



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.

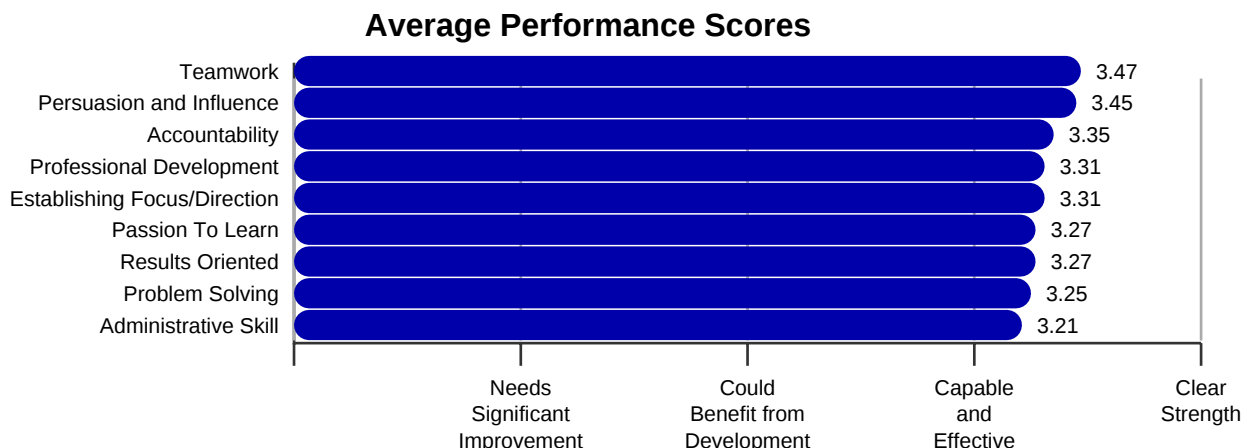
What to Do with Your Feedback

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

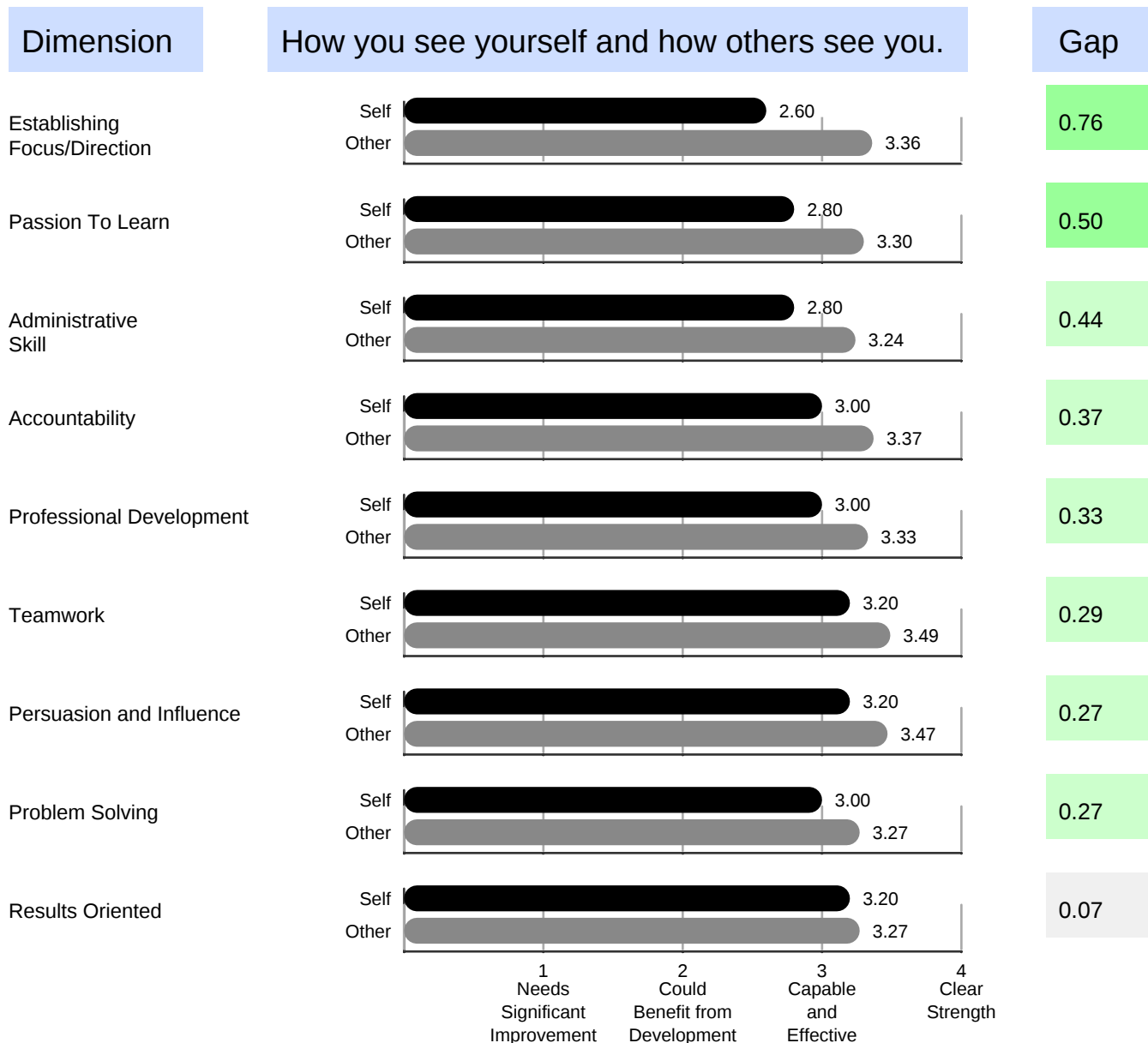
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Teamwork

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. Seeks and listens to other's contributions	15	3.20	93.3	7%	67%		27%
2. Coaches team members to work toward a common goal.	15	3.87	100.0	13%	87%		
3. Makes sure each team member participates in the task.	15	3.33	93.3	7%	53%		40%
4. Listens carefully to other team members.	15	3.60	93.3	7%	27%	67%	
5. Encourages collaboration with other departments.	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. Seeks and listens to other's contributions	3.29	3.20	-0.09 ▼
2. Coaches team members to work toward a common goal.	3.65	3.87	+0.22 ▲
3. Makes sure each team member participates in the task.	3.18	3.33	+0.16 ▲
4. Listens carefully to other team members.	3.41	3.60	+0.19 ▲
5. Encourages collaboration with other departments.	3.24	3.33	+0.10 ▲

Comments:

- He has been and is a mentor for me.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- _____ has improved with his follow-up assignments from meetings.

Accountability

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. Accepts personal responsibility for producing high quality and timely work.	15	3.20	93.3	7%	60%		33%
7. Maintains honesty and transparency in all communications.	15	3.20	86.7	13%	53%		33%
8. Is someone you can trust.	15	3.40	93.3	7%	47%		47%
9. Always keeps the supervisor informed of relevant information.	15	3.47	93.3	7%	40%		53%
10. Able to complete required tasks on time and delivered expected results.	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. Accepts personal responsibility for producing high quality and timely work.	3.24	3.20	-0.04 ▼
7. Maintains honesty and transparency in all communications.	3.41	3.20	-0.21 ▼
8. Is someone you can trust.	3.24	3.40	+0.16 ▲
9. Always keeps the supervisor informed of relevant information.	3.18	3.47	+0.29 ▲
10. Able to complete required tasks on time and delivered expected results.	3.35	3.47	+0.11 ▲

Comments:

- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- Manager routinely demonstrates all of the above characteristics, as marked
- He has also greatly improved his communication.
- _____ is committed to our organization and leads by example.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.

Passion To Learn

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. Enjoys learning new skills and techniques.	15	3.53	100.0		47%	53%	
12. Will participate in training classes even if offered outside of normal working hours.	15	3.27	100.0		73%		27%
13. Enhances value to the company through additional training and development.	15	3.33	100.0		67%		33%
14. Constantly enhances product knowledge through experimentation and play.	15	3.13	86.7	13%	60%		27%
15. Demonstrates through personal behavior the commitment to high standards of performance.	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. Enjoys learning new skills and techniques.	3.47	3.53	+0.06 ▲
12. Will participate in training classes even if offered outside of normal working hours.	3.47	3.27	-0.20 ▼
13. Enhances value to the company through additional training and development.	3.35	3.33	-0.02 ▼
14. Constantly enhances product knowledge through experimentation and play.	3.18	3.13	-0.04 ▼
15. Demonstrates through personal behavior the commitment to high standards of performance.	3.00	3.07	+0.07 ▲

Comments:

- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- I have truly appreciated his guidance.
- He is very responsive when asked for input or his assistance is requested.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- He holds everyone to such a high standard, you don't want to disappoint him.

Professional Development

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. Contributing fully to the extent of their skills	15	3.40	93.3	7%	47%	47%	
17. Seeks opportunities for continuous learning.	15	3.27	93.3	7%	60%	33%	
18. Encourages employees to take courses relevant to their job.	14	3.00	92.9	7%	79%	14%	
19. Quickly acquire and apply new knowledge and skills when needed	15	3.47	100.0		53%	47%	
20. Allows employees to fully participate in employee training and professional development.	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. Contributing fully to the extent of their skills	3.65	3.40	-0.25 ▼
17. Seeks opportunities for continuous learning.	3.47	3.27	-0.20 ▼
18. Encourages employees to take courses relevant to their job.	3.12	3.00	-0.12 ▼
19. Quickly acquire and apply new knowledge and skills when needed	3.59	3.47	-0.12 ▼
20. Allows employees to fully participate in employee training and professional development.	3.29	3.40	+0.11 ▲

Comments:

- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- I love working with his and hope to continue having his as my supervisor!
- Is dedicated, selfless, trustworthy and focused on the big picture.
- He is in an often times impossible position and is doing well all things considered

Establishing Focus/Direction

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. Leads by example to guide employees in the completion of tasks.	15	3.53	100.0	47%	53%		
22. Uses guiding questions to help employees think critically and make informed decisions.	15	3.00	80.0	20%	60%	20%	
23. Adjusts resource distribution dynamically in response to shifting demands or constraints.	15	2.87	80.0	20%	73%	7%	
24. Selects specific strategies and design options to help the organization achieve success within a competitive environment.	15	3.47	100.0	53%	47%		
25. Schedules regular check-ins and 'roundings' where employees can discuss their goals, preferences, and any areas where they need support.	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. Leads by example to guide employees in the completion of tasks.	3.35	3.53	+0.18 ▲
22. Uses guiding questions to help employees think critically and make informed decisions.	3.00	3.00	
23. Adjusts resource distribution dynamically in response to shifting demands or constraints.	2.88	2.87	-0.02 ▼
24. Selects specific strategies and design options to help the organization achieve success within a competitive environment.	3.00	3.47	+0.47 ▲
25. Schedules regular check-ins and 'roundings' where employees can discuss their goals, preferences, and any areas where they need support.	3.76	3.67	-0.10 ▼

Comments:

- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- 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. He is pushing himself to learn and grow at all times.
- He has been both a great co-worker and mentor to me.
- Is empathetic, understanding, and dependable.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Builds personal relationships to more effectively persuade and influence others.	15	3.40	93.3	7%	47%	47%	
27. Uses persuasive dialogue to redirect unproductive conflict into collaborative problem-solving.	15	3.33	93.3	7%	53%	40%	
28. Understands how employees will react to new/proposed changes.	15	3.53	100.0		47%	53%	
29. Describes the issue in terms of the customer's experience to help create a mental image for employees to connect emotionally to issues facing customers.	15	3.67	100.0		33%	67%	
30. Obtains the support of others to accomplish goals.	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. Builds personal relationships to more effectively persuade and influence others.	3.53	3.40	-0.13 ▼
27. Uses persuasive dialogue to redirect unproductive conflict into collaborative problem-solving.	3.12	3.33	+0.22 ▲
28. Understands how employees will react to new/proposed changes.	3.41	3.53	+0.12 ▲
29. Describes the issue in terms of the customer's experience to help create a mental image for employees to connect emotionally to issues facing customers.	3.59	3.67	+0.08 ▲
30. Obtains the support of others to accomplish goals.	3.41	3.33	-0.08 ▼

Comments:

- _____ is a "One of a kind" He is a great manager.
- He is very knowledgeable and is always willing to lend a helping hand!
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- I have not had any issues with _____ since I have been working for him.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.

Administrative Skill

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. Answer phone calls and direct calls to appropriate parties or take messages.	15	3.20	86.7	13%	53%	33%	
32. Compiles, transcribes, and distributes minutes of meetings.	15	3.40	100.0		60%	40%	
33. Effectively conveys information verbally to others.	15	3.20	86.7	13%	53%	33%	
34. Implements measures to protect sensitive or confidential documents, such as using password-protected files or secure filing cabinets.	15	3.27	93.3	7%	60%	33%	
35. Reads and understands information and ideas presented in writing.	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. Answer phone calls and direct calls to appropriate parties or take messages.	3.18	3.20	+0.02 ▲
32. Compiles, transcribes, and distributes minutes of meetings.	3.35	3.40	+0.05 ▲
33. Effectively conveys information verbally to others.	3.18	3.20	+0.02 ▲
34. Implements measures to protect sensitive or confidential documents, such as using password-protected files or secure filing cabinets.	2.88	3.27	+0.38 ▲
35. Reads and understands information and ideas presented in writing.	3.18	3.00	-0.18 ▼

Comments:

- _____ has done a great job of continuing to grow and refine the service lines.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- He is passionate about providing the services necessary to meet the needs of our organization.
- It's been great working with him.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.

Problem Solving

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. Generates alternative solutions to problems and challenges.	15	3.20	93.3	7%	67%		27%
37. Finds creative ways to get things done with limited resources.	15	3.27	93.3	7%	60%		33%
38. Is able to isolate the main problem.	15	3.27	86.7	13%	47%		40%
39. Acknowledges the unique viewpoints and perspectives of other team members to lead to more innovative and comprehensive solutions.	15	3.13	86.7	13%	60%		27%
40. Identifies potential courses of action.	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. Generates alternative solutions to problems and challenges.	3.18	3.20	+0.02 ▲
37. Finds creative ways to get things done with limited resources.	3.35	3.27	-0.09 ▼
38. Is able to isolate the main problem.	3.24	3.27	+0.03 ▲
39. Acknowledges the unique viewpoints and perspectives of other team members to lead to more innovative and comprehensive solutions.	3.59	3.13	-0.45 ▼
40. Identifies potential courses of action.	3.29	3.40	+0.11 ▲

Comments:

- Confidence, Attitude, Desire to learn.
- _____ has nothing but [CompanyName]'s best interest at heart.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- _____ has demonstrated a strong drive in initially single handedly pushing the project forwards.

Results Oriented

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
41. Achieves high levels of performance.	15	3.33	93.3	7%	53%	40%	
42. Strives to exceed performance benchmarks.	15	3.33	93.3	7%	53%	40%	
43. Steps in to cover responsibilities during peak workloads or staff shortages.	15	3.13	86.7	13%	60%	27%	
44. Sets ambitious goals and proactively seeks ways to surpass them.	15	3.00	86.7	13%	73%	13%	
45. Identifies the steps needed to accomplish the results.	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. Achieves high levels of performance.	3.29	3.33	+0.04 ▲
42. Strives to exceed performance benchmarks.	3.41	3.33	-0.08 ▼
43. Steps in to cover responsibilities during peak workloads or staff shortages.	3.35	3.13	-0.22 ▼
44. Sets ambitious goals and proactively seeks ways to surpass them.	3.18	3.00	-0.18 ▼
45. Identifies the steps needed to accomplish the results.	3.35	3.53	+0.18 ▲

Comments:

- Timeliness and accountability of projects.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- _____ is an excellent employee, I do not know of any areas that need improvement.
- He communicates clearly and responds to request without unnecessary delay.
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- Loyalty. Willingness to get it right.

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?

- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- _____ has been a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.

What do you like best about working with this individual?

- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- _____ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.
- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- He exhibits vision, compassion and high integrity in all of his work.
- Initiative, attitude, and willingness to pitch in.

What do you like least about working with this individual?

- _____ is highly professional in his everyday work.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.

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

- _____ is determined to help make [CompanyName] successful.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- I cannot say if he challenges others.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.

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

- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- _____ has been very supportive of me and the Institute.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.

Any final comments?

- I look forward to working with his in his new role.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- Communicate regularly with the whole company, not just one department.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- Transparency and honesty is important early in the process.
- I do not have knowledge of _____'s own department and how he hires, assigns, or fits with his team.