



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.

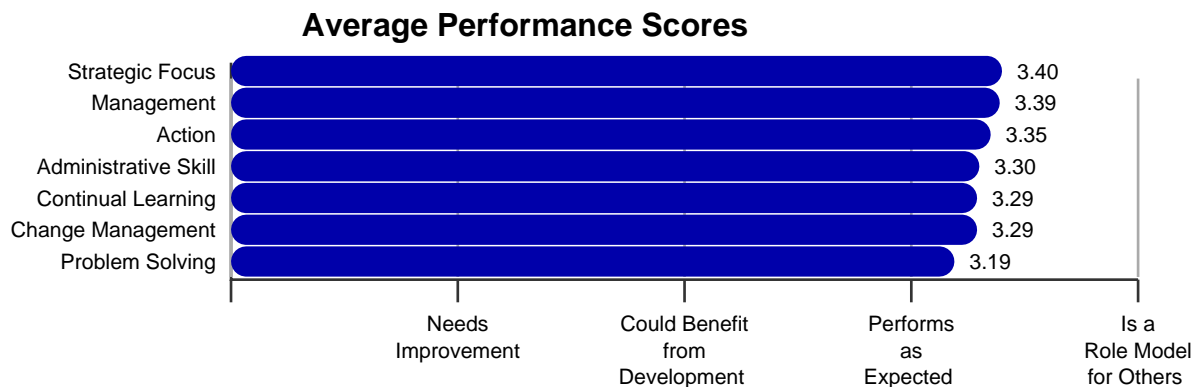
What to Do with Your Feedback

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

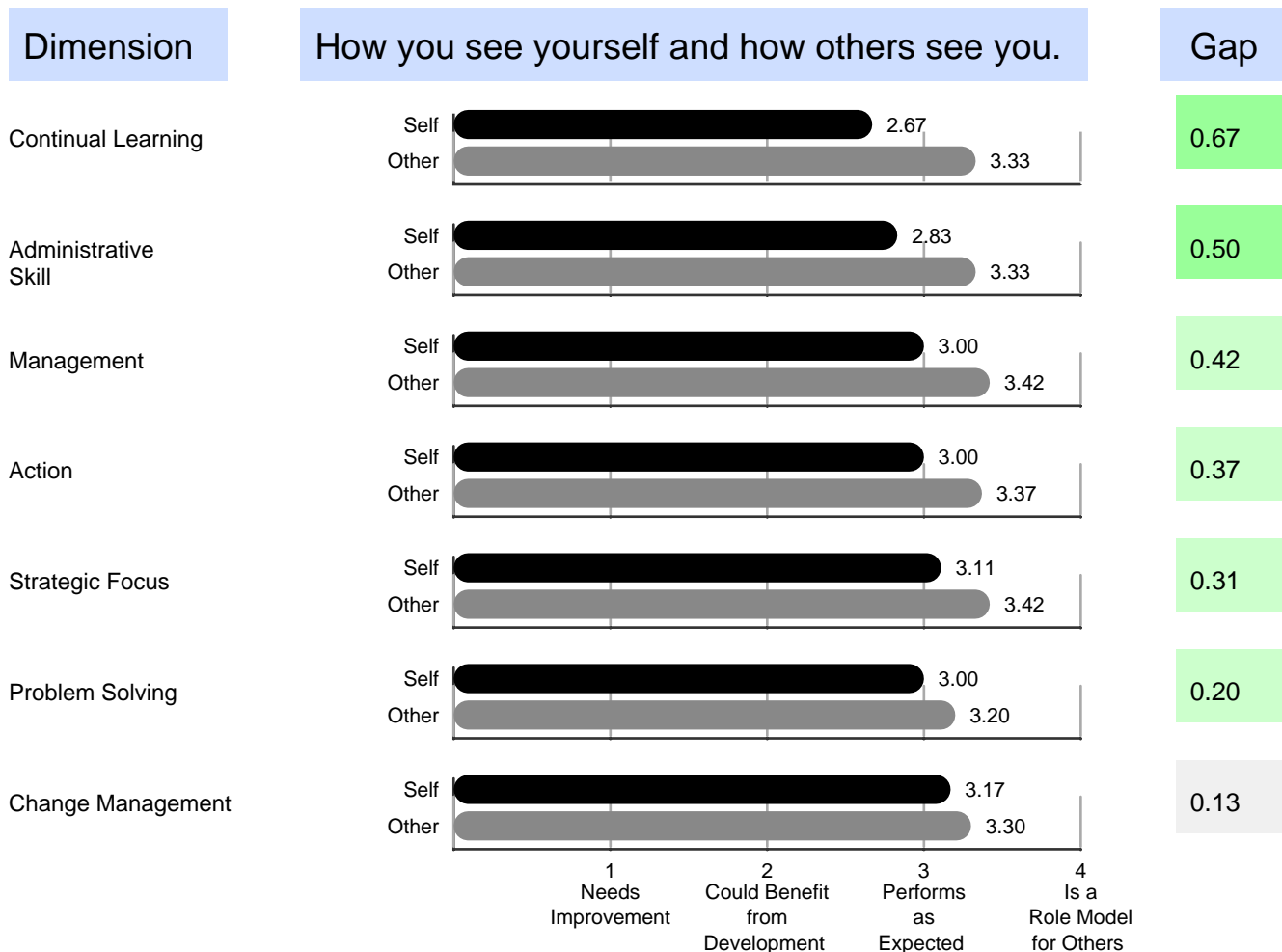
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Strategic Focus

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. Makes sure employees understand the strategy and goals.	15	3.20	93.3	7%	67%		27%
2. Makes strategic decisions that take into account a dynamic situation.	15	3.87	100.0	13%	87%		
3. Develops strategies to effectively use company resources and exploit potential opportunities.	15	3.33	93.3	7%	53%		40%
4. Successfully implements a strategic plan.	15	3.60	93.3	7%	27%	67%	
5. Is effective in using strategic tools such as value chain analysis, business environment analysis, and competitor analysis.	15	3.33	93.3	7%	53%		40%
6. Reinforces the strategic messaging in various teams, meetings, seminars and workshops.	15	3.20	93.3	7%	60%		33%
7. Effective in strategy formulation and execution.	15	3.20	86.7	13%	53%		33%
8. Understands how to achieve strategic financial objectives.	15	3.40	93.3	7%	47%		47%
9. Identifies sources for developing a global competitive advantage for the company.	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. Makes sure employees understand the strategy and goals.	3.29	3.20	-0.09 ▼
2. Makes strategic decisions that take into account a dynamic situation.	3.65	3.87	+0.22 ▲
3. Develops strategies to effectively use company resources and exploit potential opportunities.	3.18	3.33	+0.16 ▲
4. Successfully implements a strategic plan.	3.41	3.60	+0.19 ▲
5. Is effective in using strategic tools such as value chain analysis, business environment analysis, and competitor analysis.	3.24	3.33	+0.10 ▲
6. Reinforces the strategic messaging in various teams, meetings, seminars and workshops.	3.24	3.20	-0.04 ▼
7. Effective in strategy formulation and execution.	3.41	3.20	-0.21 ▼
8. Understands how to achieve strategic financial objectives.	3.24	3.40	+0.16 ▲
9. Identifies sources for developing a global competitive advantage for the company.	3.18	3.47	+0.29 ▲

Comments:

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___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.

- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- She is passionate about providing the services necessary to meet the needs of our organization.
- ___ works with a very diverse group and treats everyone the same while respecting that diversity.
- ___'s priority is our customers and community.

Administrative Skill

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. Takes time to grasp the points being made, and ensures individuals feel heard.	15	3.47	93.3	7%	40%	53%	
11. Ensures adequate supply levels by monitoring inventory and placing orders when necessary.	15	3.53	100.0		47%	53%	
12. Researches travel options finding the most cost-effective or time-efficient transportation methods, such as flights, trains, or car rentals.	15	3.27	100.0		73%		27%
13. Identifies complex problems and reviews related information to develop and evaluate options and implement solutions.	15	3.33	100.0		67%		33%
14. Takes responsibility for decisions.	15	3.13	86.7	13%	60%		27%
15. Prepares and organizes presentations.	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. Takes time to grasp the points being made, and ensures individuals feel heard.	3.35	3.47	+0.11 ▲
11. Ensures adequate supply levels by monitoring inventory and placing orders when necessary.	3.47	3.53	+0.06 ▲
12. Researches travel options finding the most cost-effective or time-efficient transportation methods, such as flights, trains, or car rentals.	3.47	3.27	-0.20 ▼
13. Identifies complex problems and reviews related information to develop and evaluate options and implement solutions.	3.35	3.33	-0.02 ▼
14. Takes responsibility for decisions.	3.18	3.13	-0.04 ▼
15. Prepares and organizes presentations.	3.00	3.07	+0.07 ▲

Comments:

- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- She communicates well to all staff and we know what is expected of us.
- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.

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. Will take action to address a problem rather than to wait to confer with others about the situation.	15	3.40	93.3	7%	47%	47%	
17. Changes course to meet the needs of a new situation.	15	3.27	93.3	7%	60%	33%	
18. Is the first to volunteer for assignments.	14	3.00	92.9	7%	79%	14%	
19. Identifies opportunities for improvement before there is a problem.	15	3.47	100.0		53%	47%	
20. Does whatever it takes (within reason) to get the job done.	15	3.40	93.3	7%	47%	47%	
21. Is decisive when making decisions.	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. Will take action to address a problem rather than to wait to confer with others about the situation.	3.65	3.40	-0.25 ▼
17. Changes course to meet the needs of a new situation.	3.47	3.27	-0.20 ▼
18. Is the first to volunteer for assignments.	3.12	3.00	-0.12 ▼
19. Identifies opportunities for improvement before there is a problem.	3.59	3.47	-0.12 ▼
20. Does whatever it takes (within reason) to get the job done.	3.29	3.40	+0.11 ▲
21. Is decisive when making decisions.	3.35	3.53	+0.18 ▲

Comments:

- While encouraging folks to continue with their education, she is also continuing with her education.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- ___ has the talent to use different Leadership styles to fit the situation.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.

Continual Learning

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. Improves on their skill sets.	15	3.00	80.0	20%	60%		20%
23. Grasps new ideas, concepts, technical, or business knowledge.	15	2.87	80.0	20%	73%		7%
24. Sets relevant learning objectives and goals.	15	3.47	100.0		53%	47%	
25. Is open to new ideas and concepts.	15	3.67	100.0		33%	67%	
26. Pursues professional development opportunities when they arise.	15	3.40	93.3	7%	47%	47%	
27. Pursues learning that will enhance job performance.	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. Improves on their skill sets.	3.00	3.00	
23. Grasps new ideas, concepts, technical, or business knowledge.	2.88	2.87	-0.02 ▼
24. Sets relevant learning objectives and goals.	3.00	3.47	+0.47 ▲
25. Is open to new ideas and concepts.	3.76	3.67	-0.10 ▼
26. Pursues professional development opportunities when they arise.	3.53	3.40	-0.13 ▼
27. Pursues learning that will enhance job performance.	3.12	3.33	+0.22 ▲

Comments:

- She has really filled the role of interim manager for the department well.
- She is such a positive person and always willing to pitch in where help is needed.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- ___ is a great partner in Systems Implementation.
- Is reliable and keeps the team focused on the delivery of outcomes.
- ___ is the best employee the department has employed.

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
28. Is ready to offer help	15	3.53	100.0	47%	53%		
29. Conducts a risk assessment to aid in making critical decisions concerning the allocation of available resources.	15	3.67	100.0	33%	67%		
30. Monitors the effectiveness of resource allocation decisions and makes adjustments as needed.	15	3.33	100.0	67%	33%		
31. Ensures employees understand their roles, responsibilities, and how their work contributes to team goals.	15	3.20	86.7	13%	53%	33%	
32. Develops more efficient resource distribution channels, increasing transparency, and reducing costs.	15	3.40	100.0	60%	40%		
33. Links recognition to the completion of specific departmental objectives.	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 ready to offer help	3.41	3.53	+0.12 ▲
29. Conducts a risk assessment to aid in making critical decisions concerning the allocation of available resources.	3.59	3.67	+0.08 ▲
30. Monitors the effectiveness of resource allocation decisions and makes adjustments as needed.	3.41	3.33	-0.08 ▼
31. Ensures employees understand their roles, responsibilities, and how their work contributes to team goals.	3.18	3.20	+0.02 ▲
32. Develops more efficient resource distribution channels, increasing transparency, and reducing costs.	3.35	3.40	+0.05 ▲
33. Links recognition to the completion of specific departmental objectives.	3.18	3.20	+0.02 ▲

Comments:

- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- Resources are managed carefully with input sought and considered before applying those resources.
- Always has the company's best interest at heart.
- Provide and solicit more frequent feedback.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.

Problem Solving

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. Implements effective solutions to critical problems.	15	3.27	93.3	7%	60%	33%	
35. Brings together individuals with different backgrounds, skills, and viewpoints, brainstorming harnesses a wide range of insights.	15	3.00	80.0	20%	60%	20%	
36. Communicates goals and the present situation to ensure everyone understands the problem.	15	3.20	93.3	7%	67%	27%	
37. Solves problems that have difficult or conflicting constraints.	15	3.27	93.3	7%	60%	33%	
38. Adapts to different problems by applying a wide range of strategies and techniques.	15	3.27	86.7	13%	47%	40%	
39. Works diligently until the problem is solved.	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. Implements effective solutions to critical problems.	2.88	3.27	+0.38 ▲
35. Brings together individuals with different backgrounds, skills, and viewpoints, brainstorming harnesses a wide range of insights.	3.18	3.00	-0.18 ▼
36. Communicates goals and the present situation to ensure everyone understands the problem.	3.18	3.20	+0.02 ▲
37. Solves problems that have difficult or conflicting constraints.	3.35	3.27	-0.09 ▼
38. Adapts to different problems by applying a wide range of strategies and techniques.	3.24	3.27	+0.03 ▲
39. Works diligently until the problem is solved.	3.59	3.13	-0.45 ▼

Comments:

- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.
- She is continually looking for ways to improve our service to our customers.
- I appreciate her dedication to the department employees.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- ___ has good knowledge and awareness of the strengths and talents within 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 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. Helps teams and department overcome hurdles to achieving necessary changes.	15	3.40	93.3	7%	47%	47%	
41. Clearly explains what changes are needed.	15	3.33	93.3	7%	53%	40%	
42. Reduces anxiety in the team/department to changes.	15	3.33	93.3	7%	53%	40%	
43. Assesses market trends to determine the changes needed to maintain profitability.	15	3.13	86.7	13%	60%	27%	
44. Develops a strategy for implementing changes.	15	3.00	86.7	13%	73%	13%	
45. Mobilizes resources needed to implement the changes.	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. Helps teams and department overcome hurdles to achieving necessary changes.	3.29	3.40	+0.11 ▲
41. Clearly explains what changes are needed.	3.29	3.33	+0.04 ▲
42. Reduces anxiety in the team/department to changes.	3.41	3.33	-0.08 ▼
43. Assesses market trends to determine the changes needed to maintain profitability.	3.35	3.13	-0.22 ▼
44. Develops a strategy for implementing changes.	3.18	3.00	-0.18 ▼
45. Mobilizes resources needed to implement the changes.	3.35	3.53	+0.18 ▲

Comments:

- ___ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- ___ is always professional during interactions with staff.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- ___ meets and exceeds all of these leadership roles.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.

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?

- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- She communicates clearly and responds to request without unnecessary delay.
- She is a very diligent hard worker.
- ___ has excellent communication skills with both staff and her management team.
- She is both the manager and the interim director for the service line.
- I am impressed with her commitment to task and job knowledge.

What do you like best about working with this individual?

- She includes appropriate people in her decisions and follows through on decisions made.
- I really enjoy working with ____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- Need to continue to take action when needed, although have improved. . .
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.

What do you like least about working with this individual?

- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- I really appreciate her as a member of the team.
- She is respectful of the people she works with regardless of the level in the organization.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and too the point.
- I have seen improvement and will try to encourage even more growth.
- Information is given concisely at meetings, and her explanations of all information is very clear.

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

- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.
- She has consistently been a strong advocate for me and my team.

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

- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- ___ always presents herself in the most professional manner.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- The most important attribute that ___ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- 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.

Any final comments?

- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- 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.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- ___ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.