



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.

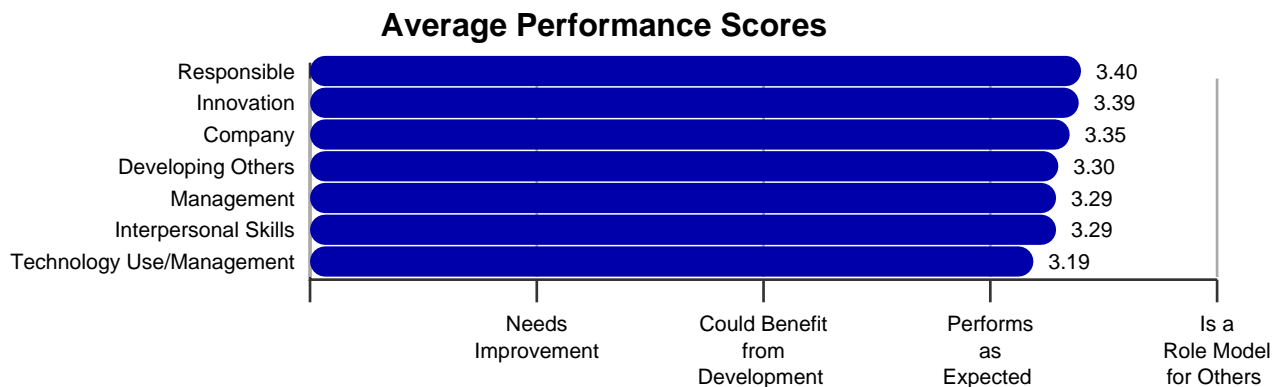
What to Do with Your Feedback

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.



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 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. Acts as a resource without removing individual responsibility.	15	3.20	93.3	7%	67%		27%
2. Holds herself / himself accountable to goals / objectives	15	3.87	100.0	13%	87%		
3. Sets a good example.	15	3.33	93.3	7%	53%		40%
4. Works in a way that makes others want to work with her/him.	15	3.60	93.3	7%	27%	67%	
5. Responsible for setting the vision of the department.	15	3.33	93.3	7%	53%		40%
6. Completes assigned work tasks.	15	3.20	93.3	7%	60%		33%
7. ...takes personal responsibility for results.	15	3.20	86.7	13%	53%		33%
8. Is a person you can trust.	15	3.40	93.3	7%	47%		47%
9. Behavior is ethical and honest.	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. Acts as a resource without removing individual responsibility.	3.29	3.20	-0.09 ▼
2. Holds herself / himself accountable to goals / objectives	3.65	3.87	+0.22 ▲
3. Sets a good example.	3.18	3.33	+0.16 ▲
4. Works in a way that makes others want to work with her/him.	3.41	3.60	+0.19 ▲
5. Responsible for setting the vision of the department.	3.24	3.33	+0.10 ▲
6. Completes assigned work tasks.	3.24	3.20	-0.04 ▼
7. ...takes personal responsibility for results.	3.41	3.20	-0.21 ▼
8. Is a person you can trust.	3.24	3.40	+0.16 ▲
9. Behavior is ethical and honest.	3.18	3.47	+0.29 ▲

Comments:

- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- Employees were not encouraged to do anything besides come to work.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- Uses his people skills to change negative situations into positive.

- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.

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
10. Creates a work environment that fosters positive feedback to employees.	15	3.47	93.3	7%	40%	53%	
11. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.53	100.0		47%	53%	
12. Is open to receiving feedback.	15	3.27	100.0		73%		27%
13. Supports the successes of other employees.	15	3.33	100.0		67%		33%
14. Assigns tasks and responsibilities to develop skills of others.	15	3.13	86.7	13%	60%		27%
15. Creates opportunities for professional development.	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. Creates a work environment that fosters positive feedback to employees.	3.35	3.47	+0.11 ▲
11. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.47	3.53	+0.06 ▲
12. Is open to receiving feedback.	3.47	3.27	-0.20 ▼
13. Supports the successes of other employees.	3.35	3.33	-0.02 ▼
14. Assigns tasks and responsibilities to develop skills of others.	3.18	3.13	-0.04 ▼
15. Creates opportunities for professional development.	3.00	3.07	+0.07 ▲

Comments:

- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- He won't settle for less.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- _____ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues

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
16. Helps employee satisfaction by reminding employees of how their work contributes to the shared goals and long-term success of the company.	15	3.40	93.3	7%	47%	47%	
17. Ensures employees have all the tools and equipment needed to maintain production schedules.	15	3.27	93.3	7%	60%	33%	
18. Treats mistakes as learning opportunities, not punishable offenses.	14	3.00	92.9	7%	79%	14%	
19. Establishes a Leave and Time Off policy to help improve work/life balance.	15	3.47	100.0		53%	47%	
20. Aims to cultivate a team culture where people genuinely enjoy showing up and contributing.	15	3.40	93.3	7%	47%	47%	
21. Supports [Company]'s strategic objectives.	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. Helps employee satisfaction by reminding employees of how their work contributes to the shared goals and long-term success of the company.	3.65	3.40	-0.25 ▼
17. Ensures employees have all the tools and equipment needed to maintain production schedules.	3.47	3.27	-0.20 ▼
18. Treats mistakes as learning opportunities, not punishable offenses.	3.12	3.00	-0.12 ▼
19. Establishes a Leave and Time Off policy to help improve work/life balance.	3.59	3.47	-0.12 ▼
20. Aims to cultivate a team culture where people genuinely enjoy showing up and contributing.	3.29	3.40	+0.11 ▲
21. Supports [Company]'s strategic objectives.	3.35	3.53	+0.18 ▲

Comments:

- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.

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
22. Anticipates potential obstacles and develops contingency plans to minimize disruption.	15	3.00	80.0	20%	60%		20%
23. Is confident in the abilities of their subordinates.	15	2.87	80.0	20%	73%		7%
24. Demonstrates dedication to team success by contributing beyond formal responsibilities when needed.	15	3.47	100.0		53%		47%
25. Develops contingency strategies to prepare for multiple future scenarios and uncertainties.	15	3.67	100.0		33%		67%
26. Supports employees in taking thoughtful risks and learning from outcomes, even when results are imperfect.	15	3.40	93.3	7%	47%		47%
27. Communicates with clarity and confidence across all levels of the organization.	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. Anticipates potential obstacles and develops contingency plans to minimize disruption.	3.00	3.00	
23. Is confident in the abilities of their subordinates.	2.88	2.87	-0.02 ▼
24. Demonstrates dedication to team success by contributing beyond formal responsibilities when needed.	3.00	3.47	+0.47 ▲
25. Develops contingency strategies to prepare for multiple future scenarios and uncertainties.	3.76	3.67	-0.10 ▼
26. Supports employees in taking thoughtful risks and learning from outcomes, even when results are imperfect.	3.53	3.40	-0.13 ▼
27. Communicates with clarity and confidence across all levels of the organization.	3.12	3.33	+0.22 ▲

Comments:

- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.

- _____ has excellent job and people skills.

Innovation

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. Fosters a culture of disruptive innovation to drive significant market shifts and create unparalleled value for customers.	15	3.53	100.0	47%	53%		
29. Improves on ideas of others.	15	3.67	100.0	33%	67%		
30. Identifies fresh approaches to solving problems.	15	3.33	100.0		67%	33%	
31. Cultivates a culture of open communication where all ideas, no matter how unconventional, are welcomed and valued.	15	3.20	86.7	13%	53%	33%	
32. Encourages a search for radical innovation opportunities to obtain major breakthroughs.	15	3.40	100.0		60%	40%	
33. Refines and tailors innovative concepts to better align with strategic objectives and market demands.	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. Fosters a culture of disruptive innovation to drive significant market shifts and create unparalleled value for customers.	3.41	3.53	+0.12 ▲
29. Improves on ideas of others.	3.59	3.67	+0.08 ▲
30. Identifies fresh approaches to solving problems.	3.41	3.33	-0.08 ▼
31. Cultivates a culture of open communication where all ideas, no matter how unconventional, are welcomed and valued.	3.18	3.20	+0.02 ▲
32. Encourages a search for radical innovation opportunities to obtain major breakthroughs.	3.35	3.40	+0.05 ▲
33. Refines and tailors innovative concepts to better align with strategic objectives and market demands.	3.18	3.20	+0.02 ▲

Comments:

- _____ always has the customer at the center of focus.
- He is a strength that supports department morale and work flow.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- 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.

Technology Use/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
34. Supports technical training and development of employees.	15	3.27	93.3	7%	60%	33%	
35. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.00	80.0	20%	60%	20%	
36. Understands and is committed to implementing new technologies.	15	3.20	93.3	7%	67%	27%	
37. Maximizes the use of new technology to deliver products and services.	15	3.27	93.3	7%	60%	33%	
38. Supports employee training and development initiatives regarding implementation of technology.	15	3.27	86.7	13%	47%	40%	
39. Proficient in the use of technical systems and processes.	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. Supports technical training and development of employees.	2.88	3.27	+0.38 ▲
35. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.18	3.00	-0.18 ▼
36. Understands and is committed to implementing new technologies.	3.18	3.20	+0.02 ▲
37. Maximizes the use of new technology to deliver products and services.	3.35	3.27	-0.09 ▼
38. Supports employee training and development initiatives regarding implementation of technology.	3.24	3.27	+0.03 ▲
39. Proficient in the use of technical systems and processes.	3.59	3.13	-0.45 ▼

Comments:

- He clearly assigns our responsibilities by our individual strengths.
- _____ is the consummate professional and pleasure to work with.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- What I like is his standard line what resources do you need from me to make this work?
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.

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
40. Gives credit where credit is due.	15	3.40	93.3	7%	47%	47%	
41. Is a role model for others demonstrating the importance of interpersonal skills.	15	3.33	93.3	7%	53%	40%	
42. Is open and approachable	15	3.33	93.3	7%	53%	40%	
43. Is a committed and reliable partner.	15	3.13	86.7	13%	60%	27%	
44. Embraces the differences in individuals that comprise the team.	15	3.00	86.7	13%	73%	13%	
45. Demonstrates compassion and understanding of 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
40. Gives credit where credit is due.	3.29	3.40	+0.11 ▲
41. Is a role model for others demonstrating the importance of interpersonal skills.	3.29	3.33	+0.04 ▲
42. Is open and approachable	3.41	3.33	-0.08 ▼
43. Is a committed and reliable partner.	3.35	3.13	-0.22 ▼
44. Embraces the differences in individuals that comprise the team.	3.18	3.00	-0.18 ▼
45. Demonstrates compassion and understanding of others.	3.35	3.53	+0.18 ▲

Comments:

- _____ has brought a much needed positive change to [CompanyName].
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- Great to have you on the team!
- _____ is very responsive and provides great support service.
- I value and appreciate _____ very much.

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 maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- I think at times his dedication to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- I work with _____ regularly and see his interactions with other leaders frequently.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- _____ has a lot of knowledge in competency models and is passing that on to his teams.
- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.

What do you like best about working with this individual?

- _____ is great about approaching and including staff input with decision making within the department.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- _____ is a fantastic manager who is now hitting his stride. He exhibits his strengths when called upon and is actively working on improving areas he needs to.

What do you like least about working with this individual?

- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings. Well liked by staff.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- I appreciate how _____ guides, supports, and direct staff.
- _____ leads by example in each of the areas noted above.
- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.

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

- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- _____ is great...He provides valuable insight/opinion when asked and easily makes decisions.

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

- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- Has one of the strongest work ethics I've ever encountered in a team member.
- He is very astute, proactive in problem solving, and a great team member.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- _____ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.

Any final comments?

- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- Does excellent job, always.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.