



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.

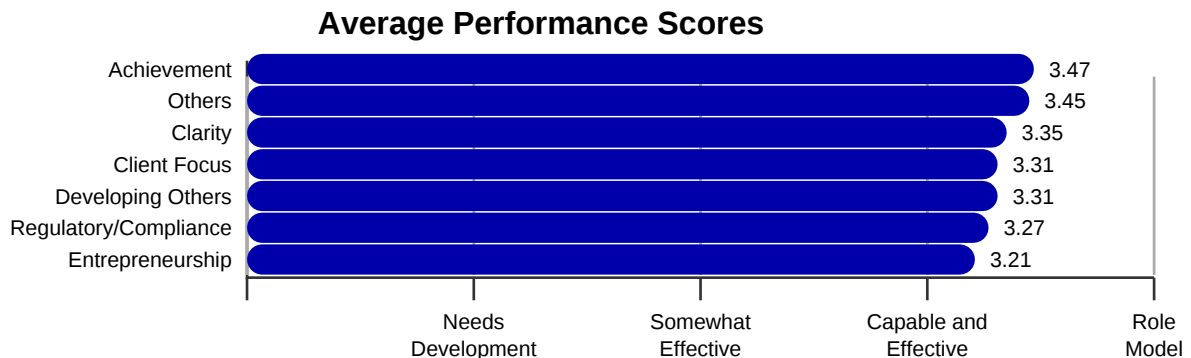
What to Do with Your Feedback

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.



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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Develops and follows systematic plans that ensure timely delivery of results and organizational impact.	15	3.20	93.3	7%	67%		27%
2. Created impactful reports for the re-organization committee.	15	3.87	100.0	13%	87%		
3. Fosters collaboration and accountability, ensuring success is a collective achievement.	15	3.33	93.3	7%	53%		40%
4. Completes work promptly and efficiently.	15	3.60	93.3	7%	27%	67%	
5. Holds others to high standards of achievement.	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
1. Develops and follows systematic plans that ensure timely delivery of results and organizational impact.	3.29	3.20	-0.09 ▼
2. Created impactful reports for the re-organization committee.	3.65	3.87	+0.22 ▲
3. Fosters collaboration and accountability, ensuring success is a collective achievement.	3.18	3.33	+0.16 ▲
4. Completes work promptly and efficiently.	3.41	3.60	+0.19 ▲
5. Holds others to high standards of achievement.	3.24	3.33	+0.10 ▲

Comments:

- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- ___ is a great manager, committed to each employee in our department.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- ___'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.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.

Clarity

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Clearly explains responsibilities to individuals.	15	3.20	93.3	7%	60%		33%
7. Checks details thoroughly.	15	3.20	86.7	13%	53%		33%
8. Attends to the important details of a job or task.	15	3.40	93.3	7%	47%		47%
9. Makes sure employees understand why they were given certain assignments.	15	3.47	93.3	7%	40%		53%
10. Communicates ideas and facts clearly and effectively in writing.	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
6. Clearly explains responsibilities to individuals.	3.24	3.20	-0.04 ▼
7. Checks details thoroughly.	3.41	3.20	-0.21 ▼
8. Attends to the important details of a job or task.	3.24	3.40	+0.16 ▲
9. Makes sure employees understand why they were given certain assignments.	3.18	3.47	+0.29 ▲
10. Communicates ideas and facts clearly and effectively in writing.	3.35	3.47	+0.11 ▲

Comments:

- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- I appreciate the straight forward style of leadership ___ uses.
- ___ is committed to our organization and leads by example.

Regulatory/Compliance

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Reviews transactions for potential misconduct.	15	3.53	100.0		47%	53%	
12. Is professional and courteous in interactions with auditors and regulators.	15	3.27	100.0		73%		27%
13. Identifies and assesses areas of regulatory or compliance risk.	15	3.33	100.0		67%		33%
14. Aligns reporting systems with risk management frameworks to proactively flag compliance gaps.	15	3.13	86.7	13%	60%		27%
15. Integrates reporting systems with enterprise resource planning (ERP) tools to ensure real-time compliance tracking.	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
11. Reviews transactions for potential misconduct.	3.47	3.53	+0.06 ▲
12. Is professional and courteous in interactions with auditors and regulators.	3.47	3.27	-0.20 ▼
13. Identifies and assesses areas of regulatory or compliance risk.	3.35	3.33	-0.02 ▼
14. Aligns reporting systems with risk management frameworks to proactively flag compliance gaps.	3.18	3.13	-0.04 ▼
15. Integrates reporting systems with enterprise resource planning (ERP) tools to ensure real-time compliance tracking.	3.00	3.07	+0.07 ▲

Comments:

- She communicates clearly and responds to request without unnecessary delay.
- Ready to tackle any given problem and help others finish 1st
- Her communication techniques are clear and to the point which is very much appreciated.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- I am VERY fortunate to be on her team and part of this division.
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Identifies the core needs of the client.	15	3.40	93.3	7%	47%	47%	
17. Ensures clients are comfortable with the services provided.	15	3.27	93.3	7%	60%	33%	
18. Is aware of what the client wants to receive.	14	3.00	92.9	7%	79%	14%	
19. Satisfies client needs.	15	3.47	100.0		53%	47%	
20. Views client satisfaction as an everyday priority.	15	3.40	93.3	7%	47%	47%	

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. Identifies the core needs of the client.	3.65	3.40	-0.25 ▼
17. Ensures clients are comfortable with the services provided.	3.47	3.27	-0.20 ▼
18. Is aware of what the client wants to receive.	3.12	3.00	-0.12 ▼
19. Satisfies client needs.	3.59	3.47	-0.12 ▼
20. Views client satisfaction as an everyday priority.	3.29	3.40	+0.11 ▲

Comments:

- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- ___ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Assigns tasks and responsibilities to develop skills of others.	15	3.53	100.0	47%		53%	
22. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.00	80.0	20%	60%		20%
23. Creates opportunities for professional development.	15	2.87	80.0	20%	73%		7%
24. Encourages employees through recognition of positive changes in behavior.	15	3.47	100.0	53%		47%	
25. Sets performance objectives for subordinates that encourages development opportunities.	15	3.67	100.0	33%		67%	

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
21. Assigns tasks and responsibilities to develop skills of others.	3.35	3.53	+0.18 ▲
22. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.00	3.00	
23. Creates opportunities for professional development.	2.88	2.87	-0.02 ▼
24. Encourages employees through recognition of positive changes in behavior.	3.00	3.47	+0.47 ▲
25. Sets performance objectives for subordinates that encourages development opportunities.	3.76	3.67	-0.10 ▼

Comments:

- Demonstrates an ability to remain focused on outcomes.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Is able to see issues from others' perspectives.	15	3.40	93.3	7%	47%	47%	
27. Respects the opinions of other employees.	15	3.33	93.3	7%	53%	40%	
28. Able to see issues from others' perspectives.	15	3.53	100.0		47%	53%	
29. Forms working relationships with employees from other departments.	15	3.67	100.0		33%	67%	
30. Consistently demonstrates ability and willingness to trust others.	15	3.33	100.0		67%	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
26. Is able to see issues from others' perspectives.	3.53	3.40	-0.13 ▼
27. Respects the opinions of other employees.	3.12	3.33	+0.22 ▲
28. Able to see issues from others' perspectives.	3.41	3.53	+0.12 ▲
29. Forms working relationships with employees from other departments.	3.59	3.67	+0.08 ▲
30. Consistently demonstrates ability and willingness to trust others.	3.41	3.33	-0.08 ▼

Comments:

- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- ___ 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.
- ___ promotes and encourages teambuilding throughout the entire department.
- ___ is able to multitask in a variety of ways.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- Team-oriented and goal focused. Shows continuous desire for improvement.

Entrepreneurship

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Seeks and utilizes mentors to help guide professional development.	15	3.20	86.7	13%	53%		33%
32. Understands the processes and various stages of business development.	15	3.40	100.0		60%		40%
33. Encourages risk taking for developing potential business opportunities.	15	3.20	86.7	13%	53%		33%
34. Exhibits determination and passion in completion of goals.	15	3.27	93.3	7%	60%		33%
35. Has a strategic awareness on how to promote the organization.	15	3.00	80.0	20%	60%		20%

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
31. Seeks and utilizes mentors to help guide professional development.	3.18	3.20	+0.02 ▲
32. Understands the processes and various stages of business development.	3.35	3.40	+0.05 ▲
33. Encourages risk taking for developing potential business opportunities.	3.18	3.20	+0.02 ▲
34. Exhibits determination and passion in completion of goals.	2.88	3.27	+0.38 ▲
35. Has a strategic awareness on how to promote the organization.	3.18	3.00	-0.18 ▼

Comments:

- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- ___ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.

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?

- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ has done tremendous work this past year in the Finance team.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- ___ always makes decisions based on what is best for the department or organization.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.

What do you like best about working with this individual?

- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- ___ has been an excellent assistant manager.
- ___ sets high standards for her team and ensures they perform professionally.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- She 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.

What do you like least about working with this individual?

- Is reliable and keeps the team focused on the delivery of outcomes.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- ___ does not always follow through with things (ordering equipment).
- ___ is able to multitask in a variety of ways.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.

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

- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- ___ promotes and encourages teambuilding throughout the entire department.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- She has been a great addition to the department in this area.
- Initiative, attitude, and willingness to pitch in.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.

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

- Additional feedback and communication.
- ____ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- ____ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.
- She has patience.
- She has the ability to look at the system as a whole and make solid long range decisions.
- ____ is a great team player for our organization as a whole and for the Department itself.

Any final comments?

- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- ____ is respected by the team and they openly seek out her advise or opinion.
- She is, quite simply, the best boss I've ever had.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- She can ask a question and truly listen to the answer before giving feedback.
- Shows curiosity.