



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.

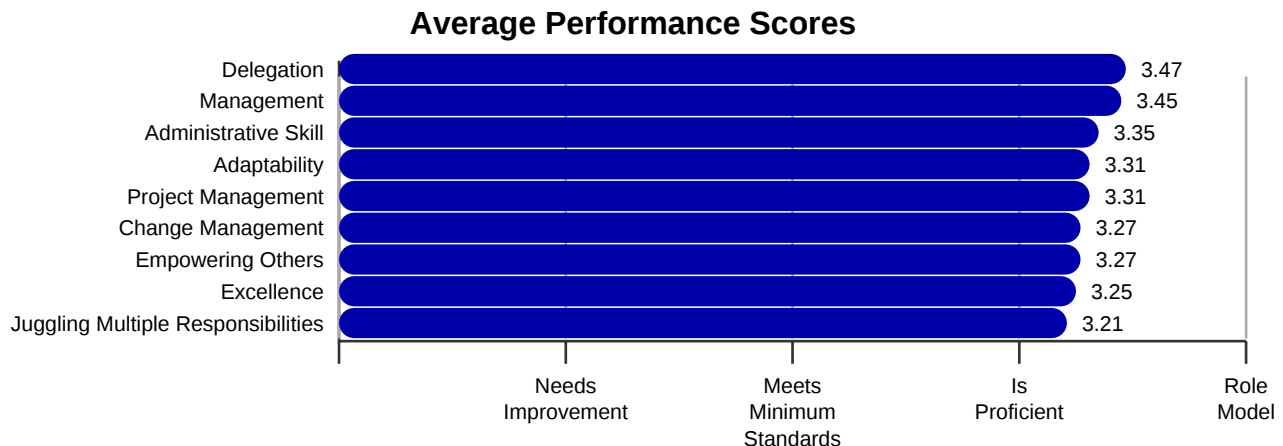
What to Do with Your Feedback

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

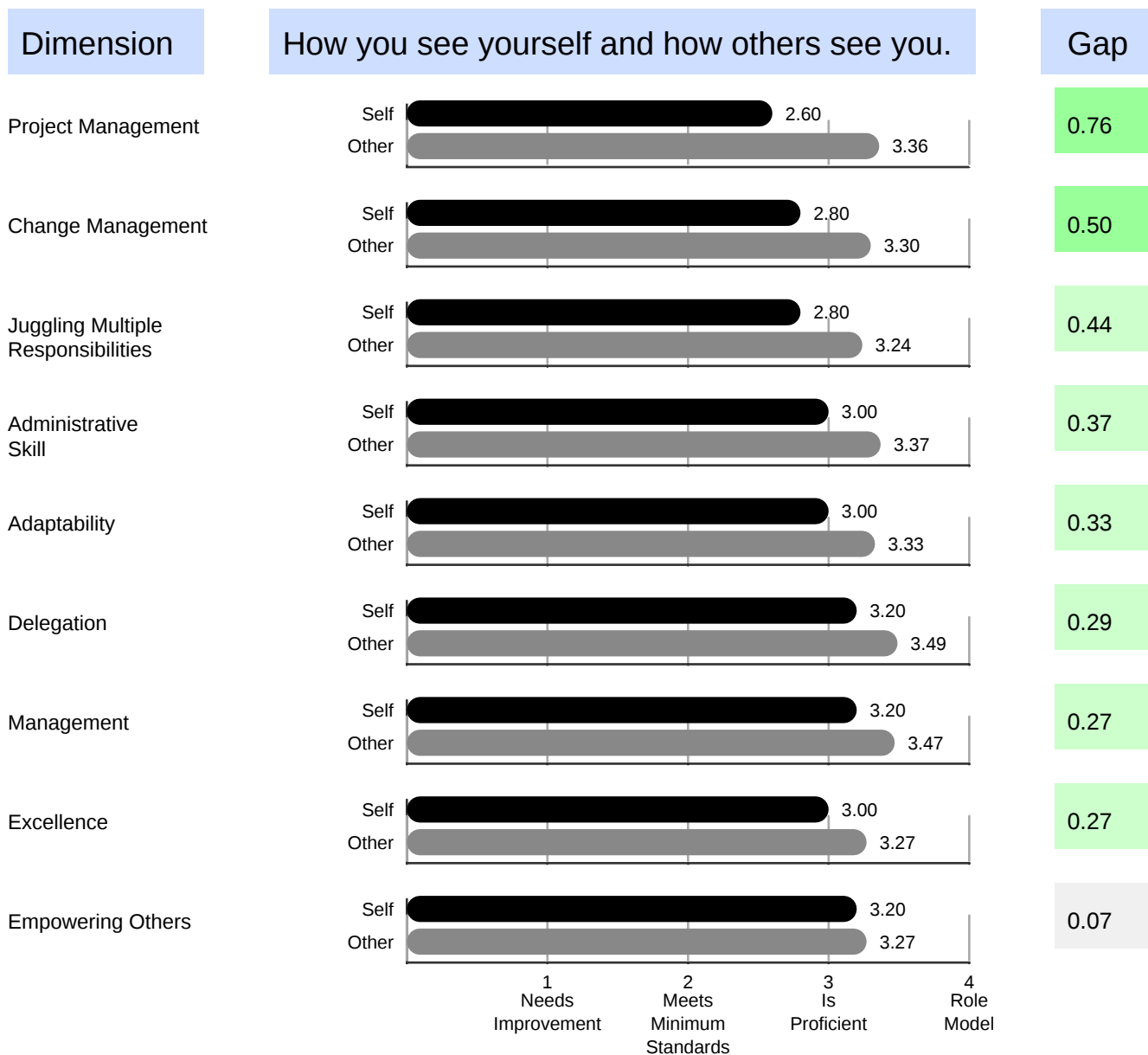
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Delegation

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Distributes the workload evenly to the team members.	15	3.20	93.3	7%	67%		27%
2. Delegates the right tasks to the right people.	15	3.87	100.0	13%	87%		
3. Assigns challenging responsibilities to boost employee professional development while maintaining engagement.	15	3.33	93.3	7%	53%		40%
4. Connects delegated tasks to long-term career paths and organizational opportunities.	15	3.60	93.3	7%	27%	67%	
5. Communicates the purpose and context of delegated tasks to ensure shared understanding.	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. Distributes the workload evenly to the team members.	3.29	3.20	-0.09 ▼
2. Delegates the right tasks to the right people.	3.65	3.87	+0.22 ▲
3. Assigns challenging responsibilities to boost employee professional development while maintaining engagement.	3.18	3.33	+0.16 ▲
4. Connects delegated tasks to long-term career paths and organizational opportunities.	3.41	3.60	+0.19 ▲
5. Communicates the purpose and context of delegated tasks to ensure shared understanding.	3.24	3.33	+0.10 ▲

Comments:

- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- ___ 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.
- I have not had any issues with ___ since I have been working for her.
- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. Her support during this transition was extremely helpful to me.
- She could benefit from understanding about how to create resolution and clarity.

Administrative Skill

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Follows company guidelines, policies, regulations, procedures, and work ethics.	15	3.20	93.3	7%	60%		33%
7. Implements and uses performance measures.	15	3.20	86.7	13%	53%		33%
8. Actively seeks to assist others in need.	15	3.40	93.3	7%	47%		47%
9. Handles difficult calls with courtesy and respect.	15	3.47	93.3	7%	40%		53%
10. Effectively manages personnel and interpersonal relationships.	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. Follows company guidelines, policies, regulations, procedures, and work ethics.	3.24	3.20	-0.04 ▼
7. Implements and uses performance measures.	3.41	3.20	-0.21 ▼
8. Actively seeks to assist others in need.	3.24	3.40	+0.16 ▲
9. Handles difficult calls with courtesy and respect.	3.18	3.47	+0.29 ▲
10. Effectively manages personnel and interpersonal relationships.	3.35	3.47	+0.11 ▲

Comments:

- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- ___ is a great listener and leader for the department.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- I am impressed with her commitment to task and job knowledge.

Change Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Encourages staff to adapt to the new methods and procedures.	15	3.53	100.0	47%		53%	
12. Modifies leadership style to address new challenges.	15	3.27	100.0	73%			27%
13. Encourages managers to embrace the changes.	15	3.33	100.0	67%			33%
14. Develops strategies for implementing changes.	15	3.13	86.7	13%	60%		27%
15. Sets performance goals high enough that changes in the workflow are required to meet them.	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. Encourages staff to adapt to the new methods and procedures.	3.47	3.53	+0.06 ▲
12. Modifies leadership style to address new challenges.	3.47	3.27	-0.20 ▼
13. Encourages managers to embrace the changes.	3.35	3.33	-0.02 ▼
14. Develops strategies for implementing changes.	3.18	3.13	-0.04 ▼
15. Sets performance goals high enough that changes in the workflow are required to meet them.	3.00	3.07	+0.07 ▲

Comments:

- Need to continue to engage staff in team development and role clarification.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- ___ is a steady leader who maintains her objectivity during stressful times.
- ___ 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.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- I enjoy working with ___. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows ___ to give a whole new perspective on a subject.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Able to respond to incidents without stopping the workflow.	15	3.40	93.3	7%	47%	47%	
17. Flexible and open to new ideas and encourages others to recognize the value of change.	15	3.27	93.3	7%	60%	33%	
18. Adjusts plans as needed based on changing conditions.	14	3.00	92.9	7%	79%	14%	
19. Adjusts behaviors and language in dealing with individuals from other cultures or customs.	15	3.47	100.0		53%	47%	
20. Handles unexpected events without a loss of productivity.	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. Able to respond to incidents without stopping the workflow.	3.65	3.40	-0.25 ▼
17. Flexible and open to new ideas and encourages others to recognize the value of change.	3.47	3.27	-0.20 ▼
18. Adjusts plans as needed based on changing conditions.	3.12	3.00	-0.12 ▼
19. Adjusts behaviors and language in dealing with individuals from other cultures or customs.	3.59	3.47	-0.12 ▼
20. Handles unexpected events without a loss of productivity.	3.29	3.40	+0.11 ▲

Comments:

- ___ exceeds in above in all she does.
- Job performance is excellent. Lucky to have ___ on our team.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- ___ is very good a recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contrabutions to the department.
- She involves our team and holds us accountable out of respect.

Project Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Regularly measures and records progress of the project.	15	3.53	100.0	47%		53%	
22. Works with both internal and external individuals to facilitate the project.	15	3.00	80.0	20%	60%		20%
23. Outlines key project dates and milestones.	15	2.87	80.0	20%	73%		7%
24. Identifies potential risks to completing the project on time.	15	3.47	100.0	53%		47%	
25. Determines the roles for project team members.	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. Regularly measures and records progress of the project.	3.35	3.53	+0.18 ▲
22. Works with both internal and external individuals to facilitate the project.	3.00	3.00	
23. Outlines key project dates and milestones.	2.88	2.87	-0.02 ▼
24. Identifies potential risks to completing the project on time.	3.00	3.47	+0.47 ▲
25. Determines the roles for project team members.	3.76	3.67	-0.10 ▼

Comments:

- ____ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- I appreciate her openness and availability to all the staff.
- As mentioned above, good collaboration.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ____, your the best.
- 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.
- She desires to do great work.

Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Provides realistic and actionable suggestions and support for improvement.	15	3.40	93.3	7%	47%	47%	
27. Creates clarity around roles, responsibilities, and success metrics.	15	3.33	93.3	7%	53%	40%	
28. Tracks progress against strategic goals and uses insights to refine future plans.	15	3.53	100.0		47%	53%	
29. Sets a positive example for others.	15	3.67	100.0		33%	67%	
30. Helps the team stay focused by clearly communicating shifting priorities during times of uncertainty or transition.	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. Provides realistic and actionable suggestions and support for improvement.	3.53	3.40	-0.13 ▼
27. Creates clarity around roles, responsibilities, and success metrics.	3.12	3.33	+0.22 ▲
28. Tracks progress against strategic goals and uses insights to refine future plans.	3.41	3.53	+0.12 ▲
29. Sets a positive example for others.	3.59	3.67	+0.08 ▲
30. Helps the team stay focused by clearly communicating shifting priorities during times of uncertainty or transition.	3.41	3.33	-0.08 ▼

Comments:

- ___ does an excellent job in her role.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.

Juggling Multiple Responsibilities

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Begins tasks as soon as possible.	15	3.20	86.7	13%	53%		33%
32. Keeps track of multiple assignments and deadlines.	15	3.40	100.0		60%		40%
33. Determines which tasks are critical and which tasks are optional.	15	3.20	86.7	13%	53%		33%
34. Completes multiple tasks simultaneously.	15	3.27	93.3	7%	60%		33%
35. Assesses current capabilities before committing to new requests from customers.	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. Begins tasks as soon as possible.	3.18	3.20	+0.02 ▲
32. Keeps track of multiple assignments and deadlines.	3.35	3.40	+0.05 ▲
33. Determines which tasks are critical and which tasks are optional.	3.18	3.20	+0.02 ▲
34. Completes multiple tasks simultaneously.	2.88	3.27	+0.38 ▲
35. Assesses current capabilities before committing to new requests from customers.	3.18	3.00	-0.18 ▼

Comments:

- Outstanding leader.
- ___ established an environment in which teamwork and creativity flourished.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.

Excellence

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Demonstrates the functional or technical skills necessary to do their job.	15	3.20	93.3	7%	67%		27%
37. Can be counted on to add value wherever they are involved.	15	3.27	93.3	7%	60%		33%
38. Demonstrates the analytical skills to do their job.	15	3.27	86.7	13%	47%		40%
39. Takes a lot of pride in their work.	15	3.13	86.7	13%	60%		27%
40. Produces high quality work.	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
36. Demonstrates the functional or technical skills necessary to do their job.	3.18	3.20	+0.02 ▲
37. Can be counted on to add value wherever they are involved.	3.35	3.27	-0.09 ▼
38. Demonstrates the analytical skills to do their job.	3.24	3.27	+0.03 ▲
39. Takes a lot of pride in their work.	3.59	3.13	-0.45 ▼
40. Produces high quality work.	3.29	3.40	+0.11 ▲

Comments:

- It's been a pleasure to work for her.
- she understands where our opportunities for savings in the employee benefits plan may be.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- She has always encouraged others and provided tools for the employee to do so.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.

Empowering 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Gives employees opportunities to demonstrate their skills.	15	3.33	93.3	7%	53%		40%
42. Recognizes the contributions that others make to the department.	15	3.33	93.3	7%	53%		40%
43. Gives employees autonomy to complete tasks on their own.	15	3.13	86.7	13%	60%		27%
44. Creates opportunities for employees to exercise their independence.	15	3.00	86.7	13%	73%		13%
45. Views others in the department as valued assets to be trained and employed.	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
41. Gives employees opportunities to demonstrate their skills.	3.29	3.33	+0.04 ▲
42. Recognizes the contributions that others make to the department.	3.41	3.33	-0.08 ▼
43. Gives employees autonomy to complete tasks on their own.	3.35	3.13	-0.22 ▼
44. Creates opportunities for employees to exercise their independence.	3.18	3.00	-0.18 ▼
45. Views others in the department as valued assets to be trained and employed.	3.35	3.53	+0.18 ▲

Comments:

- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- ___ is a rock amongst the management at [CompanyName].
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- She has consistently been a strong advocate for me and my team.
- ___ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. ___ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. ___ is a great mentor and example to those she supervises.
- ___ leads by example. Great Employee engagement.
- ___ does a great job investigating an issue thinking it through before she takes action.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- I have great respect and appreciation for ___. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.

What do you like best about working with this individual?

- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- I am VERY fortunate to be on her team and part of this division.
- ___ has a lot of knowledge in competency models and is passing that on to her teams.
- 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.
- Even though she is part-time, I don't like the minimal face-to-face exposure.

What do you like least about working with this individual?

- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- ___'s management style is excellent.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!

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

- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- I enjoy working with ___. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- She is very relatable and I believe it helps with the initial contact with the prospects.
- she has patience.
- ___ is committed to our organization and leads by example.
- ___ promotes and encourages teambuilding throughout the entire department.

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

- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- She communicates clearly and responds to request without unnecessary delay.
- Collaboration and dissemination of information and projects is something ____ does well.
- I feel confident as if she treats us all as equals.
- It's a pleasure to work with ____ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- ____ exemplifies all of these qualities.

Any final comments?

- She is a team player and willing to help other departments and staff when needed.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- ____ always remembers the customer is at the center of what we do.
- I so appreciate that ____ is so on top of everything that we do in payroll.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- Whenever I go to ____ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.