



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.

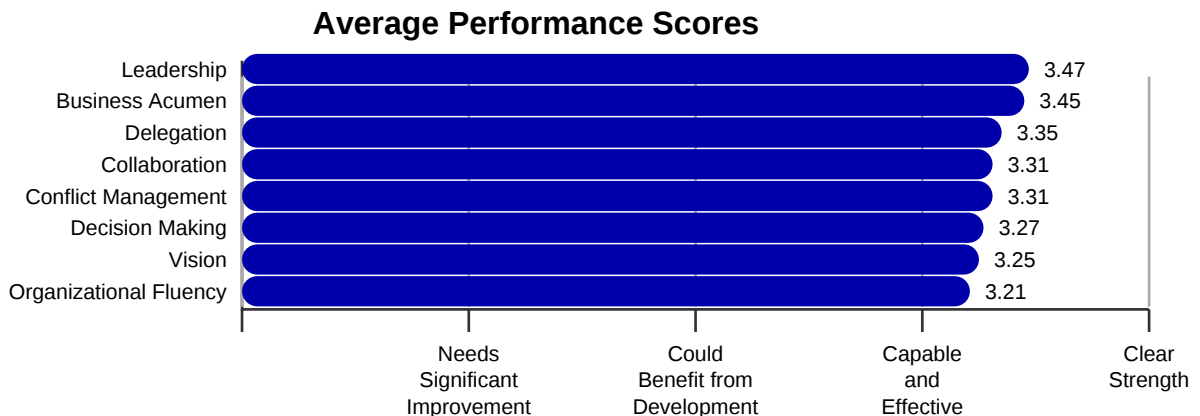
What to Do with Your Feedback

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

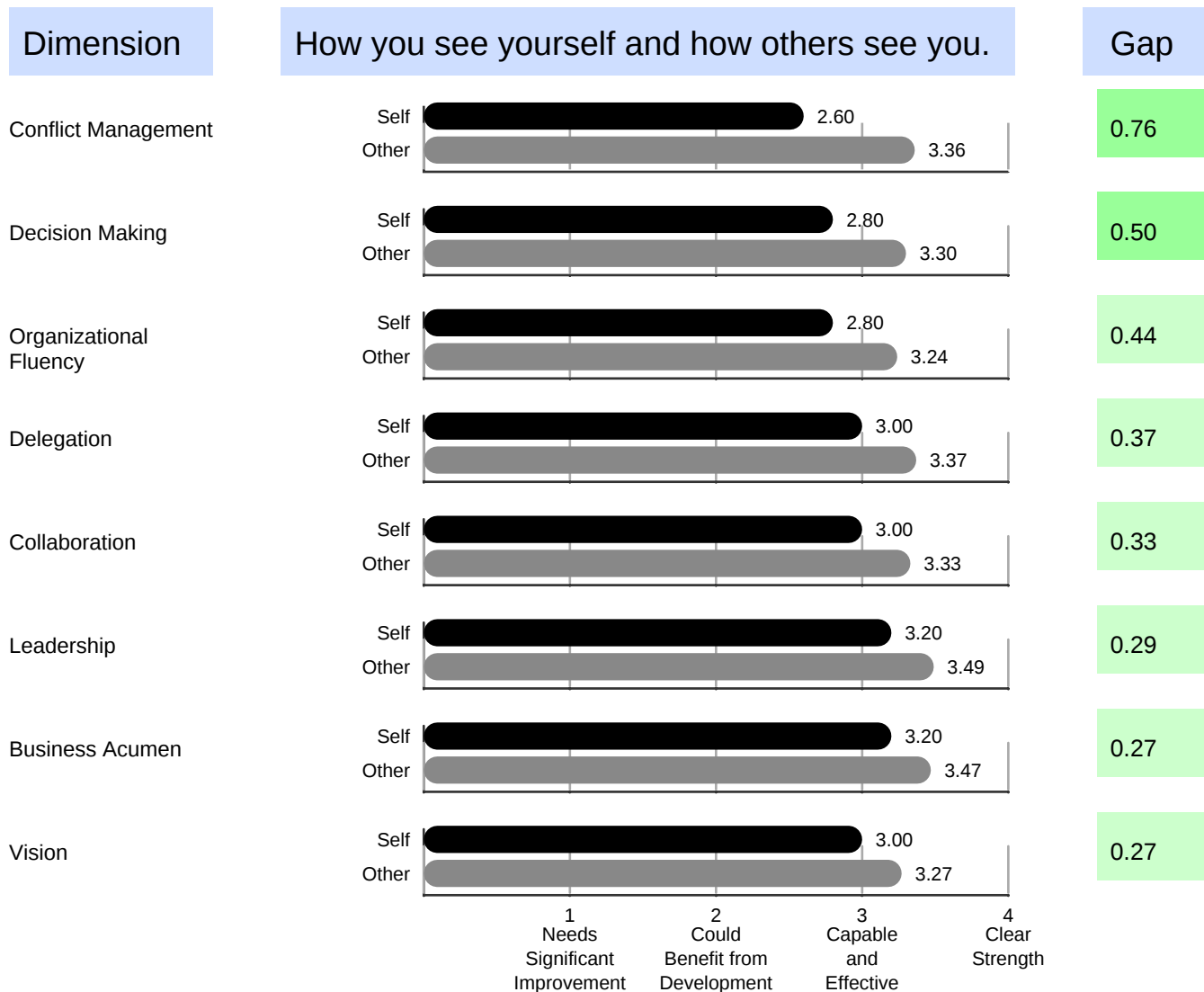
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You gather and analyze data and develops rationale for decision.	15	3.20	93.3	7%	67%		27%
2. You set a positive example for others to follow.	15	3.87	100.0	13%	87%		
3. You help employees set clear action steps to improve performance.	15	3.33	93.3	7%	53%		40%
4. I challenge senior leadership respectfully when their decisions conflict with core values or long-term goals.	15	3.60	93.3	7%	27%	67%	
5. You seek input and ideas from employees by involving them in decisions.	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. You gather and analyze data and develops rationale for decision.	3.29	3.20	-0.09 ▼
2. You set a positive example for others to follow.	3.65	3.87	+0.22 ▲
3. You help employees set clear action steps to improve performance.	3.18	3.33	+0.16 ▲
4. I challenge senior leadership respectfully when their decisions conflict with core values or long-term goals.	3.41	3.60	+0.19 ▲
5. You seek input and ideas from employees by involving them in decisions.	3.24	3.33	+0.10 ▲

Comments:

- 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.
- she is open and willing to share her vision for the team.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- I think _____ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- _____ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You use delegation to empower employees to take initiative and make decisions.	15	3.20	93.3	7%	60%		33%
7. You let employees know the importance of the tasks being delegated to them.	15	3.20	86.7	13%	53%		33%
8. You ensure the task align with business goals and team capabilities.	15	3.40	93.3	7%	47%		47%
9. You delegate work to employees that resonates with their interests and strengths.	15	3.47	93.3	7%	40%		53%
10. You effectively balance delegation and supervision of employees.	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. You use delegation to empower employees to take initiative and make decisions.	3.24	3.20	-0.04 ▼
7. You let employees know the importance of the tasks being delegated to them.	3.41	3.20	-0.21 ▼
8. You ensure the task align with business goals and team capabilities.	3.24	3.40	+0.16 ▲
9. You delegate work to employees that resonates with their interests and strengths.	3.18	3.47	+0.29 ▲
10. You effectively balance delegation and supervision of employees.	3.35	3.47	+0.11 ▲

Comments:

- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- 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.
- ___ does a great job investigating an issue thinking it through before she takes action.
- 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.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.

Decision Making

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. I am receptive to new ideas from others when making decisions.	15	3.53	100.0	47%	53%		
12. I make clear what is in scope and out of scope to avoid misalignment or unrealistic expectations.	15	3.27	100.0	73%	27%		
13. You make decisions based on facts rather than gut feelings.	15	3.33	100.0	67%	33%		
14. I facilitate meetings with others to try to consider alternative courses of action.	15	3.13	86.7	13%	60%	27%	
15. My decision making involves careful analysis of the facts and consideration of parameters and constraints.	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. I am receptive to new ideas from others when making decisions.	3.47	3.53	+0.06 ▲
12. I make clear what is in scope and out of scope to avoid misalignment or unrealistic expectations.	3.47	3.27	-0.20 ▼
13. You make decisions based on facts rather than gut feelings.	3.35	3.33	-0.02 ▼
14. I facilitate meetings with others to try to consider alternative courses of action.	3.18	3.13	-0.04 ▼
15. My decision making involves careful analysis of the facts and consideration of parameters and constraints.	3.00	3.07	+0.07 ▲

Comments:

- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ____, your the best.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- She often involves her team in decision making and to determine how to achieve outcomes.
- Everyone who works with ____ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- She is very customer focused and this reflects in her division leadership and performance.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You encourage teammates to settle their differences and work together.	15	3.40	93.3	7%	47%	47%	
17. I ensure all team members understand the goals.	15	3.27	93.3	7%	60%	33%	
18. You encourage trust among committee members.	14	3.00	92.9	7%	79%	14%	
19. You encourage working together to achieve shared goals.	15	3.47	100.0		53%	47%	
20. You gain the cooperation of others to accomplish common goals and objectives.	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. You encourage teammates to settle their differences and work together.	3.65	3.40	-0.25 ▼
17. I ensure all team members understand the goals.	3.47	3.27	-0.20 ▼
18. You encourage trust among committee members.	3.12	3.00	-0.12 ▼
19. You encourage working together to achieve shared goals.	3.59	3.47	-0.12 ▼
20. You gain the cooperation of others to accomplish common goals and objectives.	3.29	3.40	+0.11 ▲

Comments:

- ___ leads by example. Great Employee engagement.
- she is open and willing to share her vision for the team.
- It's been a pleasure to work for her.
- Don't be afraid to ask questions when stuck on a task.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- ___ has nothing but [CompanyName]'s best interest at heart.

Conflict 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. I ensure that both parties work toward finding compromise.	15	3.53	100.0	47%	53%		
22. I seek to maintain positive relationships with coworkers.	15	3.00	80.0	20%	60%	20%	
23. You settle disputes with agreement from both parties.	15	2.87	80.0	20%	73%	7%	
24. You transform conflicts into learning moments, helping individuals see tension as a catalyst for growth.	15	3.47	100.0	53%	47%		
25. I use logic and reasoning to determine the best course of action for resolve the conflict.	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. I ensure that both parties work toward finding compromise.	3.35	3.53	+0.18 ▲
22. I seek to maintain positive relationships with coworkers.	3.00	3.00	
23. You settle disputes with agreement from both parties.	2.88	2.87	-0.02 ▼
24. You transform conflicts into learning moments, helping individuals see tension as a catalyst for growth.	3.00	3.47	+0.47 ▲
25. I use logic and reasoning to determine the best course of action for resolve the conflict.	3.76	3.67	-0.10 ▼

Comments:

- ___ encourages our staff to strive to be the best that we can be.
- ___ is a very positive addition to our Management team.
- She is always looking to and listening to the staff for their and needs.
- Could be more self-aware of impact on other team members
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- ___ does a great job at demonstrating the value of her team to the organization.

Business Acumen

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You understand the financial metrics used by the company.	15	3.40	93.3	7%	47%	47%	
27. You anticipate marketplace opportunities and supports speed to market.	15	3.33	93.3	7%	53%	40%	
28. You coach others to foster an environment which can adapt quickly and willingly to rapid change	15	3.53	100.0		47%	53%	
29. You ask the 'right' questions to size up or evaluate situations.	15	3.67	100.0	33%	67%		
30. You periodically assess the current market environment.	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. You understand the financial metrics used by the company.	3.53	3.40	-0.13 ▼
27. You anticipate marketplace opportunities and supports speed to market.	3.12	3.33	+0.22 ▲
28. You coach others to foster an environment which can adapt quickly and willingly to rapid change	3.41	3.53	+0.12 ▲
29. You ask the 'right' questions to size up or evaluate situations.	3.59	3.67	+0.08 ▲
30. You periodically assess the current market environment.	3.41	3.33	-0.08 ▼

Comments:

- ___ is a great manager. Very supportive of her staff.
- Her focus is for quality that is customer centered.
- ___ 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.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.

Organizational Fluency

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You anticipate problems that may affect the department.	15	3.20	86.7	13%	53%	33%	
32. You are able to explain departmental policies and procedures to others.	15	3.40	100.0		60%	40%	
33. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.20	86.7	13%	53%	33%	
34. You are able to use corporate politics to advance department objectives.	15	3.27	93.3	7%	60%	33%	
35. You get things done through the department.	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. You anticipate problems that may affect the department.	3.18	3.20	+0.02 ▲
32. You are able to explain departmental policies and procedures to others.	3.35	3.40	+0.05 ▲
33. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	3.18	3.20	+0.02 ▲
34. You are able to use corporate politics to advance department objectives.	2.88	3.27	+0.38 ▲
35. You get things done through the department.	3.18	3.00	-0.18 ▼

Comments:

- Our department continues to have a very low loss rate.
- ___ leads by example. Great Employee engagement.
- ___ is an extremely competent leader and I am enjoying learning by her example.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- Thoroughness, accuracy, professionalism.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. You are able to shape norms, values, and employee behaviors into a culture that align with the organization's strategic vision and direction.	15	3.20	93.3	7%	67%		27%
37. You can formulate and implement the organization's vision.	15	3.27	93.3	7%	60%		33%
38. I encourage employees to prioritize activities that contribute to the vision.	15	3.27	86.7	13%	47%		40%
39. You craft strategic plans that embody the organization's shared vision.	15	3.13	86.7	13%	60%		27%
40. I committed to turning the strategic vision into reality by meticulously planning, coordinating, and overseeing the implementation of an action plan.	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. You are able to shape norms, values, and employee behaviors into a culture that align with the organization's strategic vision and direction.	3.18	3.20	+0.02 ▲
37. You can formulate and implement the organization's vision.	3.35	3.27	-0.09 ▼
38. I encourage employees to prioritize activities that contribute to the vision.	3.24	3.27	+0.03 ▲
39. You craft strategic plans that embody the organization's shared vision.	3.59	3.13	-0.45 ▼
40. I committed to turning the strategic vision into reality by meticulously planning, coordinating, and overseeing the implementation of an action plan.	3.29	3.40	+0.11 ▲

Comments:

- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- 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.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. ___ is an engaged Leader.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.

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 also cares about me as a person. I have learned a lot from her and look forward to learning more.
- She gives you confidence knowing she always has your back.
- She sets a good example for personal growth.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- ___ is professional, collaborative. . .a great team member.
- ___ 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.

What do you like best about working with this individual?

- ___ 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 has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- She is sensitive to her employees needs and is creative in accommodating their needs.

What do you like least about working with this individual?

- Need to take in all opinions, not just those of employees who are not always truthful....
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.

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

- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- She has been a great addition to the department in this area.
- Before ___ came into the position it seemed that the department was a dump.
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.

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

- The work ____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- My interaction with ____ is very limited, but when I have requested time with her, she makes time for me.
- ____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- ____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- ____ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.

Any final comments?

- ____ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- She could benefit from understanding about how to create resolution and clarity.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- 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.
- Professionalism is an area where I feel ____ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- ____ applied her strong analytical skills to problem solving.