



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.

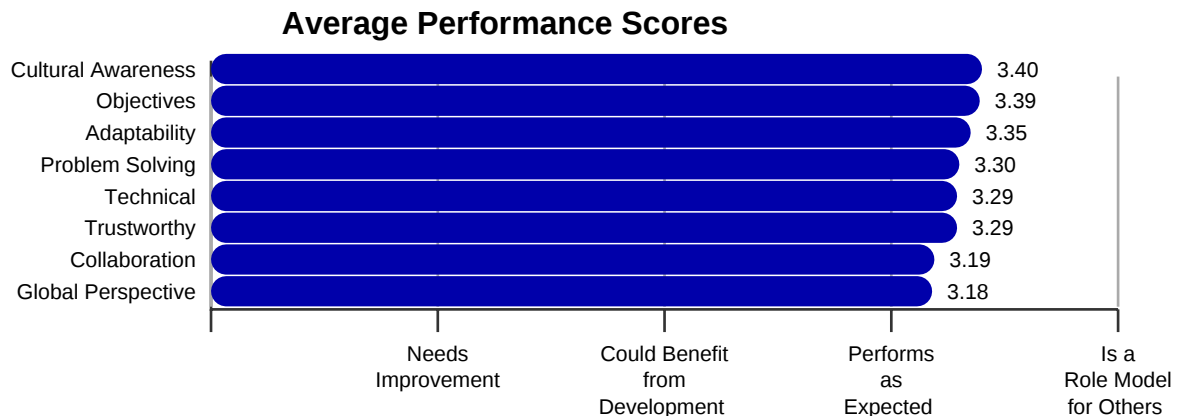
What to Do with Your Feedback

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

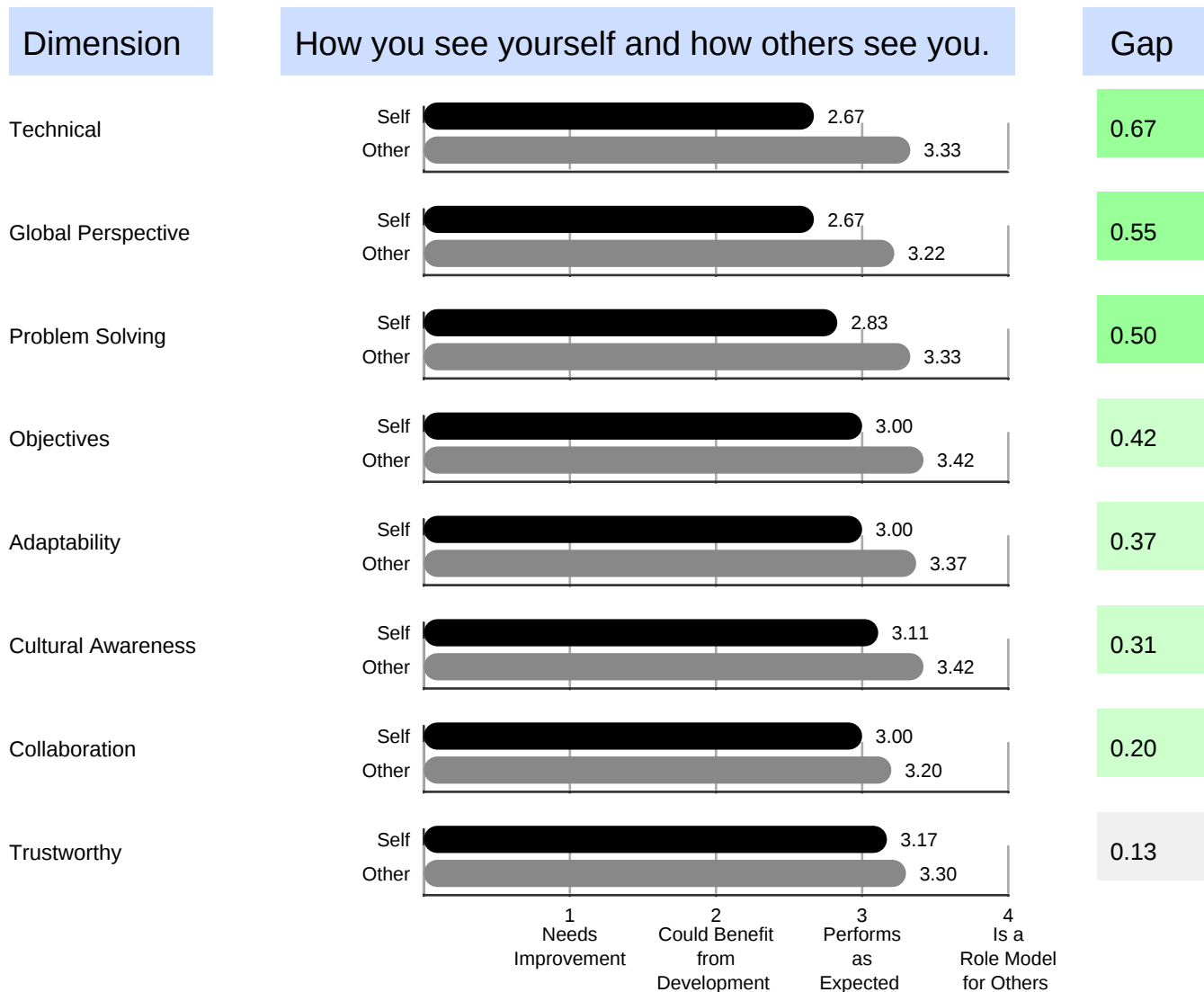
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Cultural Awareness

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. Actively listens to other employees' stories about their culture.	15	3.20	93.3	7%	67%		27%
2. Seeks clarification to avoid misunderstandings.	15	3.87	100.0	13%	87%		
3. Fosters a diverse workforce free from discrimination and harassment.	15	3.33	93.3	7%	53%		40%
4. Respects others regardless of age, race, gender, nationality, or disability.	15	3.60	93.3	7%	27%	67%	
5. Upholds inclusive policies that protect cultural expression and identity in the workplace.	15	3.33	93.3	7%	53%		40%
6. Is responsive to individuals from other cultures.	15	3.20	93.3	7%	60%		33%
7. Accepts individual differences.	15	3.20	86.7	13%	53%		33%
8. Engages with individuals that have different cultural backgrounds.	15	3.40	93.3	7%	47%		47%
9. Seeks out different viewpoints and benefits from different perspectives.	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. Actively listens to other employees' stories about their culture.	3.29	3.20	-0.09 ▼
2. Seeks clarification to avoid misunderstandings.	3.65	3.87	+0.22 ▲
3. Fosters a diverse workforce free from discrimination and harassment.	3.18	3.33	+0.16 ▲
4. Respects others regardless of age, race, gender, nationality, or disability.	3.41	3.60	+0.19 ▲
5. Upholds inclusive policies that protect cultural expression and identity in the workplace.	3.24	3.33	+0.10 ▲
6. Is responsive to individuals from other cultures.	3.24	3.20	-0.04 ▼
7. Accepts individual differences.	3.41	3.20	-0.21 ▼
8. Engages with individuals that have different cultural backgrounds.	3.24	3.40	+0.16 ▲
9. Seeks out different viewpoints and benefits from different perspectives.	3.18	3.47	+0.29 ▲

Comments:

- My only constructive feedback would be for him to continue to be aware of how his personal style when he has strong feelings about something can, at times, shut down contrary views/opinions from the group. He may want to consider open ended questions from others to draw out their thoughts and then sharing his perspective as a balance.
- _____ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.

- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. _____. Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- He is well respected.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.

Problem Solving

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Focuses solutions on closing the gap between expected outcomes and the current situation.	15	3.47	93.3	7%	40%	53%	
11. Remains calm and composed under pressure to think clearly and respond appropriately to unforeseen challenges.	15	3.53	100.0		47%	53%	
12. Clearly communicates the action plan to all employees, including team members, management, and other affected parties.	15	3.27	100.0		73%		27%
13. Links process improvement and results improvement	15	3.33	100.0		67%		33%
14. Conducts a thorough and careful analysis of the underlying causes of problems.	15	3.13	86.7	13%	60%		27%
15. Provides a comprehensive assessment of the solution's overall effectiveness, efficiency, and impact, often including both quantitative and qualitative data.	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. Focuses solutions on closing the gap between expected outcomes and the current situation.	3.35	3.47	+0.11 ▲
11. Remains calm and composed under pressure to think clearly and respond appropriately to unforeseen challenges.	3.47	3.53	+0.06 ▲
12. Clearly communicates the action plan to all employees, including team members, management, and other affected parties.	3.47	3.27	-0.20 ▼
13. Links process improvement and results improvement	3.35	3.33	-0.02 ▼
14. Conducts a thorough and careful analysis of the underlying causes of problems.	3.18	3.13	-0.04 ▼
15. Provides a comprehensive assessment of the solution's overall effectiveness, efficiency, and impact, often including both quantitative and qualitative data.	3.00	3.07	+0.07 ▲

Comments:

- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
-

_____ has nothing but [CompanyName]'s best interest at heart.

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 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. Effective in working with different personnel of the team.	15	3.40	93.3	7%	47%	47%	
17. Ensures employees in the department are training on the latest technology.	15	3.27	93.3	7%	60%		33%
18. Adapts to changes in team membership.	14	3.00	92.9	7%	79%		14%
19. Able to adjust plans as needed for implementation of projects.	15	3.47	100.0		53%	47%	
20. Analyzes situations quickly to determine most pressing needs and possible solutions.	15	3.40	93.3	7%	47%	47%	
21. Is open to changes in policies and procedures.	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. Effective in working with different personnel of the team.	3.65	3.40	-0.25 ▼
17. Ensures employees in the department are training on the latest technology.	3.47	3.27	-0.20 ▼
18. Adapts to changes in team membership.	3.12	3.00	-0.12 ▼
19. Able to adjust plans as needed for implementation of projects.	3.59	3.47	-0.12 ▼
20. Analyzes situations quickly to determine most pressing needs and possible solutions.	3.29	3.40	+0.11 ▲
21. Is open to changes in policies and procedures.	3.35	3.53	+0.18 ▲

Comments:

- He walks the walk and talks the talk.
- Employees were not encouraged to do anything besides come to work.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- _____ is a valuable resource to the organization and the team.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.

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
22. Is knowledgeable of procedures or systems necessary for the job.	15	3.00	80.0	20%	60%		20%
23. Willingly shares his/her technical expertise; sought out as resource by others	15	2.87	80.0	20%	73%		7%
24. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.47	100.0		53%		47%
25. 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	3.67	100.0		33%		67%
26. Demonstrates mastery of the technical competencies required in his/her work.	15	3.40	93.3	7%	47%		47%
27. Seeks information from others as needed.	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. Is knowledgeable of procedures or systems necessary for the job.	3.00	3.00	
23. Willingly shares his/her technical expertise; sought out as resource by others	2.88	2.87	-0.02 ▼
24. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.00	3.47	+0.47 ▲
25. 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.	3.76	3.67	-0.10 ▼
26. Demonstrates mastery of the technical competencies required in his/her work.	3.53	3.40	-0.13 ▼
27. Seeks information from others as needed.	3.12	3.33	+0.22 ▲

Comments:

- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.
- _____ is very approachable and ensures the best for all employees in the department.
- _____ did a great job with the new employee program development and he should be proud of his accomplishments.
- I appreciate his commitment in this area.
- _____ has made good judgements in hiring top notch employees.

Objectives

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. Communicates goals and objectives to employees.	15	3.53	100.0	47%	53%		
29. Assures [Company] principles are understood, employed & pursued.	15	3.67	100.0	33%	67%		
30. Encourages me to take on greater responsibility.	15	3.33	100.0	67%	33%		
31. Sets long-term and short-term goals.	15	3.20	86.7	13%	53%	33%	
32. Organizes and schedules events, activities, and resources.	15	3.40	100.0	60%	40%		
33. Ability to establish realistic goals.	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. Communicates goals and objectives to employees.	3.41	3.53	+0.12 ▲
29. Assures [Company] principles are understood, employed & pursued.	3.59	3.67	+0.08 ▲
30. Encourages me to take on greater responsibility.	3.41	3.33	-0.08 ▼
31. Sets long-term and short-term goals.	3.18	3.20	+0.02 ▲
32. Organizes and schedules events, activities, and resources.	3.35	3.40	+0.05 ▲
33. Ability to establish realistic goals.	3.18	3.20	+0.02 ▲

Comments:

- 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.
- He is a charismatic leader. Really the best!!
- _____ is very responsive and provides great support service.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- _____ is a great role model and leader. Others could learn from his style.

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
34. Clearly articulates the importance of collaboration in the department's values and vision.	15	3.27	93.3	7%	60%		33%
35. Works with other experts to solve problems.	15	3.00	80.0	20%	60%		20%
36. Create an environment where collaboration and teamwork is encouraged.	15	3.20	93.3	7%	67%		27%
37. Recognizes and rewards the contributions of team members.	15	3.27	93.3	7%	60%		33%
38. Ensures relevant data is available to all committee members.	15	3.27	86.7	13%	47%		40%
39. Effectively uses technology to facilitate collaborative efforts in building process and policy documents.	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. Clearly articulates the importance of collaboration in the department's values and vision.	2.88	3.27	+0.38 ▲
35. Works with other experts to solve problems.	3.18	3.00	-0.18 ▼
36. Create an environment where collaboration and teamwork is encouraged.	3.18	3.20	+0.02 ▲
37. Recognizes and rewards the contributions of team members.	3.35	3.27	-0.09 ▼
38. Ensures relevant data is available to all committee members.	3.24	3.27	+0.03 ▲
39. Effectively uses technology to facilitate collaborative efforts in building process and policy documents.	3.59	3.13	-0.45 ▼

Comments:

- Not many people can be as well rounded, as these qualities require completely different skill sets.
- He sometimes comes off as confused about organizational/operational direction.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- Before _____ came into the position it seemed that the department was a dump.

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
40. Demonstrates congruence between statements and actions.	15	3.40	93.3	7%	47%	47%	
41. Consistently keeps commitments.	15	3.33	93.3	7%	53%		40%
42. Takes care to maintain confidential information.	15	3.33	93.3	7%	53%		40%
43. Builds and maintains the trust of others.	15	3.13	86.7	13%	60%		27%
44. Takes ownership, delivers on commitments	15	3.00	86.7	13%	73%		13%
45. Delivers on promises made.	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. Demonstrates congruence between statements and actions.	3.29	3.40	+0.11 ▲
41. Consistently keeps commitments.	3.29	3.33	+0.04 ▲
42. Takes care to maintain confidential information.	3.41	3.33	-0.08 ▼
43. Builds and maintains the trust of others.	3.35	3.13	-0.22 ▼
44. Takes ownership, delivers on commitments	3.18	3.00	-0.18 ▼
45. Delivers on promises made.	3.35	3.53	+0.18 ▲

Comments:

- _____ has been very supportive of me and the Institute.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- _____ is a pleasure to work with.
- This year _____ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.
- Ready to tackle any given problem and help others finish 1st
- _____ has excellent communication skills with both staff and his management team.

Global Perspective

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
46. Considers customers point of view when making decisions.	15	3.00	86.7	13%	73%		13%
47. Understands how cultures differ and how these differences impact work behavior.	15	3.20	93.3	7%	60%		33%
48. Able to work with others from different cultures and countries.	15	3.20	93.3	7%	67%		27%
49. Works well with others from different cultural backgrounds.	15	3.40	93.3	7%	47%		47%
50. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.13	80.0	7%	13%	40%	40%
51. Has positive interactions with individuals from different cultures and backgrounds.	14	3.14	92.9	7%	71%		21%

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
46. Considers customers point of view when making decisions.	3.24	3.00	-0.24 ▼
47. Understands how cultures differ and how these differences impact work behavior.	3.00	3.20	+0.20 ▲
48. Able to work with others from different cultures and countries.	3.18	3.20	+0.02 ▲
49. Works well with others from different cultural backgrounds.	3.35	3.40	+0.05 ▲
50. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	3.29	3.13	-0.16 ▼
51. Has positive interactions with individuals from different cultures and backgrounds.	3.24	3.14	-0.09 ▼

Comments:

- _____ is a very effective communicator and I always felt very well informed as his direct report.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- _____ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

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 would like to receive some more feedback on completed tasks to make sure I am being effective.
- _____ established an environment in which teamwork and creativity flourished.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- _____ is a very positive addition to our Management team.
- He is an advocate for [CompanyName].
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.

What do you like best about working with this individual?

- He consistently helps us in problem solving a variety of issues.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- He is a great teammate!
- A great addition to the team.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.

What do you like least about working with this individual?

- Unfortunately there has been inconsistency in actions and results.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- _____ is great about approaching and including staff input with decision making within the department.
- He is an outstanding manager.

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

- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- _____ handles every situation in a professional manner and he responds promptly to requests.
- _____ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.

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

- He has confidence in leading and making decisions improving rapidly.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- He consistently involves employees in shared decision making.
- _____ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
- Takes complete ownership of role and looks for ways to assist teammates.

Any final comments?

- He often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- He is truly dedicated to doing a good job, by helping us do a good job.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- I know that _____ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- He truly is the best Manager I have ever had.