



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.

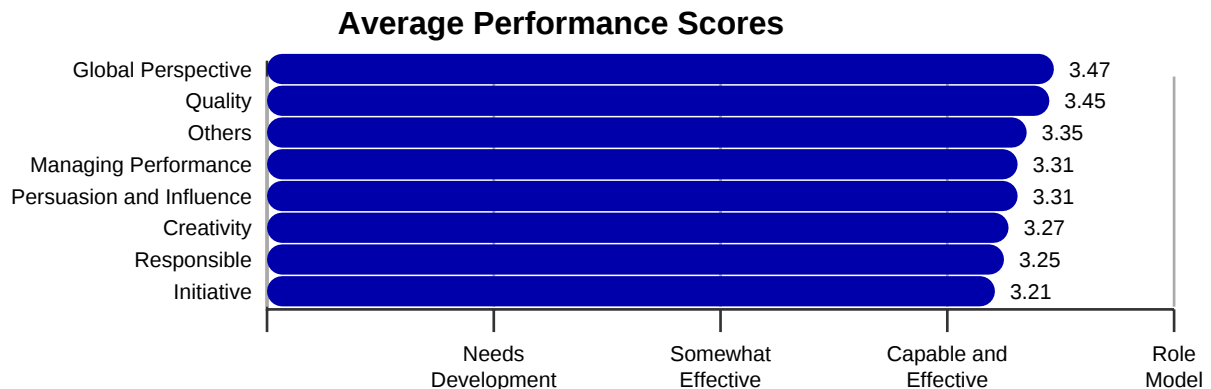
What to Do with Your Feedback

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

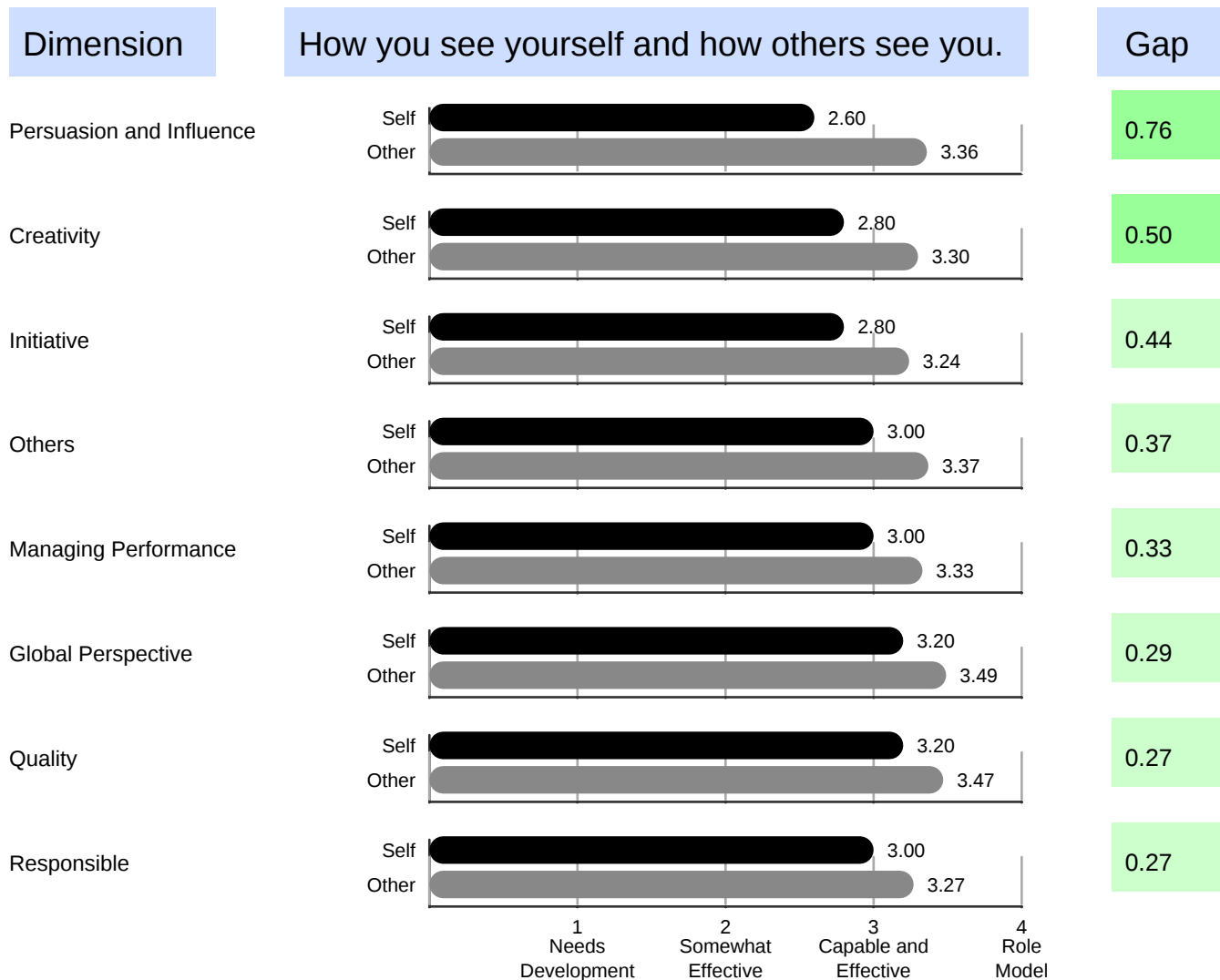
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Able to work with others from different cultures and countries.	15	3.20	93.3	7%	67%		27%
2. Sets the example for team on importance of cultural awareness.	15	3.87	100.0	13%	87%		
3. Is able to work with individuals having different backgrounds and cultures.	15	3.33	93.3	7%	53%		40%
4. Demonstrates a curiosity about diverse individuals and cultures.	15	3.60	93.3	7%	27%	67%	
5. Volunteers for experiences and assignments abroad.	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. Able to work with others from different cultures and countries.	3.29	3.20	-0.09 ▼
2. Sets the example for team on importance of cultural awareness.	3.65	3.87	+0.22 ▲
3. Is able to work with individuals having different backgrounds and cultures.	3.18	3.33	+0.16 ▲
4. Demonstrates a curiosity about diverse individuals and cultures.	3.41	3.60	+0.19 ▲
5. Volunteers for experiences and assignments abroad.	3.24	3.33	+0.10 ▲

Comments:

- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.

Others

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Constructively receives criticism and suggestions from others.	15	3.20	93.3	7%	60%		33%
7. Is able to see issues from others' perspectives.	15	3.20	86.7	13%	53%		33%
8. ...treats others with respect and dignity.	15	3.40	93.3	7%	47%		47%
9. Consistently demonstrates ability and willingness to trust others.	15	3.47	93.3	7%	40%		53%
10. Helpful	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. Constructively receives criticism and suggestions from others.	3.24	3.20	-0.04 ▼
7. Is able to see issues from others' perspectives.	3.41	3.20	-0.21 ▼
8. ...treats others with respect and dignity.	3.24	3.40	+0.16 ▲
9. Consistently demonstrates ability and willingness to trust others.	3.18	3.47	+0.29 ▲
10. Helpful	3.35	3.47	+0.11 ▲

Comments:

- She correctly sets limits, and expectations of her managers.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- Experience, mentoring and self-confidence.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

Creativity

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. Considers problems from multiple angles to uncover new approaches.	15	3.53	100.0	47%		53%	
12. Bridges departmental divides to foster shared creative ownership.	15	3.27	100.0	73%			27%
13. Reimagines systems to enhance performance and adaptability.	15	3.33	100.0	67%			33%
14. Blends ideas from different domains to spark innovation.	15	3.13	86.7	13%	60%		27%
15. Provides autonomy for individuals to explore ideas beyond their immediate tasks.	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. Considers problems from multiple angles to uncover new approaches.	3.47	3.53	+0.06 ▲
12. Bridges departmental divides to foster shared creative ownership.	3.47	3.27	-0.20 ▼
13. Reimagines systems to enhance performance and adaptability.	3.35	3.33	-0.02 ▼
14. Blends ideas from different domains to spark innovation.	3.18	3.13	-0.04 ▼
15. Provides autonomy for individuals to explore ideas beyond their immediate tasks.	3.00	3.07	+0.07 ▲

Comments:

- I enjoy working with ____ and look forward to future opportunities for collaboration.
- ____ did a great job with the new employee program development and she should be proud of her accomplishments.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- ____ is always professional during interactions with staff.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- She sometimes comes off as confused about organizational/operational direction.

Managing Performance

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. Sets long and short term goals.	15	3.40	93.3	7%	47%	47%	
17. Ensures employees are trained in areas where performance may be lacking.	15	3.27	93.3	7%	60%	33%	
18. Places employees on probation if they fail to meet minimum performance standards.	14	3.00	92.9	7%	79%	14%	
19. Assigns responsibility for meeting specific objectives.	15	3.47	100.0		53%	47%	
20. Ensures employees understand their performance expectations.	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. Sets long and short term goals.	3.65	3.40	-0.25 ▼
17. Ensures employees are trained in areas where performance may be lacking.	3.47	3.27	-0.20 ▼
18. Places employees on probation if they fail to meet minimum performance standards.	3.12	3.00	-0.12 ▼
19. Assigns responsibility for meeting specific objectives.	3.59	3.47	-0.12 ▼
20. Ensures employees understand their performance expectations.	3.29	3.40	+0.11 ▲

Comments:

- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- Good Team Player! Good decision making skills. A hard worker.
- Provides team members with frequent informal feedback.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- Positive attitude.

Persuasion and Influence

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. Defends the long-term vision against short-term pressures that compromise integrity or purpose.	15	3.53	100.0	47%		53%	
22. Is calm and avoids emotional outbursts.	15	3.00	80.0	20%	60%		20%
23. Prepares thoroughly for negotiations by anticipating objections, identifying leverage points, and mapping paths to agreement.	15	2.87	80.0	20%	73%		7%
24. Develops sales pitches based on the unique needs of the customers.	15	3.47	100.0	53%		47%	
25. Uses a high personal reputation to gain acceptance from others for a point 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. Defends the long-term vision against short-term pressures that compromise integrity or purpose.	3.35	3.53	+0.18 ▲
22. Is calm and avoids emotional outbursts.	3.00	3.00	
23. Prepares thoroughly for negotiations by anticipating objections, identifying leverage points, and mapping paths to agreement.	2.88	2.87	-0.02 ▼
24. Develops sales pitches based on the unique needs of the customers.	3.00	3.47	+0.47 ▲
25. Uses a high personal reputation to gain acceptance from others for a point of view.	3.76	3.67	-0.10 ▼

Comments:

- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- ___ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- Manager engages in all categories described above as marked.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- She recognized where I needed help and supported me in making the case to get it.
- Great to have you on the team!

Quality

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. Demonstrates a strong commitment to achieving quality goals.	15	3.40	93.3	7%	47%	47%	
27. Promotes quality improvement practices in the department.	15	3.33	93.3	7%	53%	40%	
28. Engages and leads staff in implementation of new quality procedures.	15	3.53	100.0		47%	53%	
29. Maintains detailed instructions to ensure consistency and quality in the production line.	15	3.67	100.0		33%	67%	
30. Solves quality control issues.	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. Demonstrates a strong commitment to achieving quality goals.	3.53	3.40	-0.13 ▼
27. Promotes quality improvement practices in the department.	3.12	3.33	+0.22 ▲
28. Engages and leads staff in implementation of new quality procedures.	3.41	3.53	+0.12 ▲
29. Maintains detailed instructions to ensure consistency and quality in the production line.	3.59	3.67	+0.08 ▲
30. Solves quality control issues.	3.41	3.33	-0.08 ▼

Comments:

- ____ is incredibly talented and very smart. Her attention to detail is unparalleled.
- She is organized, kind, and extremely approachable.
- She has deep technical expertise in a number of areas of human resource management.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- In one word I can summarize ____ in leadership skill. WOW!
- ____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.

Initiative

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Updates the documentation as soon as the situation changes.	15	3.20	86.7	13%	53%	33%	
32. Acts with urgency when time is limited.	15	3.40	100.0		60%	40%	
33. Analyzes the needs of the situation and acts before being told to do so.	15	3.20	86.7	13%	53%	33%	
34. Is a self-starter. Does not wait to be told to do something.	15	3.27	93.3	7%	60%	33%	
35. Seeks and utilizes opportunities for continuous learning and self-development.	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. Updates the documentation as soon as the situation changes.	3.18	3.20	+0.02 ▲
32. Acts with urgency when time is limited.	3.35	3.40	+0.05 ▲
33. Analyzes the needs of the situation and acts before being told to do so.	3.18	3.20	+0.02 ▲
34. Is a self-starter. Does not wait to be told to do something.	2.88	3.27	+0.38 ▲
35. Seeks and utilizes opportunities for continuous learning and self-development.	3.18	3.00	-0.18 ▼

Comments:

- ___ knows her team very well and is gaining the same knowledge in regards to her team
- I cannot say if she challenges others.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- She inspires others by the manner in which she does her work and engages others.
- Sometimes the desired outcomes and expectations are not clearly communicated.

Responsible

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
36. Responsible for setting the vision of the department.	15	3.20	93.3	7%	67%		27%
37. Sets a good example.	15	3.27	93.3	7%	60%		33%
38. Holds herself / himself accountable to goals / objectives	15	3.27	86.7	13%	47%		40%
39. Behavior is ethical and honest.	15	3.13	86.7	13%	60%		27%
40. Is a person you can trust.	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. Responsible for setting the vision of the department.	3.18	3.20	+0.02 ▲
37. Sets a good example.	3.35	3.27	-0.09 ▼
38. Holds herself / himself accountable to goals / objectives	3.24	3.27	+0.03 ▲
39. Behavior is ethical and honest.	3.59	3.13	-0.45 ▼
40. Is a person you can trust.	3.29	3.40	+0.11 ▲

Comments:

- ___ continues to be a great boss. She is available to us and always has time to help with anything.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- She is very supportive of us and the job we do.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- I will always welcome ___'s direct, honest, caring feedback.

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 takes the time to explain to staff the rationale of changes being made.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- ___ continually devotes her attention to opportunities for process improvement and professional growth.

What do you like best about working with this individual?

- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- Has a "go getter" attitude!
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- She is always available to listen, lend a hand, or guide the staff when needed.

What do you like least about working with this individual?

- Seek and provide critical feedback.
- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- Having a routine for schedule and coming to office more frequently
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.

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

- I look forward to working with her in her new role.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.

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

- I truly enjoy working with ____ on a daily basis.
- She communicates clearly, and is always willing to listen attentively.
- I know that ____ cares about me as a total individual not just as a professional.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- ____ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.

Any final comments?

- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- One of the things that I most appreciate about ____ is her willingness to mentor and grow new talent.
- ____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- She encourages teammates more as a peer than a coach.
- ____ is very supportive of Core Competency and concepts. The one concept that ____ refers to consistently is what we respect most is people's ability to think.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.