



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.

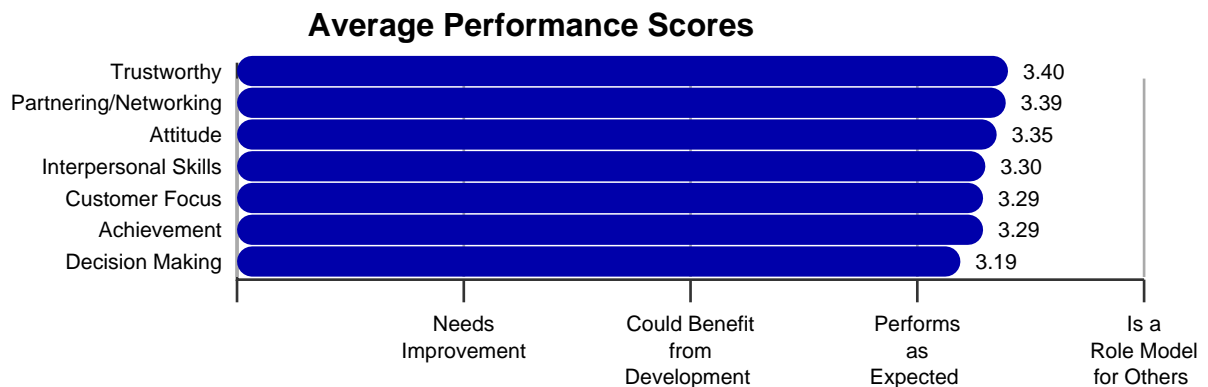
What to Do with Your Feedback

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

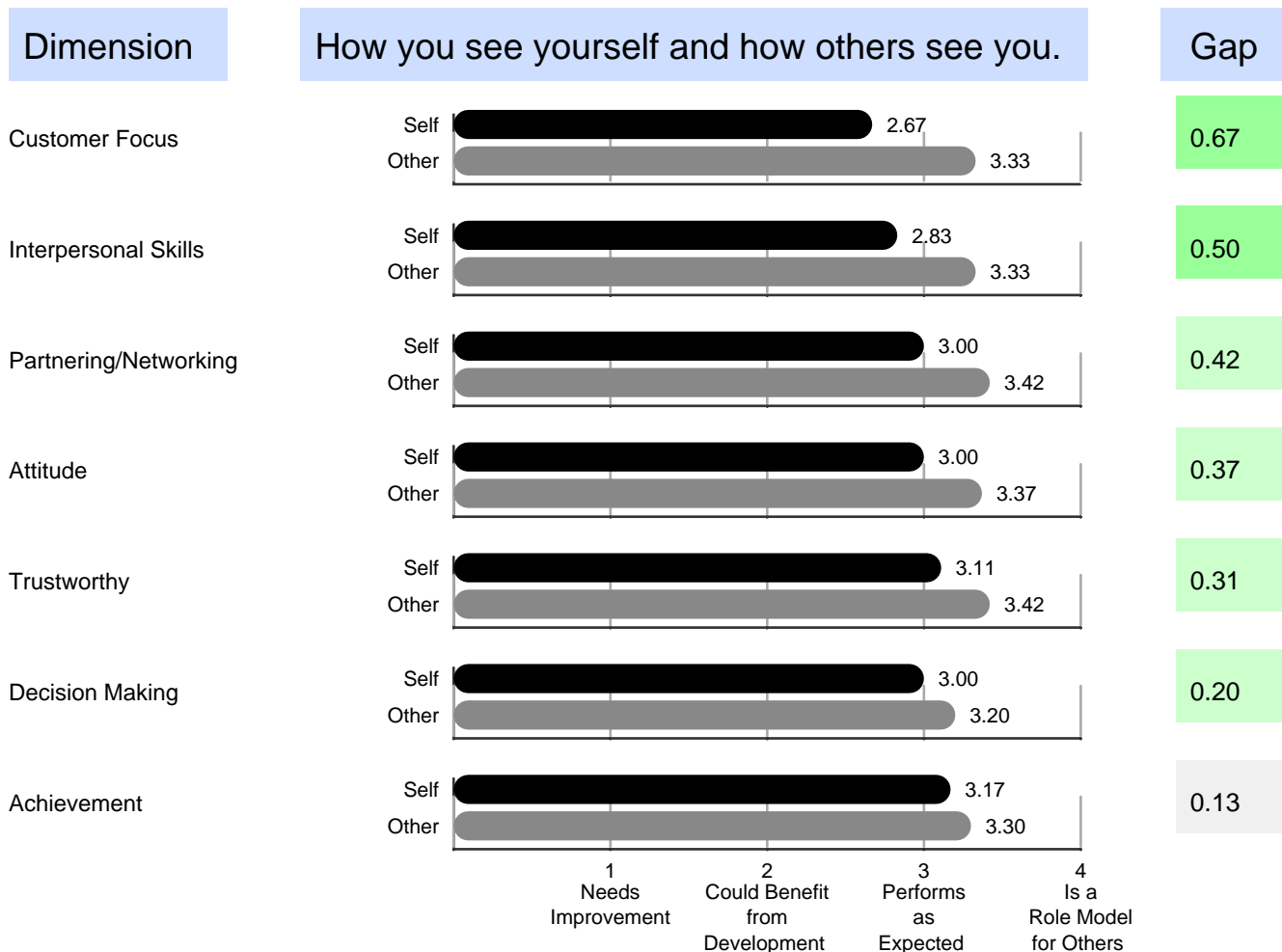
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Trustworthy

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. Demonstrates a sense of responsibility and commitment to public trust.	15	3.20	93.3	7%	67%		27%
2. Communicates an understanding of the other person's interests, needs and concerns.	15	3.87	100.0	13%	87%		
3. Builds and maintains the trust of others.	15	3.33	93.3	7%	53%		40%
4. Delivers on promises made.	15	3.60	93.3	7%	27%	67%	
5. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.33	93.3	7%	53%		40%
6. Takes ownership, delivers on commitments	15	3.20	93.3	7%	60%		33%
7. Demonstrates congruence between statements and actions.	15	3.20	86.7	13%	53%		33%
8. Consistently keeps commitments.	15	3.40	93.3	7%	47%		47%
9. Is trustworthy; is someone I can trust.	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. Demonstrates a sense of responsibility and commitment to public trust.	3.29	3.20	-0.09 ▼
2. Communicates an understanding of the other person's interests, needs and concerns.	3.65	3.87	+0.22 ▲
3. Builds and maintains the trust of others.	3.18	3.33	+0.16 ▲
4. Delivers on promises made.	3.41	3.60	+0.19 ▲
5. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.24	3.33	+0.10 ▲
6. Takes ownership, delivers on commitments	3.24	3.20	-0.04 ▼
7. Demonstrates congruence between statements and actions.	3.41	3.20	-0.21 ▼
8. Consistently keeps commitments.	3.24	3.40	+0.16 ▲
9. Is trustworthy; is someone I can trust.	3.18	3.47	+0.29 ▲

Comments:

- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
-

I feel as though _____ is still getting to know his management team and employees. He has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.

- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.

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
10. Appreciates the extra efforts made by coworkers.	15	3.47	93.3	7%	40%	53%	
11. Adapts management style to meet the needs of the individual or situation.	15	3.53	100.0		47%	53%	
12. Considers the other individual's point of view.	15	3.27	100.0		73%	27%	
13. Strives for win/win solutions	15	3.33	100.0		67%	33%	
14. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	3.13	86.7	13%	60%	27%	
15. Is thoughtful and honest about the feedback they give others.	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. Appreciates the extra efforts made by coworkers.	3.35	3.47	+0.11 ▲
11. Adapts management style to meet the needs of the individual or situation.	3.47	3.53	+0.06 ▲
12. Considers the other individual's point of view.	3.47	3.27	-0.20 ▼
13. Strives for win/win solutions	3.35	3.33	-0.02 ▼
14. Uses knowledge and charisma rather than position, power, or coercion to influence others	3.18	3.13	-0.04 ▼
15. Is thoughtful and honest about the feedback they give others.	3.00	3.07	+0.07 ▲

Comments:

- _____ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- _____ does a great job in supporting and engaging all of his employees.
- Sometimes his decisions aren't thought through from a financial perspective.
- I appreciate how _____ guides, supports, and direct staff.
- _____ delegates very effectively.
- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.

Attitude

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. Compliments employees when they do a good job.	15	3.40	93.3	7%	47%	47%	
17. Expresses genuine belief in the team's ability to overcome challenges and thrive.	15	3.27	93.3	7%	60%	33%	
18. Uses setbacks or errors as learning moments, showing pride through persistence and growth.	14	3.00	92.9	7%	79%	14%	
19. Enjoys working for [Company]	15	3.47	100.0		53%	47%	
20. Respects boundaries and personal differences, allowing others to be authentic.	15	3.40	93.3	7%	47%	47%	
21. Approachable and easy to talk to.	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. Compliments employees when they do a good job.	3.65	3.40	-0.25 ▼
17. Expresses genuine belief in the team's ability to overcome challenges and thrive.	3.47	3.27	-0.20 ▼
18. Uses setbacks or errors as learning moments, showing pride through persistence and growth.	3.12	3.00	-0.12 ▼
19. Enjoys working for [Company]	3.59	3.47	-0.12 ▼
20. Respects boundaries and personal differences, allowing others to be authentic.	3.29	3.40	+0.11 ▲
21. Approachable and easy to talk to.	3.35	3.53	+0.18 ▲

Comments:

- I do very much appreciate that _____ will support me in a decision when needed.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- He keeps focused on things that are important for his department to run smoothly.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- _____ is a great partner in Systems Implementation.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.

Customer 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
22. Shows new team members what a positive customer service attitude looks like.	15	3.00	80.0	20%	60%		20%
23. Provides a high level of service to customers.	15	2.87	80.0	20%	73%		7%
24. Prepares contingency plans for potential service disruptions that could impact customer satisfaction.	15	3.47	100.0		53%		47%
25. Is aware of the customer's needs.	15	3.67	100.0		33%		67%
26. Focuses on maintaining good relationships with customers.	15	3.40	93.3	7%	47%		47%
27. Is above average in addressing the needs of the customers.	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. Shows new team members what a positive customer service attitude looks like.	3.00	3.00	
23. Provides a high level of service to customers.	2.88	2.87	-0.02 ▼
24. Prepares contingency plans for potential service disruptions that could impact customer satisfaction.	3.00	3.47	+0.47 ▲
25. Is aware of the customer's needs.	3.76	3.67	-0.10 ▼
26. Focuses on maintaining good relationships with customers.	3.53	3.40	-0.13 ▼
27. Is above average in addressing the needs of the customers.	3.12	3.33	+0.22 ▲

Comments:

- His passion for and for education and his advanced degree is a tremendous asset to the team.
- I really appreciate him as a member of the team.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- He will always be able to state that he did everything he could, he gives this job his all!
- He has helped make me a better manager through his actions and follow through.

Partnering/Networking

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. Creates a shared knowledge base or resource center accessible to all partners.	15	3.53	100.0	47%	53%		
29. Encourages employees to explore new partnership opportunities to expand market presence.	15	3.67	100.0	33%	67%		
30. Maintains infrastructure to support partnerships and networks.	15	3.33	100.0	67%	33%		
31. Forms alliances with complementary organizations to promote business operations.	15	3.20	86.7	13%	53%	33%	
32. Leverages core competencies of partners to the benefit of both parties.	15	3.40	100.0	60%	40%		
33. Supports a partnering/networking culture.	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. Creates a shared knowledge base or resource center accessible to all partners.	3.41	3.53	+0.12 ▲
29. Encourages employees to explore new partnership opportunities to expand market presence.	3.59	3.67	+0.08 ▲
30. Maintains infrastructure to support partnerships and networks.	3.41	3.33	-0.08 ▼
31. Forms alliances with complementary organizations to promote business operations.	3.18	3.20	+0.02 ▲
32. Leverages core competencies of partners to the benefit of both parties.	3.35	3.40	+0.05 ▲
33. Supports a partnering/networking culture.	3.18	3.20	+0.02 ▲

Comments:

- Has a "go getter" attitude!
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- He has also greatly improved his communication.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- _____ is a great manager and has nothing but the greatest interest for his employees and customers.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.

Decision Making

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. Is creative about the decisions they make.	15	3.27	93.3	7%	60%	33%	
35. Remains focused on the immediate goal when making decisions.	15	3.00	80.0	20%	60%	20%	
36. Integrates multiple dimensions (budget, capacity, morale) into a holistic evaluation of the costs and benefits.	15	3.20	93.3	7%	67%	27%	
37. Weighs the pros and cons of decisions.	15	3.27	93.3	7%	60%	33%	
38. Takes into account the impact decisions will have on others.	15	3.27	86.7	13%	47%	40%	
39. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	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. Is creative about the decisions they make.	2.88	3.27	+0.38 ▲
35. Remains focused on the immediate goal when making decisions.	3.18	3.00	-0.18 ▼
36. Integrates multiple dimensions (budget, capacity, morale) into a holistic evaluation of the costs and benefits.	3.18	3.20	+0.02 ▲
37. Weighs the pros and cons of decisions.	3.35	3.27	-0.09 ▼
38. Takes into account the impact decisions will have on others.	3.24	3.27	+0.03 ▲
39. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.59	3.13	-0.45 ▼

Comments:

- _____ established an environment in which teamwork and creativity flourished.
- He is very supportive and easily approachable.
- He provided coaching and support to improve this individual's performance.
- Timeliness and accountability of projects.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- I do not have knowledge of _____'s own department and how he hires, assigns, or fits with his team.

Achievement

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. Reduces staff turnover.	15	3.40	93.3	7%	47%	47%	
41. Completed required training and certification.	15	3.33	93.3	7%	53%	40%	
42. Establishes stretch goals to advance skills and output.	15	3.33	93.3	7%	53%	40%	
43. Takes calculated risks to achieve higher levels of performance.	15	3.13	86.7	13%	60%	27%	
44. Improved the quality of work on the production line.	15	3.00	86.7	13%	73%	13%	
45. Successfully launched the ABC 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. Reduces staff turnover.	3.29	3.40	+0.11 ▲
41. Completed required training and certification.	3.29	3.33	+0.04 ▲
42. Establishes stretch goals to advance skills and output.	3.41	3.33	-0.08 ▼
43. Takes calculated risks to achieve higher levels of performance.	3.35	3.13	-0.22 ▼
44. Improved the quality of work on the production line.	3.18	3.00	-0.18 ▼
45. Successfully launched the ABC project.	3.35	3.53	+0.18 ▲

Comments:

- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- His years of experience and wisdom are generously shared and appreciated.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.

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?

- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- He is very supportive and easily approachable.
- He is showing more comfort in providing and receiving critical feedback.
- Under his leadership, the department teams have become very cohesive.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.

What do you like best about working with this individual?

- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- _____ is very clear about his expectations and I appreciate this.
- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- He is very collaborative and always attempts to work with others.
- _____ is respected by the team and they openly seek out his advise or opinion.
- He collaborates with all departments and operates under shared governance.

What do you like least about working with this individual?

- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- _____ has done tremendous work this past year in the Finance team.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- _____ is a great leader and supports his staff.
- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!

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

- He consistently involves employees in shared decision making.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- _____ excels at keeping in touch with all aspects of their job, and our jobs.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- He is such a positive person and always willing to pitch in where help is needed.

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

- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- _____ is trusting his team, and expecting high standards of behavior from all employees.
- _____ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- He is a fantastic resource.
- He is determined to find the answer to any problem or obstacle in his way.
- _____ treats all employees with respect and in a very professional manner.

Any final comments?

- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- I can't think of a single thing _____ could improve upon.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.