



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.

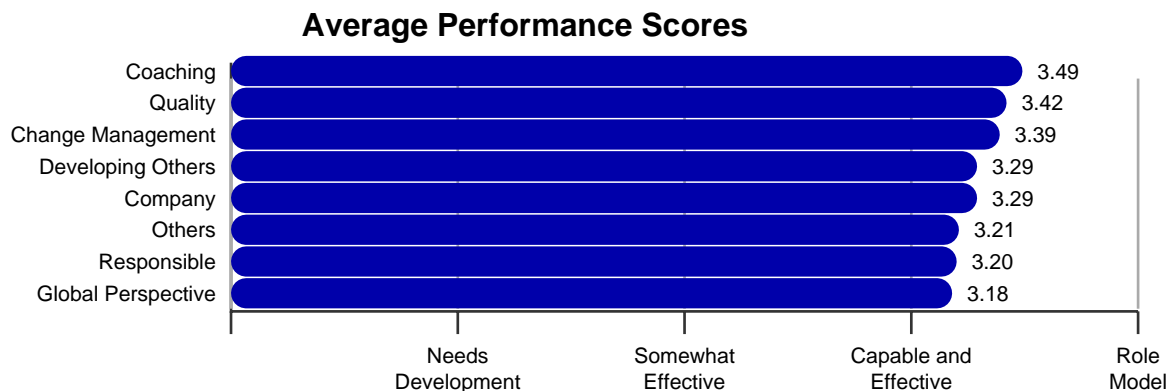
What to Do with Your Feedback

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

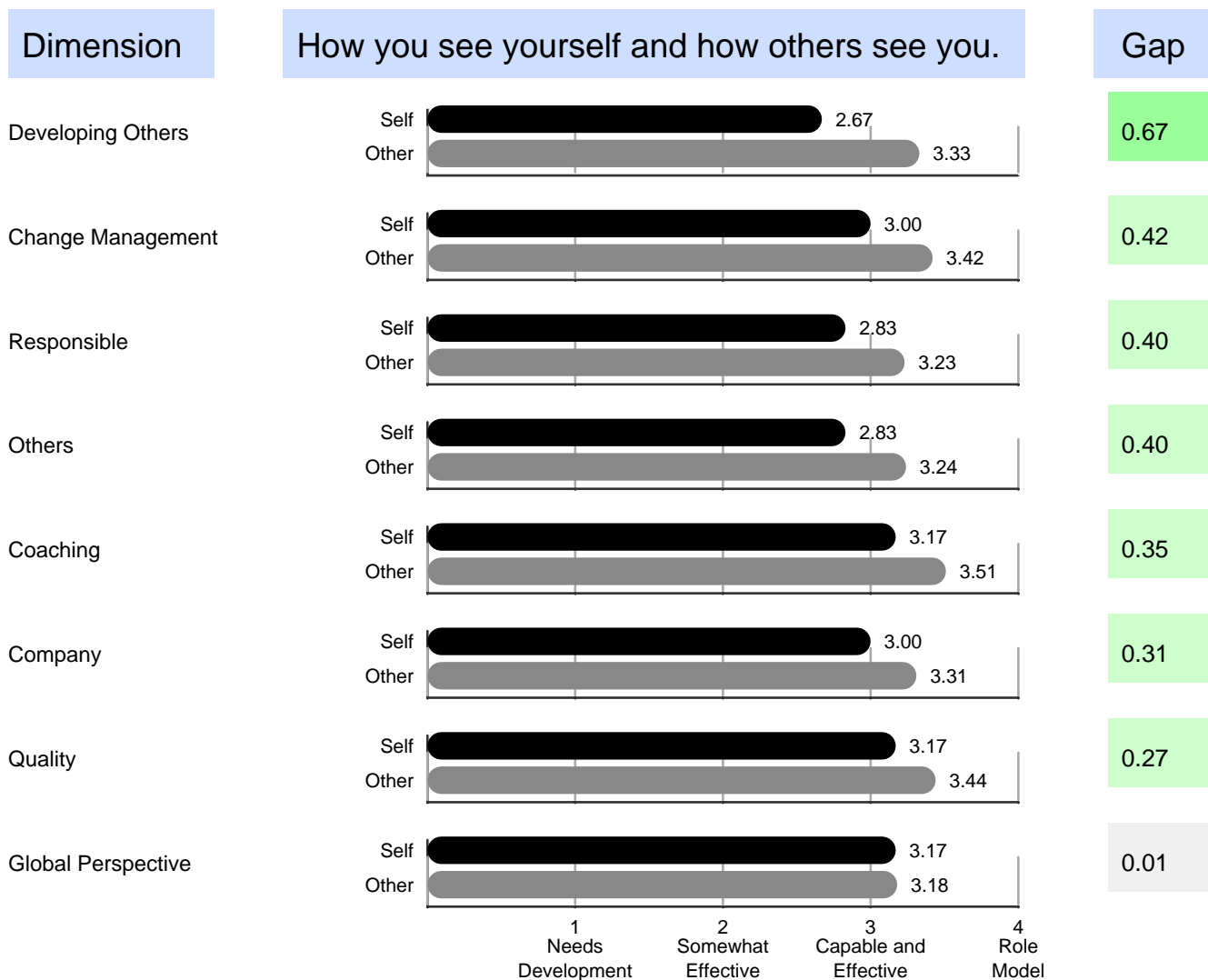
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Quality

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. Inspires others to achieve high quality standards.	15	3.20	93.3	7%	67%		27%
2. Identifies appropriate sources of quality standards.	15	3.87	100.0	13%	87%		
3. Anticipates and mitigates quality issues before they become a major problem.	15	3.33	93.3	7%	53%		40%
4. Is innovative and creative in response to issues involving quality of the products.	15	3.60	93.3	7%	27%	67%	
5. Ensures the hiring of employees who are dedicated to delivering exceptional quality in every aspect of their work.	15	3.33	93.3	7%	53%		40%
6. Encourages others to produce the highest quality work products.	15	3.20	93.3	7%	60%		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
1. Inspires others to achieve high quality standards.	3.29	3.20	-0.09 ▼
2. Identifies appropriate sources of quality standards.	3.65	3.87	+0.22 ▲
3. Anticipates and mitigates quality issues before they become a major problem.	3.18	3.33	+0.16 ▲
4. Is innovative and creative in response to issues involving quality of the products.	3.41	3.60	+0.19 ▲
5. Ensures the hiring of employees who are dedicated to delivering exceptional quality in every aspect of their work.	3.24	3.33	+0.10 ▲
6. Encourages others to produce the highest quality work products.	3.24	3.20	-0.04 ▼

Comments:

- _____ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.
- _____ is very good at recognizing the strengths of his staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that _____ respects their abilities and contributions to the department.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.

Change 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
7. Helps employees overcome their resistance to change.	15	3.20	86.7	13%	53%		33%
8. Is interested in working on projects that may not be well defined.	15	3.40	93.3	7%	47%		47%
9. Is proactive in planning for multiple possible future conditions be be prepared for all possible scenarios.	15	3.47	93.3	7%	40%		53%
10. Addresses personnel issues that may impede progress on implementing changes.	15	3.47	93.3	7%	40%		53%
11. Adapts strategy and leadership to meet emerging demands.	15	3.53	100.0		47%		53%
12. Helps teams and department overcome hurdles to achieving necessary changes.	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
7. Helps employees overcome their resistance to change.	3.41	3.20	-0.21 ▼
8. Is interested in working on projects that may not be well defined.	3.24	3.40	+0.16 ▲
9. Is proactive in planning for multiple possible future conditions be be prepared for all possible scenarios.	3.18	3.47	+0.29 ▲
10. Addresses personnel issues that may impede progress on implementing changes.	3.35	3.47	+0.11 ▲
11. Adapts strategy and leadership to meet emerging demands.	3.47	3.53	+0.06 ▲
12. Helps teams and department overcome hurdles to achieving necessary changes.	3.47	3.27	-0.20 ▼

Comments:

- _____ is a great manager to work for.
- He walks the walk and talks the talk.
- _____ is fully engaged in his unit. He took on the position and jumped in with both feet.
- Where do I even start to articulate how much I value about working with _____ ? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as _____ is.
- Don't be afraid to ask questions when stuck on a task.
- He inspires others by the manner in which he does his work and engages others.

Responsible

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. Holds herself / himself accountable to goals / objectives	15	3.33	100.0		67%		33%
14. Works in a way that makes others want to work with her/him.	15	3.13	86.7	13%	60%		27%
15. Completes assigned work tasks.	15	3.07	80.0	20%	53%		27%
16. ...takes personal responsibility for results.	15	3.40	93.3	7%	47%		47%
17. Behavior is ethical and honest.	15	3.27	93.3	7%	60%		33%
18. Acts as a resource without removing individual responsibility.	14	3.00	92.9	7%	79%		14%

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. Holds herself / himself accountable to goals / objectives	3.35	3.33	-0.02 ▼
14. Works in a way that makes others want to work with her/him.	3.18	3.13	-0.04 ▼
15. Completes assigned work tasks.	3.00	3.07	+0.07 ▲
16. ...takes personal responsibility for results.	3.65	3.40	-0.25 ▼
17. Behavior is ethical and honest.	3.47	3.27	-0.20 ▼
18. Acts as a resource without removing individual responsibility.	3.12	3.00	-0.12 ▼

Comments:

- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- _____ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- Building relationships of trust to enhance safety is an important part of our approach.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- Despite the fact that _____ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.
- I think _____ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
19. Assigns tasks and responsibilities to develop skills of others.	15	3.47	100.0		53%	47%	
20. Supports the successes of other employees.	15	3.40	93.3	7%	47%	47%	
21. Recognizes and celebrates accomplishments of others.	15	3.53	100.0		47%	53%	
22. Creates opportunities for professional development.	15	3.00	80.0	20%	60%	20%	
23. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	2.87	80.0	20%	73%	7%	
24. Creates a work environment that fosters positive feedback to employees.	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
19. Assigns tasks and responsibilities to develop skills of others.	3.59	3.47	-0.12 ▼
20. Supports the successes of other employees.	3.29	3.40	+0.11 ▲
21. Recognizes and celebrates accomplishments of others.	3.35	3.53	+0.18 ▲
22. Creates opportunities for professional development.	3.00	3.00	
23. Develops employees by offering and encouraging them to take on new or additional responsibilities.	2.88	2.87	-0.02 ▼
24. Creates a work environment that fosters positive feedback to employees.	3.00	3.47	+0.47 ▲

Comments:

- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- We are striving to meet best practice standards.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- _____ is a great manager to work for.
- Your initiative influences others in a positive way.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.

Coaching

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. Asks questions to encourage deeper engagement and active participation, helping the employee uncover insights and solutions on their own.	15	3.67	100.0	33%	67%		
26. Helps others to identify key goals and use their talents to achieve success.	15	3.40	93.3	7%	47%	47%	
27. Helps employees to understand the responsibilities and expectations of their job.	15	3.33	93.3	7%	53%	40%	
28. Creates plans for achieving results that are specific, measurable and have target dates.	15	3.53	100.0	47%	53%		
29. Uses coaching to help maximize employee output.	15	3.67	100.0	33%	67%		
30. Celebrates small achievements to build motivation and confidence.	15	3.33	100.0	67%	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
25. Asks questions to encourage deeper engagement and active participation, helping the employee uncover insights and solutions on their own.	3.76	3.67	-0.10 ▼
26. Helps others to identify key goals and use their talents to achieve success.	3.53	3.40	-0.13 ▼
27. Helps employees to understand the responsibilities and expectations of their job.	3.12	3.33	+0.22 ▲
28. Creates plans for achieving results that are specific, measurable and have target dates.	3.41	3.53	+0.12 ▲
29. Uses coaching to help maximize employee output.	3.59	3.67	+0.08 ▲
30. Celebrates small achievements to build motivation and confidence.	3.41	3.33	-0.08 ▼

Comments:

- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- Is viewed by many as a strong organizational resource.
- He is a strength that supports department morale and work flow.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- I think that _____ is making good strides in setting expectations through clear communication.
- _____ has excellent communication skills with both staff and his management team.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Works effectively with people from other departments.	15	3.20	86.7	13%	53%	33%	
32. Constructively receives criticism and suggestions from others.	15	3.40	100.0		60%	40%	
33. Supports the efforts of other employees in implementing solutions to problems.	15	3.20	86.7	13%	53%	33%	
34. Treats others with respect and dignity.	15	3.27	93.3	7%	60%	33%	
35. Consistently demonstrates ability and willingness to trust others.	15	3.00	80.0	20%	60%	20%	
36. Works across boundaries within the organization.	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
31. Works effectively with people from other departments.	3.18	3.20	+0.02 ▲
32. Constructively receives criticism and suggestions from others.	3.35	3.40	+0.05 ▲
33. Supports the efforts of other employees in implementing solutions to problems.	3.18	3.20	+0.02 ▲
34. Treats others with respect and dignity.	2.88	3.27	+0.38 ▲
35. Consistently demonstrates ability and willingness to trust others.	3.18	3.00	-0.18 ▼
36. Works across boundaries within the organization.	3.18	3.20	+0.02 ▲

Comments:

- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- _____ has made great strides with increasing communication and teamwork within his reports.
- As a new manager he is progressing very well.
- Despite the fact that _____ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
37. Emphasizes the importance of teamwork at the Company.	15	3.27	93.3	7%	60%	33%	
38. Is proud to represent a company that others look up to.	15	3.27	86.7	13%	47%	40%	
39. Strengthens company morale by ensuring collaboration/teamwork is both productive and enjoyable.	15	3.13	86.7	13%	60%	27%	
40. Staffs the department to an adequate level.	15	3.40	93.3	7%	47%	47%	
41. Can be trusted by colleagues to act with integrity.	15	3.33	93.3	7%	53%	40%	
42. Enforces the workplace health and safety policies to ensure that all employees are given a safe place to work.	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
37. Emphasizes the importance of teamwork at the Company.	3.35	3.27	-0.09 ▼
38. Is proud to represent a company that others look up to.	3.24	3.27	+0.03 ▲
39. Strengthens company morale by ensuring collaboration/teamwork is both productive and enjoyable.	3.59	3.13	-0.45 ▼
40. Staffs the department to an adequate level.	3.29	3.40	+0.11 ▲
41. Can be trusted by colleagues to act with integrity.	3.29	3.33	+0.04 ▲
42. Enforces the workplace health and safety policies to ensure that all employees are given a safe place to work.	3.41	3.33	-0.08 ▼

Comments:

- _____ has been very supportive as a supervisor.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- Does above and beyond work consistently
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- We are a department in need of structure and I feel he 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.

Global Perspective

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
43. Aligns personal vision with global strategies.	15	3.13	86.7	13%	60%	27%	
44. Builds working relationships with others across cultures.	15	3.00	86.7	13%	73%	13%	
45. Understands global systems such as the global economy.	15	3.53	100.0	47%	53%		
46. Forms strong client relationships with international partners.	15	3.00	86.7	13%	73%	13%	
47. Facilitates open communication with individuals from other countries.	15	3.20	93.3	7%	60%	33%	
48. Can effectively deliver presentations to international clients.	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
43. Aligns personal vision with global strategies.	3.35	3.13	-0.22 ▼
44. Builds working relationships with others across cultures.	3.18	3.00	-0.18 ▼
45. Understands global systems such as the global economy.	3.35	3.53	+0.18 ▲
46. Forms strong client relationships with international partners.	3.24	3.00	-0.24 ▼
47. Facilitates open communication with individuals from other countries.	3.00	3.20	+0.20 ▲
48. Can effectively deliver presentations to international clients.	3.18	3.20	+0.02 ▲

Comments:

- _____ is a great manager, committed to each employee in our department.
- _____ is smart, detailed and committed. I appreciate having his on our team.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- _____ leads by example in each of the areas noted above.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.

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?

- He often involves his team in decision making and to determine how to achieve outcomes.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- _____ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.

What do you like best about working with this individual?

- I wish I had 5 more years to learn from _____. He teaches me with every interaction.
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- _____ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- _____ has excellent communication skills with both staff and his management team.
- I feel _____ always has the customer's best interest at heart.
- _____ is an excellent manager.

What do you like least about working with this individual?

- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- Great addition to our team!
- _____ is a strong advocate for both the customer and staff.

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

- Experience, mentoring and self-confidence.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- He has been both a great co-worker and mentor to me.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.

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

- I feel like I can run things past him and he will give me his honest feedback on how to proceed.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- _____ has the talent to use different Leadership styles to fit the situation.
- _____ applied his strong analytical skills to problem solving.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- One of the things I appreciate about _____ as a leader is his willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been his involvement with Competencies and helping our staff think about how we can apply these concepts to our work.

Any final comments?

- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- _____ is a great manager, committed to each employee in our department.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- He holds everyone to such a high standard, you don't want to disappoint him.
- Dedicated to the customer and community, he is worth his weight in gold.
- He is beginning to reach out to the other managers more, and it is appreciated.