



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.

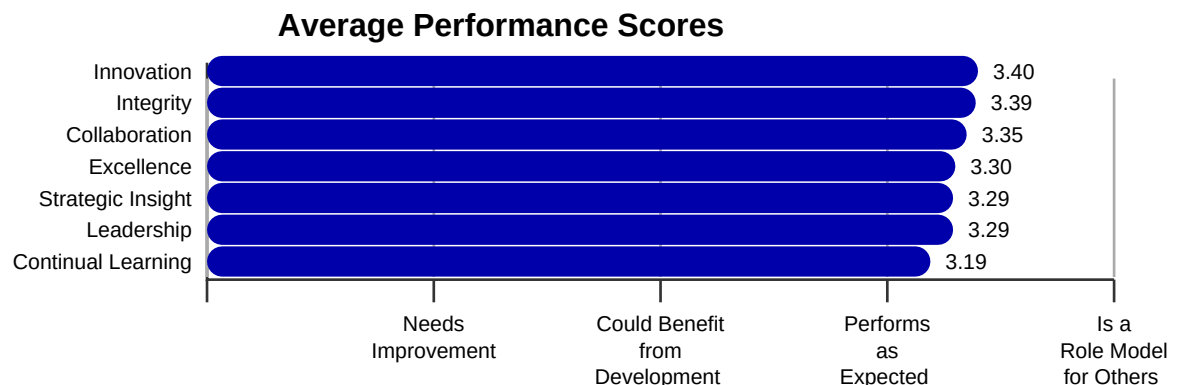
What to Do with Your Feedback

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

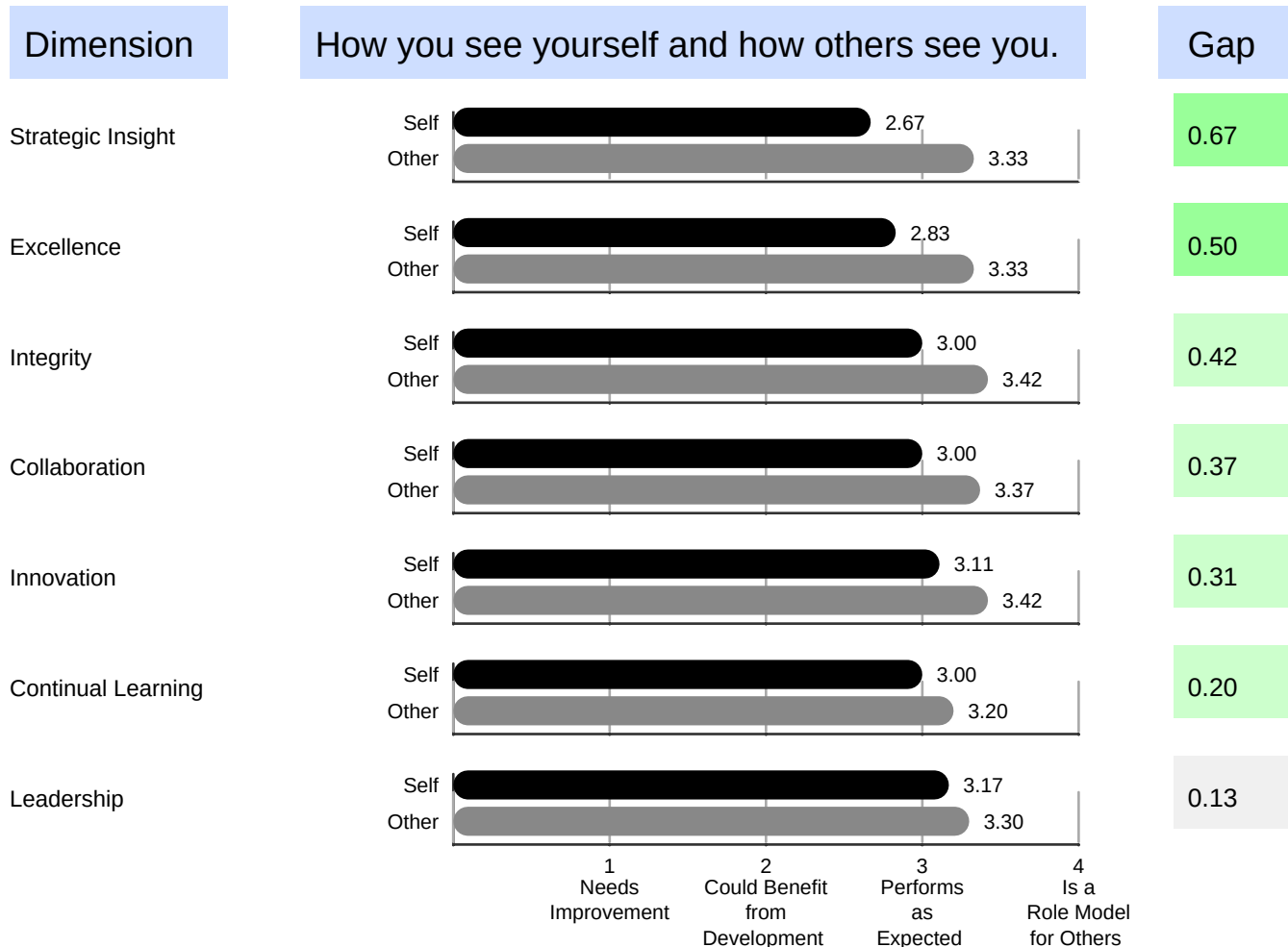
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Innovation

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. Supports changes to the standard way of doing things.	15	3.20	93.3	7%	67%		27%
2. Values diverse opinions among team members.	15	3.87	100.0	13%	87%		
3. Refines and tailors innovative concepts to better align with strategic objectives and market demands.	15	3.33	93.3	7%	53%		40%
4. Challenges current procedures / processes to develop new solutions.	15	3.60	93.3	7%	27%	67%	
5. Uses unconventional approaches to solve problems.	15	3.33	93.3	7%	53%		40%
6. Implements best practice methods within the Company.	15	3.20	93.3	7%	60%		33%
7. Creates new and imaginative approaches to work-related issues.	15	3.20	86.7	13%	53%		33%
8. Embraces disruptive strategies enabling the organization to create groundbreaking advancements that outpace competitors.	15	3.40	93.3	7%	47%		47%
9. Fosters continuous improvement processes.	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. Supports changes to the standard way of doing things.	3.29	3.20	-0.09 ▼
2. Values diverse opinions among team members.	3.65	3.87	+0.22 ▲
3. Refines and tailors innovative concepts to better align with strategic objectives and market demands.	3.18	3.33	+0.16 ▲
4. Challenges current procedures / processes to develop new solutions.	3.41	3.60	+0.19 ▲
5. Uses unconventional approaches to solve problems.	3.24	3.33	+0.10 ▲
6. Implements best practice methods within the Company.	3.24	3.20	-0.04 ▼
7. Creates new and imaginative approaches to work-related issues.	3.41	3.20	-0.21 ▼
8. Embraces disruptive strategies enabling the organization to create groundbreaking advancements that outpace competitors.	3.24	3.40	+0.16 ▲
9. Fosters continuous improvement processes.	3.18	3.47	+0.29 ▲

Comments:

- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- Each member feels they are a part of the team and knows their contribution is valued.

- She seems to be well respected from members of her own team as well.
- I believe I need to give her a chance to get into her position.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.

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 (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. Takes a lot of pride in their work.	15	3.47	93.3	7%	40%	53%	
11. Demonstrates the functional or technical skills necessary to do their job.	15	3.53	100.0		47%	53%	
12. Is planful and organized.	15	3.27	100.0		73%		27%
13. Can be counted on to add value wherever they are involved.	15	3.33	100.0		67%		33%
14. Produces high quality work.	15	3.13	86.7	13%	60%		27%
15. Demonstrates the analytical skills to do their job.	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. Takes a lot of pride in their work.	3.35	3.47	+0.11 ▲
11. Demonstrates the functional or technical skills necessary to do their job.	3.47	3.53	+0.06 ▲
12. Is planful and organized.	3.47	3.27	-0.20 ▼
13. Can be counted on to add value wherever they are involved.	3.35	3.33	-0.02 ▼
14. Produces high quality work.	3.18	3.13	-0.04 ▼
15. Demonstrates the analytical skills to do their job.	3.00	3.07	+0.07 ▲

Comments:

- Take charge without being pushed to do so.
- Her focus is for quality that is customer centered.
- The progress with customer satisfaction within the division exemplifies ___'s leadership style. The Department has come a long way with ___ as manager and I admire the way ___ and ___ work together. ___ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- I believe I need to give her a chance to get into her position.
- Is always available to assist with issues, all scopes business or personal.

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
16. Displays a high degree of trust and credibility.	15	3.40	93.3	7%	47%	47%	
17. Listens to the ideas and suggestions from others.	15	3.27	93.3	7%	60%		33%
18. Builds consensus among team members.	14	3.00	92.9	7%	79%		14%
19. Effectively works with others to create solutions to problems.	15	3.47	100.0		53%	47%	
20. Encourages working together to achieve shared goals.	15	3.40	93.3	7%	47%	47%	
21. Is open to unique and creative ideas from others.	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. Displays a high degree of trust and credibility.	3.65	3.40	-0.25 ▼
17. Listens to the ideas and suggestions from others.	3.47	3.27	-0.20 ▼
18. Builds consensus among team members.	3.12	3.00	-0.12 ▼
19. Effectively works with others to create solutions to problems.	3.59	3.47	-0.12 ▼
20. Encourages working together to achieve shared goals.	3.29	3.40	+0.11 ▲
21. Is open to unique and creative ideas from others.	3.35	3.53	+0.18 ▲

Comments:

- Additional feedback and communication.
- ___ is very sharp and plays a vital role in this organization
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- ___'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate ___'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- Does above and beyond work consistently

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 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. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations.	15	3.00	80.0	20%	60%		20%
23. Allocates proper resources for employee training to meet future needs based on insight into employee skill levels.	15	2.87	80.0	20%	73%		7%
24. Identifies root causes of problems.	15	3.47	100.0		53%		47%
25. Leverages internal expertise and external partnerships to expand strategic capabilities.	15	3.67	100.0		33%		67%
26. Recognizes unspoken concerns or morale issues through body language, tone, and team interactions.	15	3.40	93.3	7%	47%		47%
27. Creates a mission statement describing the purpose for the organization.	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. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations.	3.00	3.00	
23. Allocates proper resources for employee training to meet future needs based on insight into employee skill levels.	2.88	2.87	-0.02 ▼
24. Identifies root causes of problems.	3.00	3.47	+0.47 ▲
25. Leverages internal expertise and external partnerships to expand strategic capabilities.	3.76	3.67	-0.10 ▼
26. Recognizes unspoken concerns or morale issues through body language, tone, and team interactions.	3.53	3.40	-0.13 ▼
27. Creates a mission statement describing the purpose for the organization.	3.12	3.33	+0.22 ▲

Comments:

- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
-

___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff.

She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.

- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.

Integrity

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. Is transparent in interactions with others.	15	3.53	100.0	47%	53%		
29. Recognizes integrity as a core value of the organization.	15	3.67	100.0	33%	67%		
30. Demonstrates accountability and honesty in business interactions.	15	3.33	100.0	67%		33%	
31. Maintains strong trust-based relationships by being open, honest and transparent.	15	3.20	86.7	13%	53%	33%	
32. Builds respect and trust by setting high standards of integrity.	15	3.40	100.0	60%		40%	
33. Takes responsibility for commitments ensuring that they are met.	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. Is transparent in interactions with others.	3.41	3.53	+0.12 ▲
29. Recognizes integrity as a core value of the organization.	3.59	3.67	+0.08 ▲
30. Demonstrates accountability and honesty in business interactions.	3.41	3.33	-0.08 ▼
31. Maintains strong trust-based relationships by being open, honest and transparent.	3.18	3.20	+0.02 ▲
32. Builds respect and trust by setting high standards of integrity.	3.35	3.40	+0.05 ▲
33. Takes responsibility for commitments ensuring that they are met.	3.18	3.20	+0.02 ▲

Comments:

- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.

Continual Learning

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. Improves on their skill sets.	15	3.27	93.3	7%	60%		33%
35. Pursues professional development opportunities when they arise.	15	3.00	80.0	20%	60%		20%
36. Participates in regular training offered.	15	3.20	93.3	7%	67%		27%
37. Seeks opportunities to grow in skills and knowledge.	15	3.27	93.3	7%	60%		33%
38. Pursues learning that will enhance job performance.	15	3.27	86.7	13%	47%		40%
39. Builds on their strengths while addressing their weaknesses.	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. Improves on their skill sets.	2.88	3.27	+0.38 ▲
35. Pursues professional development opportunities when they arise.	3.18	3.00	-0.18 ▼
36. Participates in regular training offered.	3.18	3.20	+0.02 ▲
37. Seeks opportunities to grow in skills and knowledge.	3.35	3.27	-0.09 ▼
38. Pursues learning that will enhance job performance.	3.24	3.27	+0.03 ▲
39. Builds on their strengths while addressing their weaknesses.	3.59	3.13	-0.45 ▼

Comments:

- Is viewed by many as a strong organizational resource.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- _____ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- She 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.

Leadership

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. Sets sort and long-term goals and objectives.	15	3.40	93.3	7%	47%	47%	
41. Builds compelling arguments using data, logic, and examples that resonate with the audience.	15	3.33	93.3	7%	53%		40%
42. Encourages peers and subordinates to challenge his/her views or opinions.	15	3.33	93.3	7%	53%		40%
43. Serves as a role model for others.	15	3.13	86.7	13%	60%		27%
44. Enhances the quality and productivity of the team.	15	3.00	86.7	13%	73%		13%
45. Maintains high ethical standards.	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. Sets sort and long-term goals and objectives.	3.29	3.40	+0.11 ▲
41. Builds compelling arguments using data, logic, and examples that resonate with the audience.	3.29	3.33	+0.04 ▲
42. Encourages peers and subordinates to challenge his/her views or opinions.	3.41	3.33	-0.08 ▼
43. Serves as a role model for others.	3.35	3.13	-0.22 ▼
44. Enhances the quality and productivity of the team.	3.18	3.00	-0.18 ▼
45. Maintains high ethical standards.	3.35	3.53	+0.18 ▲

Comments:

- Over the past few months ____ has been creating a bridge between the billing staff and the operations departments.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- ____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Before ____ came into the position it seemed that the department was a dump.

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?

- Overall I think she does a great job and she is very approachable.
- I look forward to working with her in her new role.
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.

What do you like best about working with this individual?

- Don't work with her enough to observe the vast majority of these items.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- Overall I think she does a great job and she is very approachable.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- She is a great mentor and coach. I look forward to working with ___ as our division moves forward with helping the organization develop strategies around improving customer service and experience.

What do you like least about working with this individual?

- She is an excellent problem solver.
- Is viewed by many as a strong organizational resource.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- ___ collaborates well with other departments and managers.
- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- 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.

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

- Manager routinely demonstrates all of the above characteristics, as marked
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- she is open and willing to share her vision for the team.
- She has been both a great co-worker and mentor to me.
- She communicates clearly and responds to request without unnecessary delay.
- She cares deeply for what she does and it shows.

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

- ____ is a great manager. Very supportive of her staff.
- I think she is an asset to the department.
- ____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- ____ does a great job at demonstrating the value of her team to the organization.
- Your initiative influences others in a positive way.
- ____ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.

Any final comments?

- She involves our team and holds us accountable out of respect.
- Always available to give us what we need to succeed.
- Always has a positive, cheerful, and strong attitude.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ____ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- It has been a pleasure working with _____. Her interactions with customers have improved over the last year.
- ____ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.