



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.

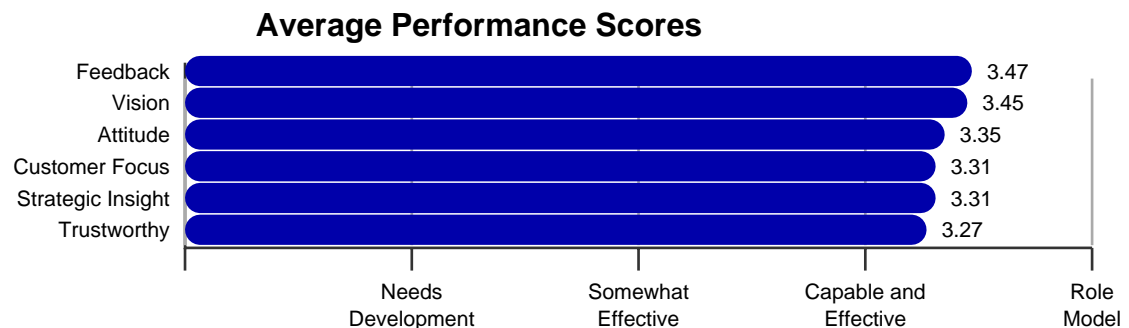
What to Do with Your Feedback

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.



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
1. Hosts training sessions on communication skills, supplying self-assessment tools, and setting up feedback systems.	15	3.20	93.3	7%	67%		27%
2. Regards feedback as a beneficial opportunity.	15	3.87	100.0	13%	87%		
3. Considers feedback as a positive and enriching process.	15	3.33	93.3	7%	53%		40%
4. Invites and values input from others to gain a more comprehensive understanding of their abilities and areas where they can develop further.	15	3.60	93.3	7%	27%	67%	
5. Promotes an atmosphere that champions continuous education and enhancement.	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. Hosts training sessions on communication skills, supplying self-assessment tools, and setting up feedback systems.	3.29	3.20	-0.09 ▼
2. Regards feedback as a beneficial opportunity.	3.65	3.87	+0.22 ▲
3. Considers feedback as a positive and enriching process.	3.18	3.33	+0.16 ▲
4. Invites and values input from others to gain a more comprehensive understanding of their abilities and areas where they can develop further.	3.41	3.60	+0.19 ▲
5. Promotes an atmosphere that champions continuous education and enhancement.	3.24	3.33	+0.10 ▲

Comments:

- _____ has excellent job and people skills.
- He has confidence in leading and making decisions improving rapidly.
- Is reliable and keeps the team focused on the delivery of outcomes.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.

Attitude

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Has a concern for employees in the department.	15	3.20	93.3	7%	60%	33%	
7. Approaches setbacks with a positive attitude.	15	3.20	86.7	13%	53%	33%	
8. Is willing to mentor and coach employees.	15	3.40	93.3	7%	47%	47%	
9. Enjoys discussing progress, especially in team meetings or performance reviews.	15	3.47	93.3	7%	40%	53%	
10. Always does their best effort on the job.	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. Has a concern for employees in the department.	3.24	3.20	-0.04 ▼
7. Approaches setbacks with a positive attitude.	3.41	3.20	-0.21 ▼
8. Is willing to mentor and coach employees.	3.24	3.40	+0.16 ▲
9. Enjoys discussing progress, especially in team meetings or performance reviews.	3.18	3.47	+0.29 ▲
10. Always does their best effort on the job.	3.35	3.47	+0.11 ▲

Comments:

- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- I think _____ is doing a great job! The learning curve is steep and he is growing to meet the challenge.
- _____ is very busy and does a good job delegating work. By delegating he 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.
- He is an excellent teammate, great attitude, effort, and energy.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.

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
11. Demonstrates congruence between statements and actions.	15	3.53	100.0	47%	53%		
12. Is a person you can trust.	15	3.27	100.0	73%	27%		
13. Consistently keeps commitments.	15	3.33	100.0	67%	33%		
14. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.13	86.7	13%	60%	27%	
15. Communicates an understanding of the other person's interests, needs and concerns.	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. Demonstrates congruence between statements and actions.	3.47	3.53	+0.06 ▲
12. Is a person you can trust.	3.47	3.27	-0.20 ▼
13. Consistently keeps commitments.	3.35	3.33	-0.02 ▼
14. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.18	3.13	-0.04 ▼
15. Communicates an understanding of the other person's interests, needs and concerns.	3.00	3.07	+0.07 ▲

Comments:

- _____ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- He is a great teammate.
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- _____ does an exceptional job at running the department.

Customer Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Makes sure customer needs are understood by the team members.	15	3.40	93.3	7%	47%	47%	
17. Is committed to the success of the customer.	15	3.27	93.3	7%	60%	33%	
18. Meets with customers on a regular basis.	14	3.00	92.9	7%	79%	14%	
19. Thoroughly understands the needs of the customer.	15	3.47	100.0		53%	47%	
20. Acts with integrity in all customer interactions.	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. Makes sure customer needs are understood by the team members.	3.65	3.40	-0.25 ▼
17. Is committed to the success of the customer.	3.47	3.27	-0.20 ▼
18. Meets with customers on a regular basis.	3.12	3.00	-0.12 ▼
19. Thoroughly understands the needs of the customer.	3.59	3.47	-0.12 ▼
20. Acts with integrity in all customer interactions.	3.29	3.40	+0.11 ▲

Comments:

- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- _____ is very responsive and provides great support service.
- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- I appreciate his receptiveness and openness and his sense of humor.
- He can ask a question and truly listen to the answer before giving feedback.

Strategic Insight

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. Strategically aligns projects to the goals of the company.	15	3.53	100.0	47%	53%		
22. Ensures that the department's goals are strategically aligned with the company's goals.	15	3.00	80.0	20%	60%	20%	
23. Integrates financial, operational, and market data to guide strategic priorities and resource allocation.	15	2.87	80.0	20%	73%	7%	
24. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	15	3.47	100.0	53%	47%		
25. Adjusts strategic plans based on insights gathered from different points of view.	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. Strategically aligns projects to the goals of the company.	3.35	3.53	+0.18 ▲
22. Ensures that the department's goals are strategically aligned with the company's goals.	3.00	3.00	
23. Integrates financial, operational, and market data to guide strategic priorities and resource allocation.	2.88	2.87	-0.02 ▼
24. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	3.00	3.47	+0.47 ▲
25. Adjusts strategic plans based on insights gathered from different points of view.	3.76	3.67	-0.10 ▼

Comments:

- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- He is very supportive and easily approachable.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- Always available to give us what we need to succeed.
- Before _____ came into the position it seemed that the department was a dump.
- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.

Vision

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 vision to align corporate strategies with the organization's value system.	15	3.40	93.3	7%	47%	47%	
27. Enables employees to commit to the departmental vision.	15	3.33	93.3	7%	53%	40%	
28. Channels team activities towards the vision's core aspects.	15	3.53	100.0		47%	53%	
29. Provides the vision needed to help the organization remain competitive and adaptable in a dynamic market.	15	3.67	100.0		33%	67%	
30. Aligns subordinates' work with the vision's critical priorities.	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 vision to align corporate strategies with the organization's value system.	3.53	3.40	-0.13 ▼
27. Enables employees to commit to the departmental vision.	3.12	3.33	+0.22 ▲
28. Channels team activities towards the vision's core aspects.	3.41	3.53	+0.12 ▲
29. Provides the vision needed to help the organization remain competitive and adaptable in a dynamic market.	3.59	3.67	+0.08 ▲
30. Aligns subordinates' work with the vision's critical priorities.	3.41	3.33	-0.08 ▼

Comments:

- He has consistently been a strong advocate for me and my team.
- He is someone that has proven he can be trusted to do what is right.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.

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 very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- He has worked hard to understand people's strengths and what they need from him.
- I think he is an asset to the department.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.
- _____ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. _____ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.

What do you like best about working with this individual?

- He knows his subject matter!
- _____ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- _____ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.

What do you like least about working with this individual?

- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- He seems to be well respected from members of his own team as well.
- _____ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.

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

- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- I am having a hard time evaluating the last four. _____ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- He 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.

- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement

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

- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- _____ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- _____ always remembers the customer is at the center of what we do.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- He has a very engaging style which generates trust and respect.

Any final comments?

- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- Personality. Great Mentor and Leader. Talented.
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.