



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.

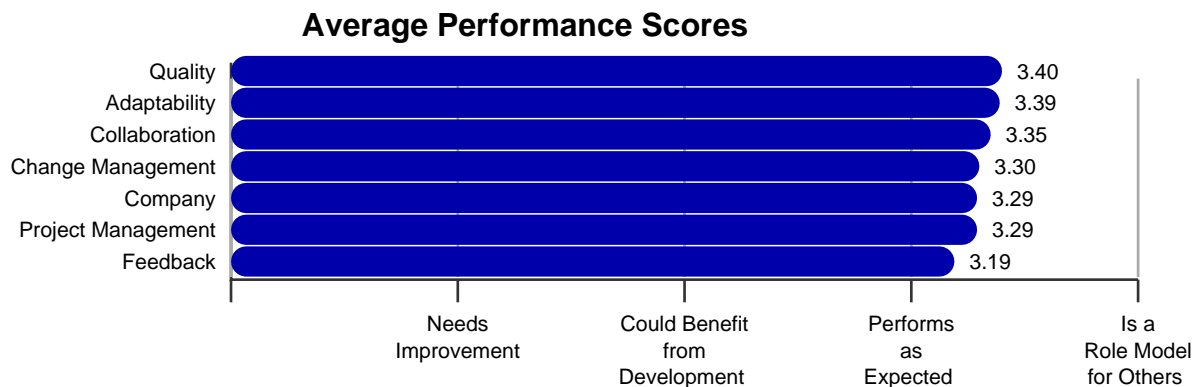
What to Do with Your Feedback

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

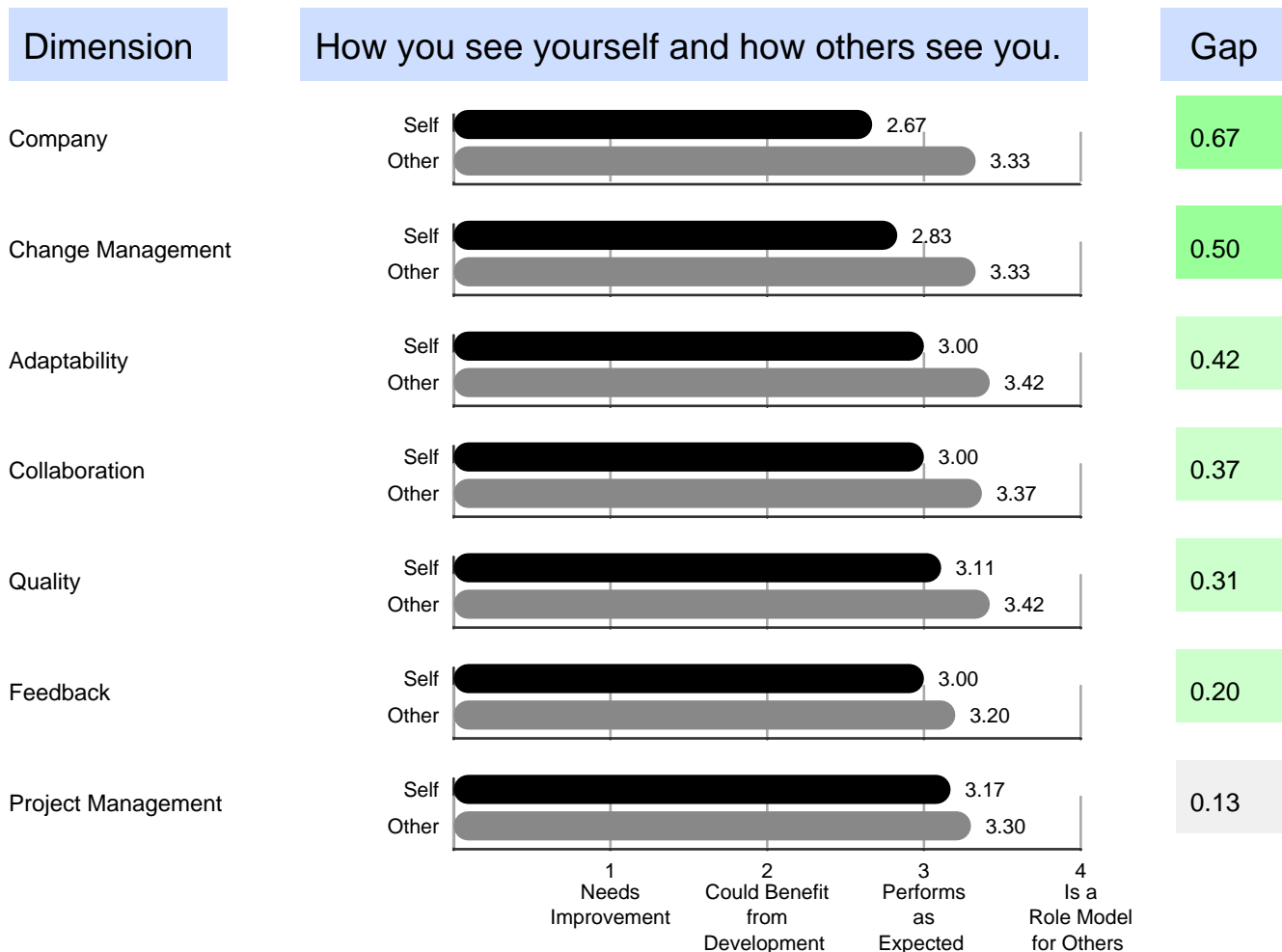
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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 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. Communicates quality standards that are easily by employees.	15	3.20	93.3	7%	67%		27%
2. Able to create quality initiatives to be implemented organization-wide.	15	3.87	100.0	13%	87%		
3. Corrects issues in a timely manner.	15	3.33	93.3	7%	53%		40%
4. Identifies appropriate sources of quality standards.	15	3.60	93.3	7%	27%	67%	
5. Leads the department in quality improvement initiatives.	15	3.33	93.3	7%	53%		40%
6. Creates and implements formal guidelines for quality controls.	15	3.20	93.3	7%	60%		33%
7. Inspires others to achieve high quality standards.	15	3.20	86.7	13%	53%		33%
8. Reflects on what is working and what could be improved.	15	3.40	93.3	7%	47%		47%
9. Sets expectations for achieving high quality services and products.	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. Communicates quality standards that are easily by employees.	3.29	3.20	-0.09 ▼
2. Able to create quality initiatives to be implemented organization-wide.	3.65	3.87	+0.22 ▲
3. Corrects issues in a timely manner.	3.18	3.33	+0.16 ▲
4. Identifies appropriate sources of quality standards.	3.41	3.60	+0.19 ▲
5. Leads the department in quality improvement initiatives.	3.24	3.33	+0.10 ▲
6. Creates and implements formal guidelines for quality controls.	3.24	3.20	-0.04 ▼
7. Inspires others to achieve high quality standards.	3.41	3.20	-0.21 ▼
8. Reflects on what is working and what could be improved.	3.24	3.40	+0.16 ▲
9. Sets expectations for achieving high quality services and products.	3.18	3.47	+0.29 ▲

Comments:

- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ____, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.

- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- ___ 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.

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 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. Recognizes employees who facilitate the organization making progress on the necessary changes.	15	3.47	93.3	7%	40%	53%	
11. Initiates actions that bring attention to the urgent issues requiring change.	15	3.53	100.0		47%	53%	
12. Engages with stakeholders early in the process to be proactive.	15	3.27	100.0		73%		27%
13. Helps employees come to accept changes.	15	3.33	100.0		67%		33%
14. Addresses organizational and departmental resistance to changes.	15	3.13	86.7	13%	60%		27%
15. Helps employees to view change as something positive for the organization.	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. Recognizes employees who facilitate the organization making progress on the necessary changes.	3.35	3.47	+0.11 ▲
11. Initiates actions that bring attention to the urgent issues requiring change.	3.47	3.53	+0.06 ▲
12. Engages with stakeholders early in the process to be proactive.	3.47	3.27	-0.20 ▼
13. Helps employees come to accept changes.	3.35	3.33	-0.02 ▼
14. Addresses organizational and departmental resistance to changes.	3.18	3.13	-0.04 ▼
15. Helps employees to view change as something positive for the organization.	3.00	3.07	+0.07 ▲

Comments:

- She is passionate about providing the services necessary to meet the needs of our organization.
- She is very customer focused and this reflects in her division leadership and performance.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- ___ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, ___ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. ___ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- Improve communication delivery. Acknowledge what others are saying.

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
16. Builds consensus among partners.	15	3.40	93.3	7%	47%	47%	
17. Creates an environment of open and transparent communication.	15	3.27	93.3	7%	60%		33%
18. Is a dependable partner in the group.	14	3.00	92.9	7%	79%		14%
19. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	15	3.47	100.0		53%		47%
20. Involves others in reaching a consensus during group activities.	15	3.40	93.3	7%	47%		47%
21. Listens to the ideas and suggestions from others.	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. Builds consensus among partners.	3.65	3.40	-0.25 ▼
17. Creates an environment of open and transparent communication.	3.47	3.27	-0.20 ▼
18. Is a dependable partner in the group.	3.12	3.00	-0.12 ▼
19. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	3.59	3.47	-0.12 ▼
20. Involves others in reaching a consensus during group activities.	3.29	3.40	+0.11 ▲
21. Listens to the ideas and suggestions from others.	3.35	3.53	+0.18 ▲

Comments:

- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- ___ has been an excellent assistant manager.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- She does not settle- but will continue a search until the right fit is found.

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
22. Is transparent in leadership and holds themself accountable.	15	3.00	80.0	20%	60%		20%
23. Represents the company at trade shows and events.	15	2.87	80.0	20%	73%		7%
24. Maintains buildings in excellent working condition.	15	3.47	100.0		53%		47%
25. Is proud to represent a company that others look up to.	15	3.67	100.0		33%		67%
26. Builds belief in the company's resilience and capacity to lead in its industry.	15	3.40	93.3	7%	47%		47%
27. Is committed to ensuring the company is providing competitive products and services.	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. Is transparent in leadership and holds themself accountable.	3.00	3.00	
23. Represents the company at trade shows and events.	2.88	2.87	-0.02 ▼
24. Maintains buildings in excellent working condition.	3.00	3.47	+0.47 ▲
25. Is proud to represent a company that others look up to.	3.76	3.67	-0.10 ▼
26. Builds belief in the company's resilience and capacity to lead in its industry.	3.53	3.40	-0.13 ▼
27. Is committed to ensuring the company is providing competitive products and services.	3.12	3.33	+0.22 ▲

Comments:

- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- ___ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- ___ is a strong leader & mentor.
- ___ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.

Adaptability

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. Is aware of changes to the policies and procedures.	15	3.53	100.0	47%	53%		
29. Successfully handles the implementation of the reorganization.	15	3.67	100.0	33%	67%		
30. Anticipates changes in the work environment.	15	3.33	100.0	67%	33%		
31. Able to step in and help co-workers when needed.	15	3.20	86.7	13%	53%	33%	
32. Confronts unexpected changes by remaining flexible and adaptable.	15	3.40	100.0	60%	40%		
33. Handles unexpected events without a loss of productivity.	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. Is aware of changes to the policies and procedures.	3.41	3.53	+0.12 ▲
29. Successfully handles the implementation of the reorganization.	3.59	3.67	+0.08 ▲
30. Anticipates changes in the work environment.	3.41	3.33	-0.08 ▼
31. Able to step in and help co-workers when needed.	3.18	3.20	+0.02 ▲
32. Confronts unexpected changes by remaining flexible and adaptable.	3.35	3.40	+0.05 ▲
33. Handles unexpected events without a loss of productivity.	3.18	3.20	+0.02 ▲

Comments:

- ___'s management style is excellent.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- She could benefit from becoming more comfortable challenging others.
- She has consistently been a strong advocate for me and my team.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.

Feedback

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. Links feedback directly to specific role expectations, KPIs, or project outcomes.	15	3.27	93.3	7%	60%	33%	
35. Supports employee development by providing targeted training and resources.	15	3.00	80.0	20%	60%	20%	
36. Equips managers with essential tools, training, and support to guarantee feedback is constructive, timely, and actionable.	15	3.20	93.3	7%	67%	27%	
37. Asks for clarification of any feedback is confusing or incomplete.	15	3.27	93.3	7%	60%	33%	
38. Expresses appreciation for the feedback and acknowledge the effort others put into providing it, fostering a positive feedback culture.	15	3.27	86.7	13%	47%	40%	
39. Welcomes feedback as a catalyst for self-reflection and development.	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. Links feedback directly to specific role expectations, KPIs, or project outcomes.	2.88	3.27	+0.38 ▲
35. Supports employee development by providing targeted training and resources.	3.18	3.00	-0.18 ▼
36. Equips managers with essential tools, training, and support to guarantee feedback is constructive, timely, and actionable.	3.18	3.20	+0.02 ▲
37. Asks for clarification of any feedback is confusing or incomplete.	3.35	3.27	-0.09 ▼
38. Expresses appreciation for the feedback and acknowledge the effort others put into providing it, fostering a positive feedback culture.	3.24	3.27	+0.03 ▲
39. Welcomes feedback as a catalyst for self-reflection and development.	3.59	3.13	-0.45 ▼

Comments:

- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- ___ is a great team player with an employee safety and satisfaction focus.
- 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.
- ___ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.

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
40. Accurately determines the number of engineers required for the project.	15	3.40	93.3	7%	47%	47%	
41. Engages with individuals internally and externally to support the implementation of the project.	15	3.33	93.3	7%	53%	40%	
42. Prepares contingency plans to avoid supply chain disruptions.	15	3.33	93.3	7%	53%	40%	
43. Identifies the project time and budget constraints.	15	3.13	86.7	13%	60%	27%	
44. Develops performance measures for various aspects of the project.	15	3.00	86.7	13%	73%	13%	
45. Regularly measures and records progress of the project.	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. Accurately determines the number of engineers required for the project.	3.29	3.40	+0.11 ▲
41. Engages with individuals internally and externally to support the implementation of the project.	3.29	3.33	+0.04 ▲
42. Prepares contingency plans to avoid supply chain disruptions.	3.41	3.33	-0.08 ▼
43. Identifies the project time and budget constraints.	3.35	3.13	-0.22 ▼
44. Develops performance measures for various aspects of the project.	3.18	3.00	-0.18 ▼
45. Regularly measures and records progress of the project.	3.35	3.53	+0.18 ▲

Comments:

- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- 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.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- ___ 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 consistent side of it.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).

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?

- 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.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- I have never known ___ to not hire for talent.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- She would benefit from soliciting more feedback and pushing others to do more.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.

What do you like best about working with this individual?

- Is sincerely a role model for everything one would look for in a role model as a team member.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.

What do you like least about working with this individual?

- ___ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- She communicates well to all staff and we know what is expected of us.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- ___ delegates very effectively.

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

- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- Building relationships of trust to enhance safety is an important part of our approach.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- ___ 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 correctly sets limits, and expectations of her managers.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.

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

- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.

- She looks at problems in a systematic way and asks for input prior to making decisions.

Any final comments?

- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.