



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.

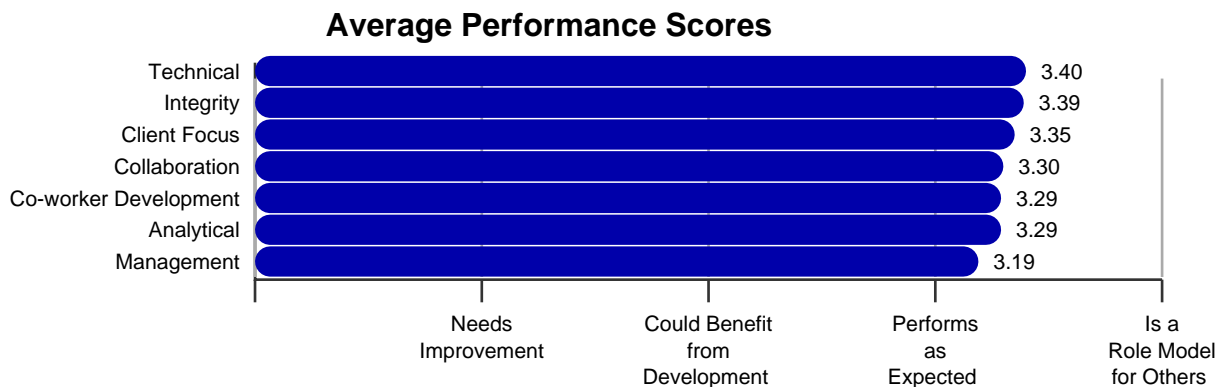
What to Do with Your Feedback

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.



Technical

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. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.20	93.3	7%	67%		27%
2. Knows how to produce high quality products/work.	15	3.87	100.0	13%	87%		
3. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.33	93.3	7%	53%		40%
4. Is knowledgeable of procedures or systems necessary for the job.	15	3.60	93.3	7%	27%	67%	
5. Seeks information from others as needed.	15	3.33	93.3	7%	53%		40%
6. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.20	93.3	7%	60%		33%
7. Willingly shares his/her technical expertise; sought out as resource by others	15	3.20	86.7	13%	53%		33%
8. Willingly shares information and expertise; sought out as resource by others	15	3.40	93.3	7%	47%		47%
9. Demonstrates mastery of the technical competencies required in his/her work.	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. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.29	3.20	-0.09 ▼
2. Knows how to produce high quality products/work.	3.65	3.87	+0.22 ▲
3. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.18	3.33	+0.16 ▲
4. Is knowledgeable of procedures or systems necessary for the job.	3.41	3.60	+0.19 ▲
5. Seeks information from others as needed.	3.24	3.33	+0.10 ▲
6. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.24	3.20	-0.04 ▼
7. Willingly shares his/her technical expertise; sought out as resource by others	3.41	3.20	-0.21 ▼
8. Willingly shares information and expertise; sought out as resource by others	3.24	3.40	+0.16 ▲
9. Demonstrates mastery of the technical competencies required in his/her work.	3.18	3.47	+0.29 ▲

Comments:

- Overall I think she does a great job and she is very approachable.
- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- Works hard to build a team environment.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.

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
10. Identifies and organizes partnerships and alliances.	15	3.47	93.3	7%	40%	53%	
11. Gives consideration to the innovative ideas presented by others.	15	3.53	100.0		47%	53%	
12. Values others in decision making.	15	3.27	100.0		73%		27%
13. Builds a culture of trust and mutual respect where team members are encouraged to value each other's contributions.	15	3.33	100.0		67%		33%
14. Creates an environment where others feel comfortable sharing knowledge and information.	15	3.13	86.7	13%	60%		27%
15. Respects and utilizes diverse perspectives in addressing challenges.	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. Identifies and organizes partnerships and alliances.	3.35	3.47	+0.11 ▲
11. Gives consideration to the innovative ideas presented by others.	3.47	3.53	+0.06 ▲
12. Values others in decision making.	3.47	3.27	-0.20 ▼
13. Builds a culture of trust and mutual respect where team members are encouraged to value each other's contributions.	3.35	3.33	-0.02 ▼
14. Creates an environment where others feel comfortable sharing knowledge and information.	3.18	3.13	-0.04 ▼
15. Respects and utilizes diverse perspectives in addressing challenges.	3.00	3.07	+0.07 ▲

Comments:

- I am VERY fortunate to be on her team and part of this division.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- 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 fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- She always responds in a timely manner and stays organized.
- 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.

Client 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
16. Anticipates problems that the client may encounter.	15	3.40	93.3	7%	47%	47%	
17. Creates an environment that enables clients to receive excellent service.	15	3.27	93.3	7%	60%	33%	
18. Puts client's needs first.	14	3.00	92.9	7%	79%	14%	
19. Anticipates potential obstacles to meeting client needs.	15	3.47	100.0		53%	47%	
20. Adapts to changing client needs.	15	3.40	93.3	7%	47%	47%	
21. Is available to respond to client needs.	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. Anticipates problems that the client may encounter.	3.65	3.40	-0.25 ▼
17. Creates an environment that enables clients to receive excellent service.	3.47	3.27	-0.20 ▼
18. Puts client's needs first.	3.12	3.00	-0.12 ▼
19. Anticipates potential obstacles to meeting client needs.	3.59	3.47	-0.12 ▼
20. Adapts to changing client needs.	3.29	3.40	+0.11 ▲
21. Is available to respond to client needs.	3.35	3.53	+0.18 ▲

Comments:

- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- ___ continually devotes her attention to opportunities for process improvement and professional growth.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.

Co-worker Development

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. Works to identify root causes of performance problems	15	3.00	80.0	20%	60%		20%
23. Provides ongoing feedback to co-workers on their development progress	15	2.87	80.0	20%	73%		7%
24. Gives others development opportunities through project assignments and increased job responsibilities	15	3.47	100.0		53%		47%
25. Takes immediate action on poor performance	15	3.67	100.0		33%		67%
26. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.40	93.3	7%	47%		47%
27. Adapts coaching and mentoring approach to meet the style or needs of individuals	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. Works to identify root causes of performance problems	3.00	3.00	
23. Provides ongoing feedback to co-workers on their development progress	2.88	2.87	-0.02 ▼
24. Gives others development opportunities through project assignments and increased job responsibilities	3.00	3.47	+0.47 ▲
25. Takes immediate action on poor performance	3.76	3.67	-0.10 ▼
26. Sets and clearly communicates expectations, performance goals, and measurements to others	3.53	3.40	-0.13 ▼
27. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.12	3.33	+0.22 ▲

Comments:

- She removes barriers so that we can do our job to the best of our ability.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.

Integrity

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. Can be counted on to act ethically and responsibly at all times.	15	3.53	100.0	47%	53%		
29. Implements checks and balances to help ensure integrity of operations.	15	3.67	100.0	33%	67%		
30. Always truthful, sincere, and able to justify their actions.	15	3.33	100.0	67%	33%		
31. Establishes relationships of trust, honesty, fairness, and integrity.	15	3.20	86.7	13%	53%	33%	
32. Recognizes integrity as a core value of the organization.	15	3.40	100.0	60%	40%		
33. Displays a high standard of ethics and integrity.	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. Can be counted on to act ethically and responsibly at all times.	3.41	3.53	+0.12 ▲
29. Implements checks and balances to help ensure integrity of operations.	3.59	3.67	+0.08 ▲
30. Always truthful, sincere, and able to justify their actions.	3.41	3.33	-0.08 ▼
31. Establishes relationships of trust, honesty, fairness, and integrity.	3.18	3.20	+0.02 ▲
32. Recognizes integrity as a core value of the organization.	3.35	3.40	+0.05 ▲
33. Displays a high standard of ethics and integrity.	3.18	3.20	+0.02 ▲

Comments:

- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued. She supports me and values my opinion.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- She encourages staff skill development and input to improve department processes

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. Recognizes individual and team accomplishments and reward them appropriately.	15	3.27	93.3	7%	60%	33%	
35. Inspires commitment by aligning team members' efforts with departmental priorities.	15	3.00	80.0	20%	60%	20%	
36. Adjusts resource plans in response to changing priorities, constraints, or emerging opportunities.	15	3.20	93.3	7%	67%	27%	
37. Creates clear performance standards that are understandable and fair.	15	3.27	93.3	7%	60%	33%	
38. Anticipates challenges at each project stage and prepares targeted solutions.	15	3.27	86.7	13%	47%	40%	
39. Defines the scope of requirements for the current and future resources and competences of the organization.	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. Recognizes individual and team accomplishments and reward them appropriately.	2.88	3.27	+0.38 ▲
35. Inspires commitment by aligning team members' efforts with departmental priorities.	3.18	3.00	-0.18 ▼
36. Adjusts resource plans in response to changing priorities, constraints, or emerging opportunities.	3.18	3.20	+0.02 ▲
37. Creates clear performance standards that are understandable and fair.	3.35	3.27	-0.09 ▼
38. Anticipates challenges at each project stage and prepares targeted solutions.	3.24	3.27	+0.03 ▲
39. Defines the scope of requirements for the current and future resources and competences of the organization.	3.59	3.13	-0.45 ▼

Comments:

- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- Delegates often with little to no direction.
- Shows curiosity.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.

Analytical

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. Maximizes the efficient use of scarce resources such as time and money.	15	3.40	93.3	7%	47%	47%	
41. Creates new ways of interpreting the data.	15	3.33	93.3	7%	53%	40%	
42. Open to investigating novel approaches and methods.	15	3.33	93.3	7%	53%	40%	
43. Is willing to listen to different perspectives.	15	3.13	86.7	13%	60%	27%	
44. Reviews tasks, deadlines, and resources needed to ensure smooth completion of the project.	15	3.00	86.7	13%	73%	13%	
45. Implements a variety of data gathering techniques.	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. Maximizes the efficient use of scarce resources such as time and money.	3.29	3.40	+0.11 ▲
41. Creates new ways of interpreting the data.	3.29	3.33	+0.04 ▲
42. Open to investigating novel approaches and methods.	3.41	3.33	-0.08 ▼
43. Is willing to listen to different perspectives.	3.35	3.13	-0.22 ▼
44. Reviews tasks, deadlines, and resources needed to ensure smooth completion of the project.	3.18	3.00	-0.18 ▼
45. Implements a variety of data gathering techniques.	3.35	3.53	+0.18 ▲

Comments:

- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- ___ is a team player and effective in her role.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.

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 engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- ___ is very sharp and plays a vital role in this organization
- 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.
- 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.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- ___ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.

What do you like best about working with this individual?

- I appreciate her helpful and cheerful outlook!
- ___ 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 she supervises.
- She is an outstanding manager.
- She inspires loyalty and determination to do the best and be the best to the extent of each individual's capabilities.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.

What do you like least about working with this individual?

- ___ has done tremendous work this past year in the Finance team.
- Lean on team to help reduce burden and establish clear expectations.
- I know that ___ cares about me as a total individual not just as a professional.
- ___ leads by example in each of the areas noted above.
- 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.
- ___ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.

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

- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- She would benefit from soliciting more feedback and pushing others to do more.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.

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

- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- The department is lucky to have her.
- She consistently involves employees in shared decision making.
- She is open to new ideas and ways to improve the service we provide.

Any final comments?

- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- ___ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- She encourages teammates more as a peer than a coach.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.
- She is always looking to and listening to the staff for their and needs.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.