



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.

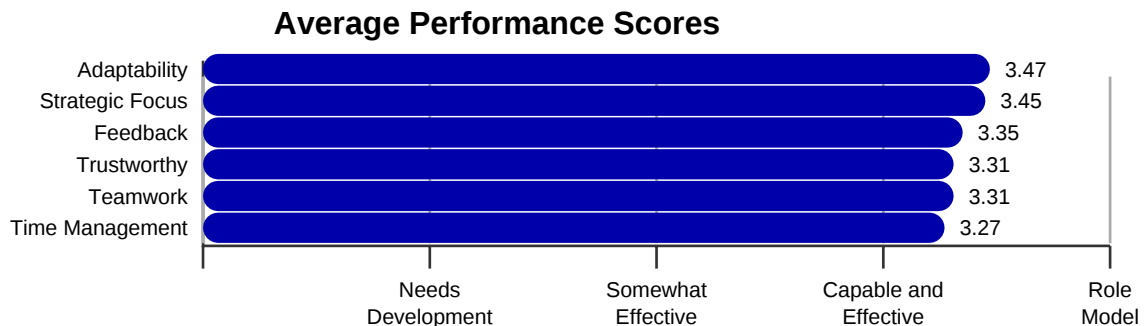
What to Do with Your Feedback

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 6 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.



Adaptability

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. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.20	93.3	7%	67%		27%
2. Is open to change and adjusts plans when needed.	15	3.87	100.0	13%	87%		
3. Successfully adapts working style as directed by new management.	15	3.33	93.3	7%	53%		40%
4. Able to work effectively with new people and new teams.	15	3.60	93.3	7%	27%	67%	
5. Learns from personal experiences and/or mistakes.	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. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.29	3.20	-0.09 ▼
2. Is open to change and adjusts plans when needed.	3.65	3.87	+0.22 ▲
3. Successfully adapts working style as directed by new management.	3.18	3.33	+0.16 ▲
4. Able to work effectively with new people and new teams.	3.41	3.60	+0.19 ▲
5. Learns from personal experiences and/or mistakes.	3.24	3.33	+0.10 ▲

Comments:

- Establishes a culture where everyone's contribution is acknowledged and valued.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- Willingness to pitch in, desire to grow, and a great attitude.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- I value ___ for so much more than her negotiating skills which are outstanding.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.

Feedback

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. Employs feedback judiciously to foster professional growth, maintaining a focus on ethical and constructive use.	15	3.20	93.3	7%	60%		33%
7. Demonstrates a firm commitment to continuous learning and self-improvement.	15	3.20	86.7	13%	53%		33%
8. Is easy to approach with ideas and opinions.	15	3.40	93.3	7%	47%		47%
9. Is open to receiving insights from others about their strengths and areas needing development.	15	3.47	93.3	7%	40%		53%
10. Actively seeks and values feedback from a variety of sources, including peers, supervisors, and external stakeholders.	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. Employs feedback judiciously to foster professional growth, maintaining a focus on ethical and constructive use.	3.24	3.20	-0.04 ▼
7. Demonstrates a firm commitment to continuous learning and self-improvement.	3.41	3.20	-0.21 ▼
8. Is easy to approach with ideas and opinions.	3.24	3.40	+0.16 ▲
9. Is open to receiving insights from others about their strengths and areas needing development.	3.18	3.47	+0.29 ▲
10. Actively seeks and values feedback from a variety of sources, including peers, supervisors, and external stakeholders.	3.35	3.47	+0.11 ▲

Comments:

- I think that ___ is making good strides in setting expectations through clear communication.
- Our organization is a better place because of her and her future focus.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- 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.

Time 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Is always on time for meetings.	15	3.53	100.0		47%	53%	
12. Schedules work based on peak productivity periods to enhance focus and output.	15	3.27	100.0		73%		27%
13. Schedules deep-focus time for complex problem-solving and strategic planning.	15	3.33	100.0		67%		33%
14. Keeps and maintains a To-Do list.	15	3.13	86.7	13%	60%		27%
15. Effectively delegates tasks to maximize the use of time.	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. Is always on time for meetings.	3.47	3.53	+0.06 ▲
12. Schedules work based on peak productivity periods to enhance focus and output.	3.47	3.27	-0.20 ▼
13. Schedules deep-focus time for complex problem-solving and strategic planning.	3.35	3.33	-0.02 ▼
14. Keeps and maintains a To-Do list.	3.18	3.13	-0.04 ▼
15. Effectively delegates tasks to maximize the use of time.	3.00	3.07	+0.07 ▲

Comments:

- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- ___ 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.
- She has never said she was to busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- She is determined to find the answer to any problem or obstacle in her way.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- I think ___ works really hard to engage with everyone of us.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Communicates an understanding of the other person's interests, needs and concerns.	15	3.40	93.3	7%	47%	47%	
17. Is a person you can trust.	15	3.27	93.3	7%	60%		33%
18. Consistently keeps commitments.	14	3.00	92.9	7%	79%		14%
19. Is trustworthy; is someone I can trust.	15	3.47	100.0		53%	47%	
20. Demonstrates congruence between statements and actions.	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. Communicates an understanding of the other person's interests, needs and concerns.	3.65	3.40	-0.25 ▼
17. Is a person you can trust.	3.47	3.27	-0.20 ▼
18. Consistently keeps commitments.	3.12	3.00	-0.12 ▼
19. Is trustworthy; is someone I can trust.	3.59	3.47	-0.12 ▼
20. Demonstrates congruence between statements and actions.	3.29	3.40	+0.11 ▲

Comments:

- I look forward to learning and improving with her and the other members in the division.
- I feel ___ always has the customer's best interest at heart.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- Is empathetic, understanding, and dependable.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.

Teamwork

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. Willingly share their technical expertise	15	3.53	100.0	47%	53%		
22. Finds opportunities to recognize and reward team members.	15	3.00	80.0	20%	60%	20%	
23. Works well with other team members.	15	2.87	80.0	20%	73%	7%	
24. Regularly attends team meetings.	15	3.47	100.0	53%	47%		
25. Makes decisions that positively impact team performance.	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. Willingly share their technical expertise	3.35	3.53	+0.18 ▲
22. Finds opportunities to recognize and reward team members.	3.00	3.00	
23. Works well with other team members.	2.88	2.87	-0.02 ▼
24. Regularly attends team meetings.	3.00	3.47	+0.47 ▲
25. Makes decisions that positively impact team performance.	3.76	3.67	-0.10 ▼

Comments:

- ___ addresses questions/concerns quickly and listens to staffs' needs.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- ___ is a great manager to work for.
- In one word I can summarize ___ in leadership skill. WOW!
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- She is very customer focused and this reflects in her division leadership and performance.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Creates a SWOT matrix to help analyze data.	15	3.40	93.3	7%	47%	47%	
27. Assigns individuals the responsibility of keeping track of progress toward achieving milestones.	15	3.33	93.3	7%	53%	40%	
28. Supports changes being recommended from senior management.	15	3.53	100.0		47%	53%	
29. Aligns cross-functional teams to the strategic plan.	15	3.67	100.0		33%	67%	
30. Makes strategic changes to stay ahead of changes in the business environment.	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. Creates a SWOT matrix to help analyze data.	3.53	3.40	-0.13 ▼
27. Assigns individuals the responsibility of keeping track of progress toward achieving milestones.	3.12	3.33	+0.22 ▲
28. Supports changes being recommended from senior management.	3.41	3.53	+0.12 ▲
29. Aligns cross-functional teams to the strategic plan.	3.59	3.67	+0.08 ▲
30. Makes strategic changes to stay ahead of changes in the business environment.	3.41	3.33	-0.08 ▼

Comments:

- As a leader, I can clearly see that ___ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- Set clear expectations for others.
- She is detailed when presenting a plan.
- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.

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?

- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- As a new manager she is progressing very well.
- ___ is very sharp and plays a vital role in this organization

What do you like best about working with this individual?

- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- ___ has been very supportive as a supervisor.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.

What do you like least about working with this individual?

- ___ is a great listener and leader for the department.
- Additional feedback and communication.
- ___ meets and exceeds all of these leadership roles.
- It's been great working with her.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.

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

- She translated the creative thinking into real change and solution that advanced our department.
- ___ is a wonderful person to work for.
- ___ is a great leader. Her team has been through a lot of change. ___ is focused on building her team and helping them through the change.
- I have seen improvement and will try to encourage even more growth.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- ___ is a good leader because she gives examples through her own behavior.

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

- Our team has gone through a lot of changes in the last year and ____ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- People come and go in this organization and I can say with no reservation that ____ is a colleague I will miss the most when she retires.
- Delegates often with little to no direction.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- ____ is an excellent employee, I do not know of any areas that need improvement.

Any final comments?

- ____ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- She makes me feel like an important and valued team member.
- ____ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life•" works, she is able to listen and alter her approach for consideration to staff's views.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- ____ always has the customer at the center of focus.
- Very much appreciate ____'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.