



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.

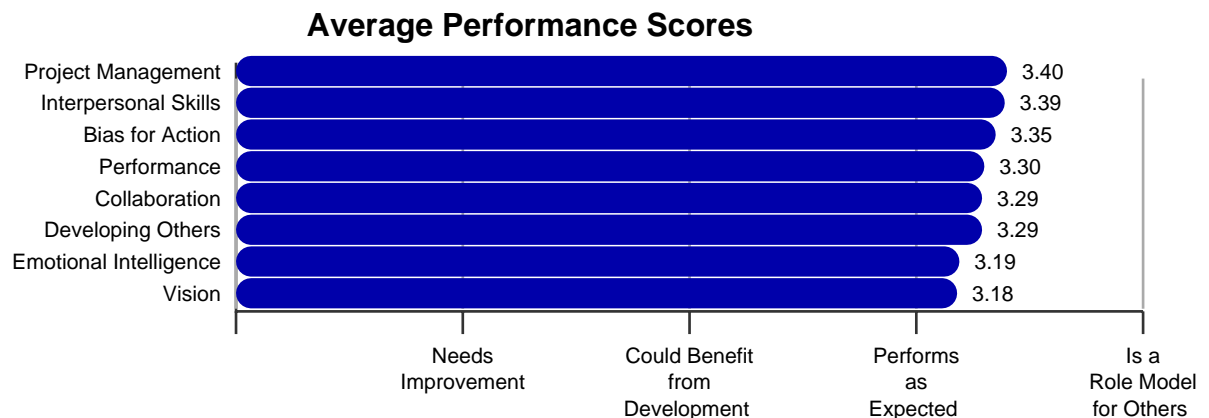
What to Do with Your Feedback

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

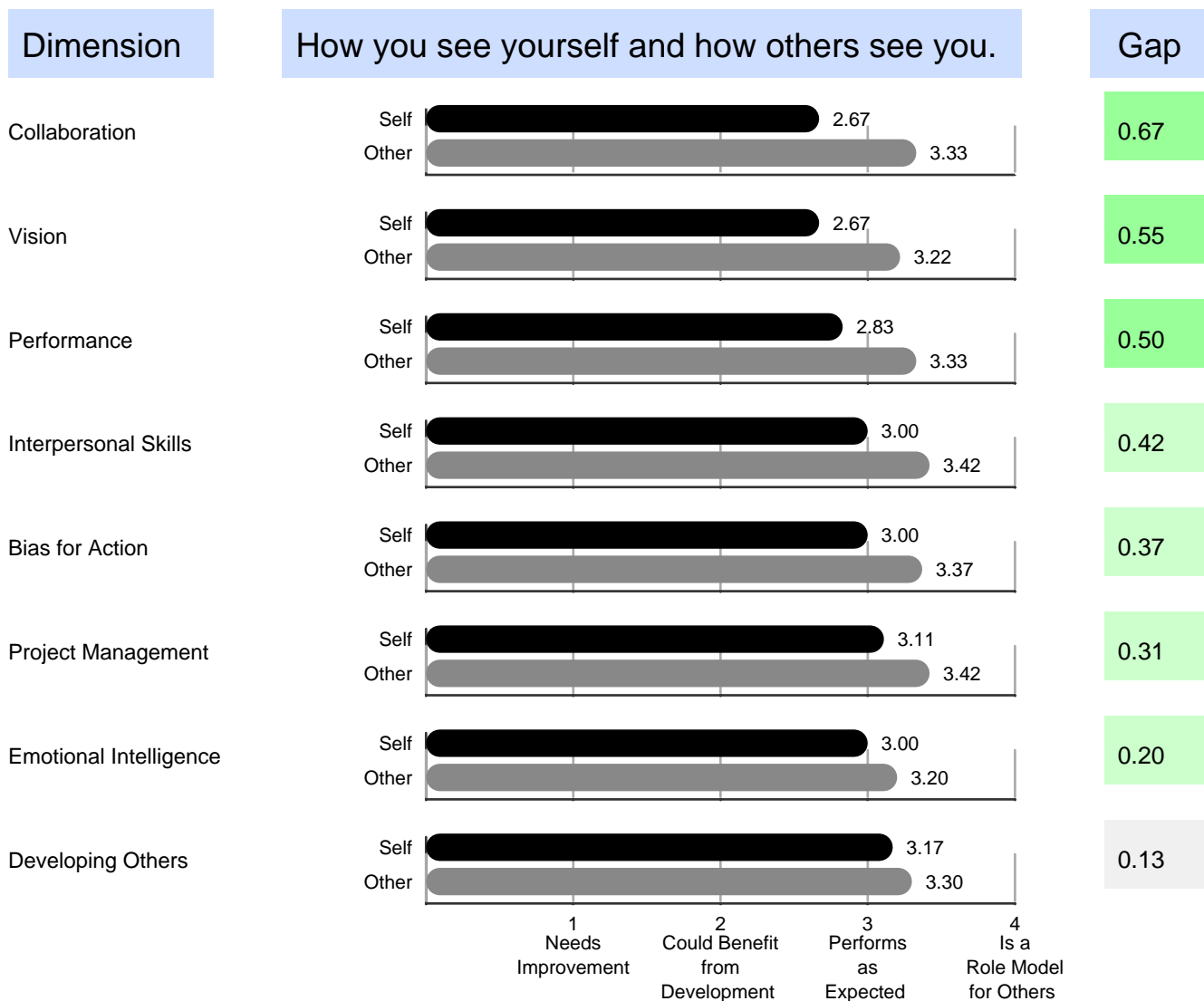
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Project 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
1. Identifies potential risks that could pose challenges to the project timeline.	15	3.20	93.3	7%	67%		27%
2. Manages various facets of the project to keep it on track with the delivery date.	15	3.87	100.0	13%	87%		
3. Maps out the project, timeline, resource requirements, metrics and communication.	15	3.33	93.3	7%	53%		40%
4. Assesses the ability of the organization to handle the project.	15	3.60	93.3	7%	27%	67%	
5. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	3.33	93.3	7%	53%		40%
6. Uses appropriate software tools to assist in managing the project.	15	3.20	93.3	7%	60%		33%
7. Monitors timelines and milestones to ensure set benchmarks are met.	15	3.20	86.7	13%	53%		33%
8. Creates a risk management plan and periodically updates it as the project moves forward.	15	3.40	93.3	7%	47%		47%
9. Creates a schedule for the different phases of the project.	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. Identifies potential risks that could pose challenges to the project timeline.	3.29	3.20	-0.09 ▼
2. Manages various facets of the project to keep it on track with the delivery date.	3.65	3.87	+0.22 ▲
3. Maps out the project, timeline, resource requirements, metrics and communication.	3.18	3.33	+0.16 ▲
4. Assesses the ability of the organization to handle the project.	3.41	3.60	+0.19 ▲
5. Organizes, plans, and directs resources to accomplish the goals and objectives.	3.24	3.33	+0.10 ▲
6. Uses appropriate software tools to assist in managing the project.	3.24	3.20	-0.04 ▼
7. Monitors timelines and milestones to ensure set benchmarks are met.	3.41	3.20	-0.21 ▼
8. Creates a risk management plan and periodically updates it as the project moves forward.	3.24	3.40	+0.16 ▲
9. Creates a schedule for the different phases of the project.	3.18	3.47	+0.29 ▲

Comments:

- _____ is respected by the team and they openly seek out his advise or opinion.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- _____ is a great role model and leader. Others could learn from his style.

- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.

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
10. Works well in this position.	15	3.47	93.3	7%	40%	53%	
11. Has great overall performance	15	3.53	100.0		47%	53%	
12. ...Overall Performance	15	3.27	100.0		73%		27%
13. Able to organize work.	15	3.33	100.0		67%		33%
14. Effectively organizes resources and plans	15	3.13	86.7	13%	60%		27%
15. Effective in performing his/her job.	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. Works well in this position.	3.35	3.47	+0.11 ▲
11. Has great overall performance	3.47	3.53	+0.06 ▲
12. ...Overall Performance	3.47	3.27	-0.20 ▼
13. Able to organize work.	3.35	3.33	-0.02 ▼
14. Effectively organizes resources and plans	3.18	3.13	-0.04 ▼
15. Effective in performing his/her job.	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 him. A pleasure to work with. A+
- _____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- he has patience.
- Always looking for ways to grow as a person. Inspires others to do the same.
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.

Bias for 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
16. Makes timely and confident decisions without overanalyzing.	15	3.40	93.3	7%	47%	47%	
17. Works across organizational lines and boundaries to attain goals.	15	3.27	93.3	7%	60%	33%	
18. Is very proactive and takes on many responsibilities not directly assigned.	14	3.00	92.9	7%	79%	14%	
19. Creates and maintains action lists.	15	3.47	100.0		53%	47%	
20. Uses creativity, problem-solving skills, and available resources to overcome challenges and deliver results.	15	3.40	93.3	7%	47%	47%	
21. Does not wait for approvals unless absolutely necessary.	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. Makes timely and confident decisions without overanalyzing.	3.65	3.40	-0.25 ▼
17. Works across organizational lines and boundaries to attain goals.	3.47	3.27	-0.20 ▼
18. Is very proactive and takes on many responsibilities not directly assigned.	3.12	3.00	-0.12 ▼
19. Creates and maintains action lists.	3.59	3.47	-0.12 ▼
20. Uses creativity, problem-solving skills, and available resources to overcome challenges and deliver results.	3.29	3.40	+0.11 ▲
21. Does not wait for approvals unless absolutely necessary.	3.35	3.53	+0.18 ▲

Comments:

- _____ sets high standards for his team and ensures they perform professionally.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- _____ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- He recognized where I needed help and supported me in making the case to get it.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.

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
22. Promotes a culture of collaboration rather than rivalry.	15	3.00	80.0	20%	60%		20%
23. Guides team members to reconcile their differences and collaborate effectively.	15	2.87	80.0	20%	73%		7%
24. Seeks continuous improvement through the input from coworkers and staff.	15	3.47	100.0		53%		47%
25. Is tactful, compassionate and sensitive to the needs of others.	15	3.67	100.0		33%		67%
26. Creates a culture that fosters and values collaboration.	15	3.40	93.3	7%	47%		47%
27. Allows various stakeholders to contribute their expertise to the solution of a problem.	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. Promotes a culture of collaboration rather than rivalry.	3.00	3.00	
23. Guides team members to reconcile their differences and collaborate effectively.	2.88	2.87	-0.02 ▼
24. Seeks continuous improvement through the input from coworkers and staff.	3.00	3.47	+0.47 ▲
25. Is tactful, compassionate and sensitive to the needs of others.	3.76	3.67	-0.10 ▼
26. Creates a culture that fosters and values collaboration.	3.53	3.40	-0.13 ▼
27. Allows various stakeholders to contribute their expertise to the solution of a problem.	3.12	3.33	+0.22 ▲

Comments:

- _____ 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.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- _____ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- Great to have you on the team!
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.

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
28. Maintains open and regular communication with others.	15	3.53	100.0	47%	53%		
29. Applies appropriate communication techniques to the situation.	15	3.67	100.0	33%	67%		
30. Adapts management style to meet the needs of the individual or situation.	15	3.33	100.0	67%	33%		
31. Follows up on inquiries in a timely manner.	15	3.20	86.7	13%	53%	33%	
32. Works diligently to assist customers in finding the right products.	15	3.40	100.0	60%	40%		
33. Is a highly respected individual in the company.	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. Maintains open and regular communication with others.	3.41	3.53	+0.12 ▲
29. Applies appropriate communication techniques to the situation.	3.59	3.67	+0.08 ▲
30. Adapts management style to meet the needs of the individual or situation.	3.41	3.33	-0.08 ▼
31. Follows up on inquiries in a timely manner.	3.18	3.20	+0.02 ▲
32. Works diligently to assist customers in finding the right products.	3.35	3.40	+0.05 ▲
33. Is a highly respected individual in the company.	3.18	3.20	+0.02 ▲

Comments:

- I appreciate his openness and availability to all the staff.
- He is quick to remind others, when needed why we are really here.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- _____ has been so helpful to me as a new manager.

Emotional Intelligence

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. Is able to manage their own emotions.	15	3.27	93.3	7%	60%	33%	
35. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.00	80.0	20%	60%	20%	
36. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.20	93.3	7%	67%	27%	
37. Is able to express themselves clearly.	15	3.27	93.3	7%	60%	33%	
38. Accurately perceives the emotional reactions of others.	15	3.27	86.7	13%	47%	40%	
39. Is able to control their own emotions.	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. Is able to manage their own emotions.	2.88	3.27	+0.38 ▲
35. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.18	3.00	-0.18 ▼
36. Is attentive to emotional cues and interprets others' feelings correctly.	3.18	3.20	+0.02 ▲
37. Is able to express themselves clearly.	3.35	3.27	-0.09 ▼
38. Accurately perceives the emotional reactions of others.	3.24	3.27	+0.03 ▲
39. Is able to control their own emotions.	3.59	3.13	-0.45 ▼

Comments:

- He recognized where I needed help and supported me in making the case to get it.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- He is beginning to reach out to the other managers more, and it is appreciated.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- Information is given concisely at meetings, and his explanations of all information is very clear.

Developing Others

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. Creates a work environment that fosters positive feedback to employees.	15	3.40	93.3	7%	47%	47%	
41. Is open to receiving feedback.	15	3.33	93.3	7%	53%	40%	
42. Assigns tasks and responsibilities to develop skills of others.	15	3.33	93.3	7%	53%	40%	
43. Creates opportunities for professional development.	15	3.13	86.7	13%	60%	27%	
44. Assesses employees' developmental needs.	15	3.00	86.7	13%	73%	13%	
45. Supports the successes of other employees.	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. Creates a work environment that fosters positive feedback to employees.	3.29	3.40	+0.11 ▲
41. Is open to receiving feedback.	3.29	3.33	+0.04 ▲
42. Assigns tasks and responsibilities to develop skills of others.	3.41	3.33	-0.08 ▼
43. Creates opportunities for professional development.	3.35	3.13	-0.22 ▼
44. Assesses employees' developmental needs.	3.18	3.00	-0.18 ▼
45. Supports the successes of other employees.	3.35	3.53	+0.18 ▲

Comments:

- _____ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with _____ for many years.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- Improve communication delivery. Acknowledge what others are saying.
- I think staff would respect _____ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.

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
46. Creates and executes a strategic vision that drives the company's growth forward.	15	3.00	86.7	13%	73%		13%
47. Persuades others to follow the Company's vision.	15	3.20	93.3	7%	60%		33%
48. Supports a strong employee culture to ensure alignment with the company's vision.	15	3.20	93.3	7%	67%		27%
49. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.40	93.3	7%	47%		47%
50. Is skilled at recognizing various issues that arise and formulates practical and strategic solutions to resolve them efficiently.	15	3.13	80.0	7%	13%	40%	40%
51. Behaves in a way that is consistent with business values & code of conduct	14	3.14	92.9	7%	71%		21%

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
46. Creates and executes a strategic vision that drives the company's growth forward.	3.24	3.00	-0.24 ▼
47. Persuades others to follow the Company's vision.	3.00	3.20	+0.20 ▲
48. Supports a strong employee culture to ensure alignment with the company's vision.	3.18	3.20	+0.02 ▲
49. Understands the vision of the Company and promotes it ahead of any self-interests.	3.35	3.40	+0.05 ▲
50. Is skilled at recognizing various issues that arise and formulates practical and strategic solutions to resolve them efficiently.	3.29	3.13	-0.16 ▼
51. Behaves in a way that is consistent with business values & code of conduct	3.24	3.14	-0.09 ▼

Comments:

- _____ leads by example in each of the areas noted above.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- _____ is a pleasure to work with.
- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- He sometimes comes off as confused about organizational/operational direction.

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?

- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- He is becoming more comfortable to deliver critical feedback.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- 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.

What do you like best about working with this individual?

- His quality of work is good.
- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- _____ is a good leader because he gives examples through his own behavior.
- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.

What do you like least about working with this individual?

- He is showing more comfort in providing and receiving critical feedback.
- Is very upbeat and quick to contribute to the team.
- He is very astute, proactive in problem solving, and a great team member.
- I enjoyed working with _____ on the project and thought that the Rx team involves were strong partners.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.

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

- One of the best supervisors that I have had.
- _____ is a great manager to work for.
- I have truly appreciated his guidance.
- Willingness to help, patience in teaching.
- _____ has been so helpful to me as a new manager.
- He would benefit from soliciting more feedback and pushing others to do more.

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

- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- Constantly working on improving the customer experience.
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- _____ always has the customer at the center of focus.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.

Any final comments?

- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- _____ leads by example.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- _____ has transitioned into the interim role with ease. . . it seems to have been a smooth transition for staff as well.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.