.53	+0.12 ▲
29. Demonstrates the functional or technical skills necessary to do their job.	3.59	3.67	+0.08 ▲
30. Can be counted on to add value wherever they are involved.	3.41	3.33	-0.08 ▼
31. Keeps themselves and others focused on constant improvement.	3.18	3.20	+0.02 ▲
32. Is planful and organized.	3.35	3.40	+0.05 ▲
33. Produces high quality work.	3.18	3.20	+0.02 ▲

Comments:

- ___ 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.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- Willingness to pitch in, desire to grow, and a great attitude.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.

Company

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. Leads efforts to ensure offerings are not only competitive but also meaningful and differentiated.	15	3.27	93.3	7%	60%	33%	
35. Maintains the high ethical standards of the company.	15	3.00	80.0	20%	60%	20%	
36. Is excited about where the company is headed.	15	3.20	93.3	7%	67%	27%	
37. Aligns departmental strategies with the company's long-term vision and objectives.	15	3.27	93.3	7%	60%	33%	
38. Creates a work environment that employees appreciate and are able to be productive.	15	3.27	86.7	13%	47%	40%	
39. Develops and organizes effective workplace policies.	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. Leads efforts to ensure offerings are not only competitive but also meaningful and differentiated.	2.88	3.27	+0.38 ▲
35. Maintains the high ethical standards of the company.	3.18	3.00	-0.18 ▼
36. Is excited about where the company is headed.	3.18	3.20	+0.02 ▲
37. Aligns departmental strategies with the company's long-term vision and objectives.	3.35	3.27	-0.09 ▼
38. Creates a work environment that employees appreciate and are able to be productive.	3.24	3.27	+0.03 ▲
39. Develops and organizes effective workplace policies.	3.59	3.13	-0.45 ▼

Comments:

- ___ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- I am having a hard time evaluating the last four. ___ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- It has been a wonderful having ___ as our manager so far, the future looks brighter!
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.

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 always available to assist with issues, all scopes business or personal.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- She strives to be an effective and available leader.
- ___ always has the customer at the center of focus.
- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.

What do you like best about working with this individual?

- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her 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.
- She takes the time to explain to staff the rationale of changes being made.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.

What do you like least about working with this individual?

- ___ is a "One of a kind" She is a great manager.
- Strive for excellence. Willing to learn. Implement advice from others.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- ___ is willing to understand how a current process works before wanting to incorporate changes.

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

- Her years of experience and wisdom are generously shared and appreciated.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- ___ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- She has worked hard to understand people's strengths and what they need from her.
- ___ has my back and breaks down the barriers when I let her know that need her support.
- I truly enjoy working with ___ on a daily basis.

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

- ___ is a very effective leader and a role model for other leaders.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- She often involves her team in decision making and to determine how to achieve outcomes.
- ___ does a great job at demonstrating the value of her team to the organization.
- Because we lack clear direction and often focus on priorities, it can be extremely frustrating to work effectively and feel successful.
- Lean on team to help reduce burden and establish clear expectations.

Any final comments?

- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- ___ not only values and listens to her staff she also gives them the support they need.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- She 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 an extremely effective leader.