



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

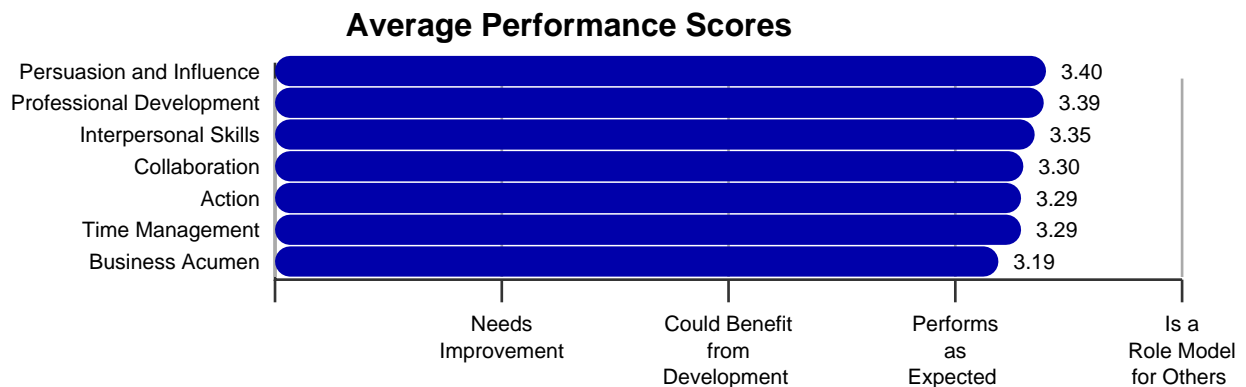
## What to Do with Your Feedback

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.



## 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
1. Calibrates messaging style based on the emotional climate, urgency, and readiness of the audience.	15	3.20	93.3	7%	67%		27%
2. Helps employees envision their future success within the team's broader achievements.	15	3.87	100.0	13%	87%		
3. Employs strategies and tactics to move parties to new positions.	15	3.33	93.3	7%	53%		40%
4. Uses logic and reason to persuade and influence others.	15	3.60	93.3	7%	27%	67%	
5. Translates complex technical or strategic issues into accessible language that motivates action.	15	3.33	93.3	7%	53%		40%
6. Skilled in shaping the opinions of others.	15	3.20	93.3	7%	60%		33%
7. Encourages employees to broaden their perspective through new insights, experiences, and reflective learning.	15	3.20	86.7	13%	53%		33%
8. Influences others to complete tasks and goals.	15	3.40	93.3	7%	47%		47%
9. Persuades others to consider alternative points of view.	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. Calibrates messaging style based on the emotional climate, urgency, and readiness of the audience.	3.29	3.20	-0.09 ▼
2. Helps employees envision their future success within the team's broader achievements.	3.65	3.87	+0.22 ▲
3. Employs strategies and tactics to move parties to new positions.	3.18	3.33	+0.16 ▲
4. Uses logic and reason to persuade and influence others.	3.41	3.60	+0.19 ▲
5. Translates complex technical or strategic issues into accessible language that motivates action.	3.24	3.33	+0.10 ▲
6. Skilled in shaping the opinions of others.	3.24	3.20	-0.04 ▼
7. Encourages employees to broaden their perspective through new insights, experiences, and reflective learning.	3.41	3.20	-0.21 ▼
8. Influences others to complete tasks and goals.	3.24	3.40	+0.16 ▲
9. Persuades others to consider alternative points of view.	3.18	3.47	+0.29 ▲

#### Comments:

- \_\_\_ is a strong leader and passionate about her customers, staff and safety.
- She is effective and her knowledge of processes is invaluable.

- \_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- \_\_\_ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- \_\_\_ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.

## 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
10. Equip the team with the right tools and technologies to facilitate collaboration.	15	3.47	93.3	7%	40%	53%	
11. Ensures relevant data is available to all committee members.	15	3.53	100.0		47%	53%	
12. Is comfortable working with employees from different departments/divisions.	15	3.27	100.0		73%	27%	
13. Consults with other partners on issues.	15	3.33	100.0		67%	33%	
14. Creates an environment of open and transparent communication.	15	3.13	86.7	13%	60%	27%	
15. Respectful of others in group discussions.	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. Equip the team with the right tools and technologies to facilitate collaboration.	3.35	3.47	+0.11 ▲
11. Ensures relevant data is available to all committee members.	3.47	3.53	+0.06 ▲
12. Is comfortable working with employees from different departments/divisions.	3.47	3.27	-0.20 ▼
13. Consults with other partners on issues.	3.35	3.33	-0.02 ▼
14. Creates an environment of open and transparent communication.	3.18	3.13	-0.04 ▼
15. Respectful of others in group discussions.	3.00	3.07	+0.07 ▲

### Comments:

- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- Taking everything into consideration, \_\_\_ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- Professionalism is an area where I feel \_\_\_ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- When in meetings in \_\_\_'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- \_\_\_ has a lot on her 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.

## Interpersonal Skills

### 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. Promotes acceptance of diverse viewpoints from team members.	15	3.40	93.3	7%	47%	47%	
17. Is a committed and reliable partner.	15	3.27	93.3	7%	60%	33%	
18. Is well respected in the department.	14	3.00	92.9	7%	79%	14%	
19. Communicates well at all levels of the organization.	15	3.47	100.0		53%	47%	
20. Considers the other individual's point of view.	15	3.40	93.3	7%	47%	47%	
21. Recognizes when others do a good job.	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. Promotes acceptance of diverse viewpoints from team members.	3.65	3.40	-0.25 ▼
17. Is a committed and reliable partner.	3.47	3.27	-0.20 ▼
18. Is well respected in the department.	3.12	3.00	-0.12 ▼
19. Communicates well at all levels of the organization.	3.59	3.47	-0.12 ▼
20. Considers the other individual's point of view.	3.29	3.40	+0.11 ▲
21. Recognizes when others do a good job.	3.35	3.53	+0.18 ▲

#### Comments:

- \_\_\_'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- Always approachable no matter how busy she is.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- \_\_\_ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- \_\_\_ is an excellent Director.

## Action

### 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. Initiates actions to get things done.	15	3.00	80.0	20%	60%		20%
23. Motivates & supports others to gain skills	15	2.87	80.0	20%	73%		7%
24. Starts immediately working on assignments.	15	3.47	100.0		53%		47%
25. Displays high energy and enthusiasm on consistent basis.	15	3.67	100.0		33%		67%
26. Seeks out opportunities to contribute beyond assigned responsibilities.	15	3.40	93.3	7%	47%		47%
27. Gets the job done.	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. Initiates actions to get things done.	3.00	3.00	
23. Motivates & supports others to gain skills	2.88	2.87	-0.02 ▼
24. Starts immediately working on assignments.	3.00	3.47	+0.47 ▲
25. Displays high energy and enthusiasm on consistent basis.	3.76	3.67	-0.10 ▼
26. Seeks out opportunities to contribute beyond assigned responsibilities.	3.53	3.40	-0.13 ▼
27. Gets the job done.	3.12	3.33	+0.22 ▲

### Comments:

- \_\_\_ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- \_\_\_ teams with others to improve communication and process.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- just know going through the hiring process with her.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- \_\_\_ is trusting her team, and expecting high standards of behavior from all employees.

## Professional Development

### 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. Allows employees to fully participate in employee training and professional development.	15	3.53	100.0	47%	53%		
29. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.67	100.0	33%	67%		
30. Contributing fully to the extent of their skills	15	3.33	100.0		67%	33%	
31. Seeks opportunities for continuous learning.	15	3.20	86.7	13%	53%	33%	
32. Quickly acquire and apply new knowledge and skills when needed	15	3.40	100.0		60%	40%	
33. Encourages employees to take courses relevant to their job.	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. Allows employees to fully participate in employee training and professional development.	3.41	3.53	+0.12 ▲
29. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.59	3.67	+0.08 ▲
30. Contributing fully to the extent of their skills	3.41	3.33	-0.08 ▼
31. Seeks opportunities for continuous learning.	3.18	3.20	+0.02 ▲
32. Quickly acquire and apply new knowledge and skills when needed	3.35	3.40	+0.05 ▲
33. Encourages employees to take courses relevant to their job.	3.18	3.20	+0.02 ▲

### Comments:

- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- 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.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- 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.
- On occasion \_\_\_'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- I admire her ability to see the big picture (both within our walls and outside our walls).

## Business Acumen

### 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. Shares information on best practices to facilitate business workflows and operations during times of transition and changes in personnel.	15	3.27	93.3	7%	60%	33%	
35. Interprets data to make informed business decisions.	15	3.00	80.0	20%	60%	20%	
36. Formulates business strategies for addressing the Company's important needs.	15	3.20	93.3	7%	67%	27%	
37. Considers environmental, social, and governance (ESG) factors to ensure the business is sustainable in the long run.	15	3.27	93.3	7%	60%	33%	
38. Creates strategic plans that conform with regulations and industry guidelines.	15	3.27	86.7	13%	47%	40%	
39. Conducts thorough market research to understand industry trends, customer needs, and competitive landscapes.	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. Shares information on best practices to facilitate business workflows and operations during times of transition and changes in personnel.	2.88	3.27	+0.38 ▲
35. Interprets data to make informed business decisions.	3.18	3.00	-0.18 ▼
36. Formulates business strategies for addressing the Company's important needs.	3.18	3.20	+0.02 ▲
37. Considers environmental, social, and governance (ESG) factors to ensure the business is sustainable in the long run.	3.35	3.27	-0.09 ▼
38. Creates strategic plans that conform with regulations and industry guidelines.	3.24	3.27	+0.03 ▲
39. Conducts thorough market research to understand industry trends, customer needs, and competitive landscapes.	3.59	3.13	-0.45 ▼

### Comments:

- \_\_\_ is an excellent Director.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- \_\_\_ is a strong leader and continues to grow in her role. \_\_\_ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that \_\_\_ does especially well and seems to do with ease are bulleted below.
- \_\_\_ has been in a challenging role this past year with a lot of change and transitions.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- \_\_\_ is a strong leader and passionate about her customers, staff and safety.

## Time Management

### 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. Manages inbox items promptly.	15	3.40	93.3	7%	47%	47%	
41. Often works through lunches instead of going out for lunches.	15	3.33	93.3	7%	53%	40%	
42. Tackles major issues head on to reduce the amount of time spent on them.	15	3.33	93.3	7%	53%	40%	
43. Delegates routine tasks to team members, allowing the manager to concentrate on more strategic or complex responsibilities.	15	3.13	86.7	13%	60%	27%	
44. Assigns tasks based on individual strengths and availability to maximize efficiency and engagement	15	3.00	86.7	13%	73%	13%	
45. Gets a high volume of work done to avoid missing deadlines.	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. Manages inbox items promptly.	3.29	3.40	+0.11 ▲
41. Often works through lunches instead of going out for lunches.	3.29	3.33	+0.04 ▲
42. Tackles major issues head on to reduce the amount of time spent on them.	3.41	3.33	-0.08 ▼
43. Delegates routine tasks to team members, allowing the manager to concentrate on more strategic or complex responsibilities.	3.35	3.13	-0.22 ▼
44. Assigns tasks based on individual strengths and availability to maximize efficiency and engagement	3.18	3.00	-0.18 ▼
45. Gets a high volume of work done to avoid missing deadlines.	3.35	3.53	+0.18 ▲

### Comments:

- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- \_\_\_ is doing well overall and shows that she is willing to learn, this is strongly due to \_\_\_'s role modeling and encouragement. If \_\_\_ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- \_\_\_ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- Need to continue to take action when needed, although have improved. . .

## 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?

- I feel as though I have a shared decision making relationship with \_\_\_ which makes me feel valued. She supports me and values my opinion.
- \_\_\_ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- \_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- \_\_\_ is consistent in her messaging about how we best serve the customers.

### What do you like best about working with this individual?

- \_\_\_ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- \_\_\_ has improved on her quick assessment of situations and as a result it has helped me improve also
- \_\_\_ continues to be a wonderful boss and mentor.
- I have observed that \_\_\_ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- \_\_\_ is very clear about her expectations and I appreciate this.

### What do you like least about working with this individual?

- \_\_\_ is creative and has great ideas and she's quick to implement her 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.
- \_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- I have found that when \_\_\_ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- \_\_\_ is always working collaboratively with many different teams not only within the organization but within the community
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.

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

- Over the past few months \_\_\_ has been creating a bridge between the billing staff and the operations departments.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- She encourages staff skill development and input to improve department processes
- She has an innate ability to match assigned roles with individual strengths.
- I do not have knowledge of \_\_\_'s own department and how she hires, assigns, or fits with her team.

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

- Set clear expectations for others.
- \_\_\_ 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.
- \_\_\_ teams with others to improve communication and process.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- \_\_\_ has been in a challenging role this past year with a lot of change and transitions.
- Sometimes the desired outcomes and expectations are not clearly communicated.

### Any final comments?

- \_\_\_ is a very effective leader and excellent communicator.
- \_\_\_ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- Dedicated to the customer and community, she is worth her weight in gold.
- \_\_\_ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- 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.
- \_\_\_ established an environment in which teamwork and creativity flourished.