



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

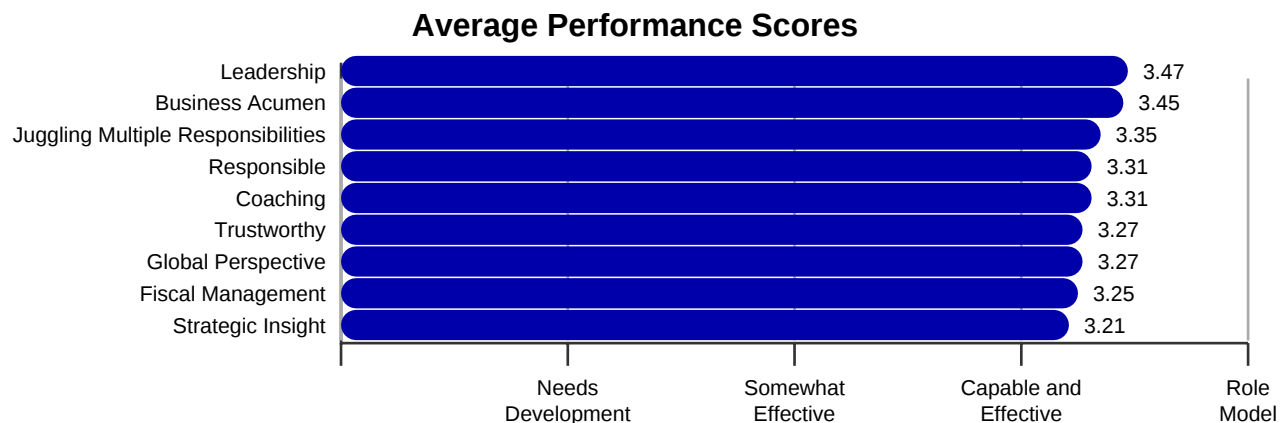
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

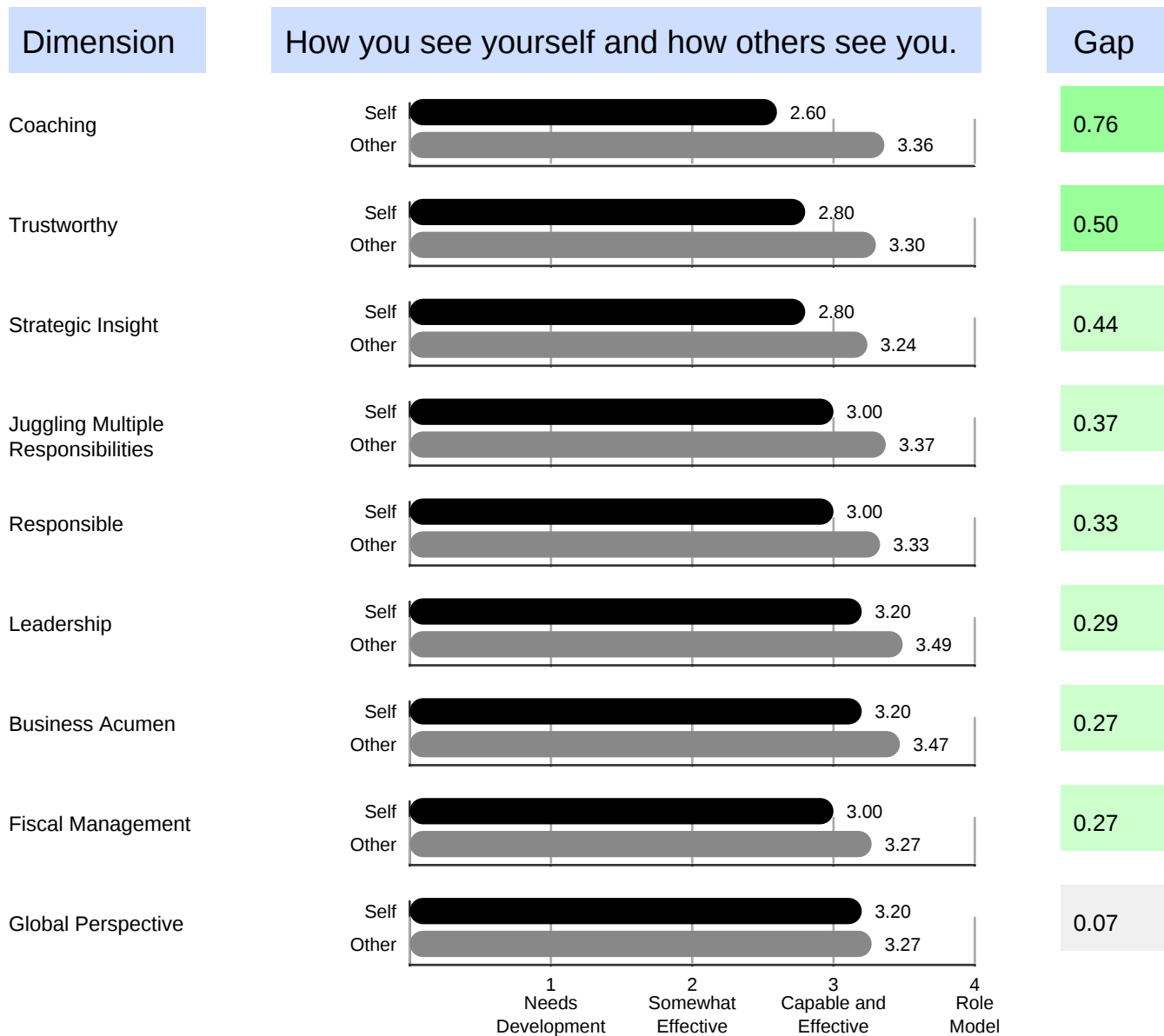
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. You actively listen for feedback from subordinates.	15	3.20	93.3	7%	67%		27%
2. You expect staff to work above average.	15	3.87	100.0	13%	87%		
3. You remove performance barriers by providing necessary systems, information, tools, and resources people need to do your jobs and develop.	15	3.33	93.3	7%	53%		40%
4. You mentor others.	15	3.60	93.3	7%	27%	67%	
5. You have resilience to pick yourself up after a defeat.	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 actively listen for feedback from subordinates.	3.29	3.20	-0.09 ▼
2. You expect staff to work above average.	3.65	3.87	+0.22 ▲
3. You remove performance barriers by providing necessary systems, information, tools, and resources people need to do your jobs and develop.	3.18	3.33	+0.16 ▲
4. You mentor others.	3.41	3.60	+0.19 ▲
5. You have resilience to pick yourself up after a defeat.	3.24	3.33	+0.10 ▲

Comments:

- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- Demonstrates a focus on the business goals through task prioritization.
- She has been a great addition to the company.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- She is strong and firm in her decisions, but involves her entire team in those decisions.

Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. You ensure that assignments are prioritized according to the needs of the department/company.	15	3.20	93.3	7%	60%		33%
7. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.20	86.7	13%	53%		33%
8. You determine which tasks are critical and which tasks are optional.	15	3.40	93.3	7%	47%		47%
9. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.47	93.3	7%	40%		53%
10. You build in extra time in the schedule for unplanned events/occurrences.	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 ensure that assignments are prioritized according to the needs of the department/company.	3.24	3.20	-0.04 ▼
7. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.41	3.20	-0.21 ▼
8. You determine which tasks are critical and which tasks are optional.	3.24	3.40	+0.16 ▲
9. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	3.18	3.47	+0.29 ▲
10. You build in extra time in the schedule for unplanned events/occurrences.	3.35	3.47	+0.11 ▲

Comments:

- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.

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. You are trustworthy; is someone that can be trusted.	15	3.53	100.0	47%		53%	
12. You take ownership, deliver on commitments	15	3.27	100.0	73%			27%
13. You demonstrate a sense of responsibility and commitment to public trust.	15	3.33	100.0	67%			33%
14. You deliver on promises made.	15	3.13	86.7	13%	60%		27%
15. You demonstrate congruence between statements and actions.	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. You are trustworthy; is someone that can be trusted.	3.47	3.53	+0.06 ▲
12. You take ownership, deliver on commitments	3.47	3.27	-0.20 ▼
13. You demonstrate a sense of responsibility and commitment to public trust.	3.35	3.33	-0.02 ▼
14. You deliver on promises made.	3.18	3.13	-0.04 ▼
15. You demonstrate congruence between statements and actions.	3.00	3.07	+0.07 ▲

Comments:

- ___ has been very supportive of me and the Institute.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- ___ continues to be a great boss. She is available to us and always has time to help with anything.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.

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
16. You act as a resource without removing individual responsibility.	15	3.40	93.3	7%	47%	47%	
17. You hold yourself accountable to goals / objectives	15	3.27	93.3	7%	60%	33%	
18. You work in a way that makes others want to work with you.	14	3.00	92.9	7%	79%	14%	
19. You are a person others can trust.	15	3.47	100.0		53%	47%	
20. You take personal responsibility for results.	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 act as a resource without removing individual responsibility.	3.65	3.40	-0.25 ▼
17. You hold yourself accountable to goals / objectives	3.47	3.27	-0.20 ▼
18. You work in a way that makes others want to work with you.	3.12	3.00	-0.12 ▼
19. You are a person others can trust.	3.59	3.47	-0.12 ▼
20. You take personal responsibility for results.	3.29	3.40	+0.11 ▲

Comments:

- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- ___ exceeds in above in all she does.
- She has positive energy, leads by example, and cares about teammates.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- Her professionalism is beyond reproach and she is fair and just.

Coaching

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. You provide new ideas and suggestions to stimulate development and growth.	15	3.53	100.0	47%		53%	
22. You help others to identify key goals and use your talents to achieve success.	15	3.00	80.0	20%	60%		20%
23. You help the employee to understand factors impacting the organization	15	2.87	80.0	20%	73%		7%
24. You understand and respect the employee's unique perspectives and challenges.	15	3.47	100.0	53%		47%	
25. I encourage employees to reflect on their experiences, behaviors, and decisions.	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. You provide new ideas and suggestions to stimulate development and growth.	3.35	3.53	+0.18 ▲
22. You help others to identify key goals and use your talents to achieve success.	3.00	3.00	
23. You help the employee to understand factors impacting the organization	2.88	2.87	-0.02 ▼
24. You understand and respect the employee's unique perspectives and challenges.	3.00	3.47	+0.47 ▲
25. I encourage employees to reflect on their experiences, behaviors, and decisions.	3.76	3.67	-0.10 ▼

Comments:

- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. You can effectively interpret and analyze market data.	15	3.40	93.3	7%	47%	47%	
27. I seek to better understand other areas of the company, including their operations, personnel, and output.	15	3.33	93.3	7%	53%	40%	
28. You periodically assess the current market environment.	15	3.53	100.0		47%	53%	
29. You foster a critical analysis of events and issues.	15	3.67	100.0		33%	67%	
30. I establish clear, long-term objectives that align with the company's vision and mission.	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 can effectively interpret and analyze market data.	3.53	3.40	-0.13 ▼
27. I seek to better understand other areas of the company, including their operations, personnel, and output.	3.12	3.33	+0.22 ▲
28. You periodically assess the current market environment.	3.41	3.53	+0.12 ▲
29. You foster a critical analysis of events and issues.	3.59	3.67	+0.08 ▲
30. I establish clear, long-term objectives that align with the company's vision and mission.	3.41	3.33	-0.08 ▼

Comments:

- Look up collaboration and you'll find ___'s picture beside the word.
- ___ sets high standards for her team and ensures they perform professionally.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- 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.
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.

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
31. You integrate financial, operational, and marketing data to guide strategic priorities and resource allocation.	15	3.20	86.7	13%	53%		33%
32. You develop a plan and strategy for each functional area within the mission statement.	15	3.40	100.0		60%		40%
33. You allocate proper resources for employee training to meet future needs based on insight into employee skill levels.	15	3.20	86.7	13%	53%		33%
34. You maintain knowledge of current trends in the industry.	15	3.27	93.3	7%	60%		33%
35. I observe employees at work to get better insight into the issues they are dealing with.	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 integrate financial, operational, and marketing data to guide strategic priorities and resource allocation.	3.18	3.20	+0.02 ▲
32. You develop a plan and strategy for each functional area within the mission statement.	3.35	3.40	+0.05 ▲
33. You allocate proper resources for employee training to meet future needs based on insight into employee skill levels.	3.18	3.20	+0.02 ▲
34. You maintain knowledge of current trends in the industry.	2.88	3.27	+0.38 ▲
35. I observe employees at work to get better insight into the issues they are dealing with.	3.18	3.00	-0.18 ▼

Comments:

- She has been influential in our focus on the future.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- ___ is a great manager to work for.
- She walks the walk and talks the talk.

Fiscal 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. You develop budgets and plans for various programs and initiatives.	15	3.20	93.3	7%	67%		27%
37. You provide budgeting and accounting support to the Company.	15	3.27	93.3	7%	60%		33%
38. You develop of the department's annual budget.	15	3.27	86.7	13%	47%		40%
39. You monitor expenses and verify the need for items purchased.	15	3.13	86.7	13%	60%		27%
40. You monitor spending.	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 develop budgets and plans for various programs and initiatives.	3.18	3.20	+0.02 ▲
37. You provide budgeting and accounting support to the Company.	3.35	3.27	-0.09 ▼
38. You develop of the department's annual budget.	3.24	3.27	+0.03 ▲
39. You monitor expenses and verify the need for items purchased.	3.59	3.13	-0.45 ▼
40. You monitor spending.	3.29	3.40	+0.11 ▲

Comments:

- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- ___ continues to be a wonderful boss and mentor.
- ___ exemplifies outstanding professionalism.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes gets bogged down in process and needs to just make decisions.

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
41. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	15	3.33	93.3	7%	53%	40%	
42. You are able to work with others from different cultures and countries.	15	3.33	93.3	7%	53%	40%	
43. You align personal vision with global strategies.	15	3.13	86.7	13%	60%	27%	
44. You are able to listen and understand others and discuss issues in a respectful way.	15	3.00	86.7	13%	73%	13%	
45. You can effectively deliver presentations to international clients.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
41. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	3.29	3.33	+0.04 ▲
42. You are able to work with others from different cultures and countries.	3.41	3.33	-0.08 ▼
43. You align personal vision with global strategies.	3.35	3.13	-0.22 ▼
44. You are able to listen and understand others and discuss issues in a respectful way.	3.18	3.00	-0.18 ▼
45. You can effectively deliver presentations to international clients.	3.35	3.53	+0.18 ▲

Comments:

- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- Even though she is part-time, I don't like the minimal face-to-face exposure.

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 an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- I think she is the kind of manager our department has needed and will continue to need.
- ___ has excellent communication skills.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- ___ has an impressive vision for the company.

What do you like best about working with this individual?

- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- She could benefit from understanding about how to create resolution and clarity.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- ___ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- ___ is very approachable. She is able to get people to follow through and engage in their daily work.

What do you like least about working with this individual?

- ___ 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.
- Demonstrates an ability to remain focused on outcomes.
- Dependability, with whatever is needed.
- Provide more clarity. Increase your technical knowledge.
- She encourages staff skill development and input to improve department processes
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.

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

- Always has the company's best interest at heart.
- ___ 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.
- She encourages individual and professional improvement and provides educational opportunities.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.

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

- ____ is very approachable and ensures the best for all employees in the department.
- ____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- ____ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.

Any final comments?

- When dealing with HR issues my HR business partner is always involved.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- ____ is a outstanding manager.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- She is an excellent problem solver.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.