



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.

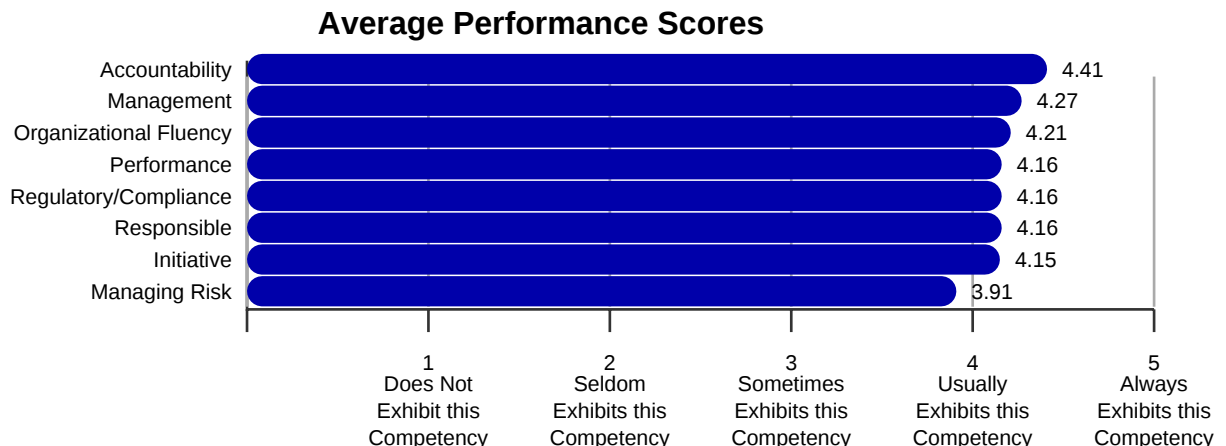
What to Do with Your Feedback

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

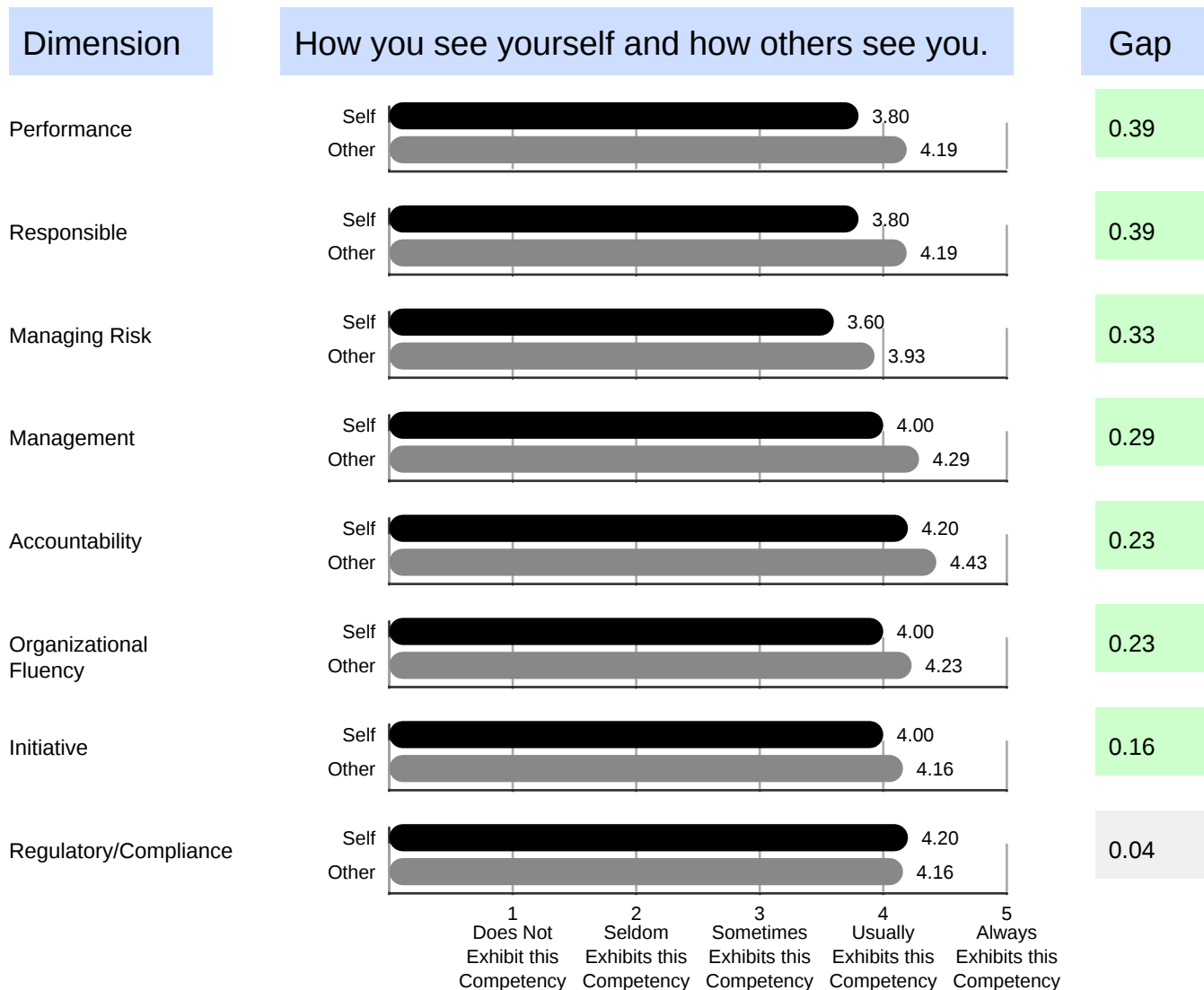
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



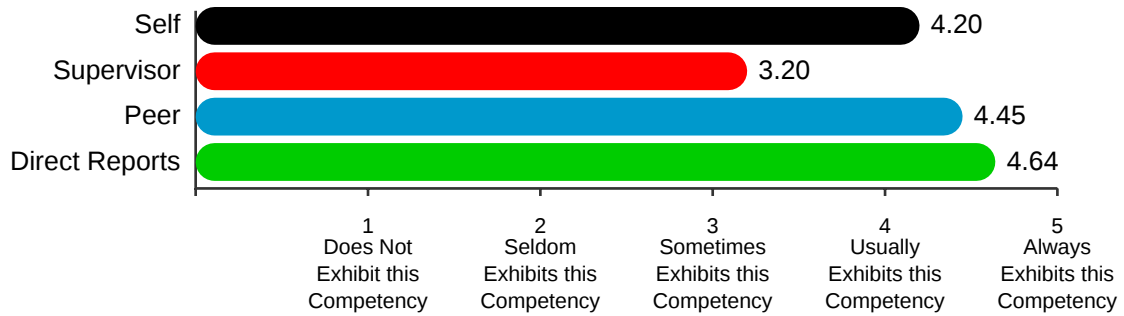
Gap Analysis

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.



Accountability

Summary Scores



1. Accepts personal responsibility for their actions.



2. Consults with the supervisor before engaging in new procedures that have some risk.



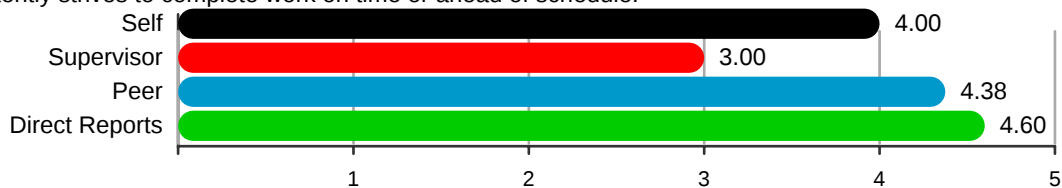
3. Provides clear reasons for underperformance.



4. Always starts work on time.



5. Consistently strives to complete work on time or ahead of schedule.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

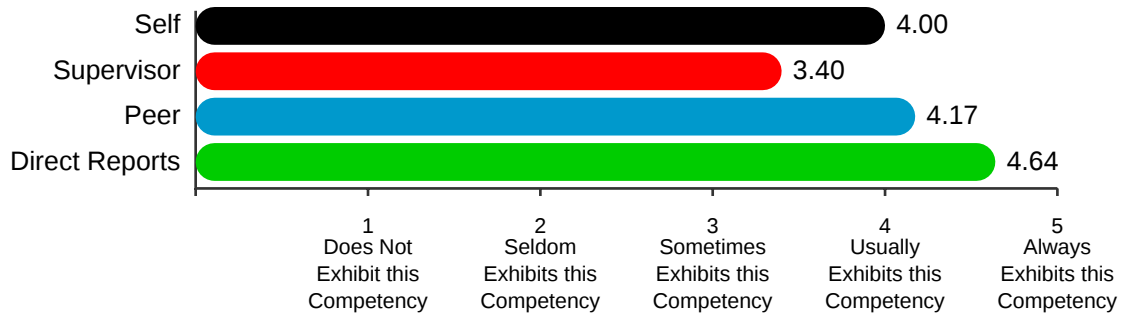
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Accepts personal responsibility for their actions.	15	4.20	93.3	7%		67%		27%
2. Consults with the supervisor before engaging in new procedures that have some risk.	15	4.87	100.0		13%	87%		
3. Provides clear reasons for underperformance.	15	4.27	93.3	7%		60%		33%
4. Always starts work on time.	15	4.40	86.7		13%	33%	53%	
5. Consistently strives to complete work on time or ahead of schedule.	15	4.33	93.3	7%		53%		40%

Comments:

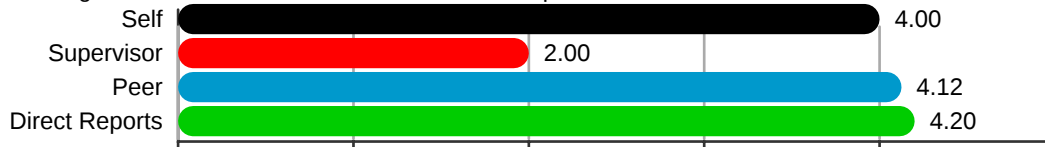
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- Improvement should come over time. There is potential which is present.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!

Management

Summary Scores



6. Models a strong work ethic that elevates team morale and performance.



7. Willing to takes on challenging questions and provides honest answers.



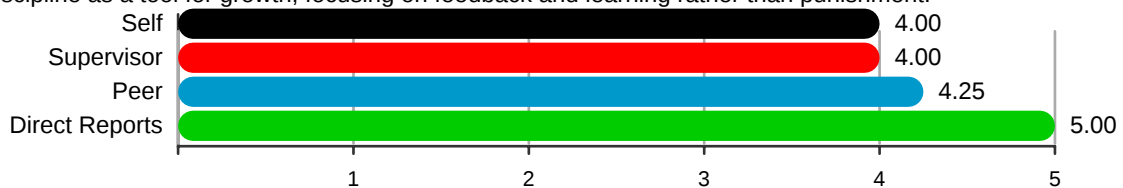
8. Determines the staff needs for the project.



9. Demonstrates emotional self-awareness and control when navigating tense or high-stakes situations.



10. Uses discipline as a tool for growth, focusing on feedback and learning rather than punishment.



Level of Skill

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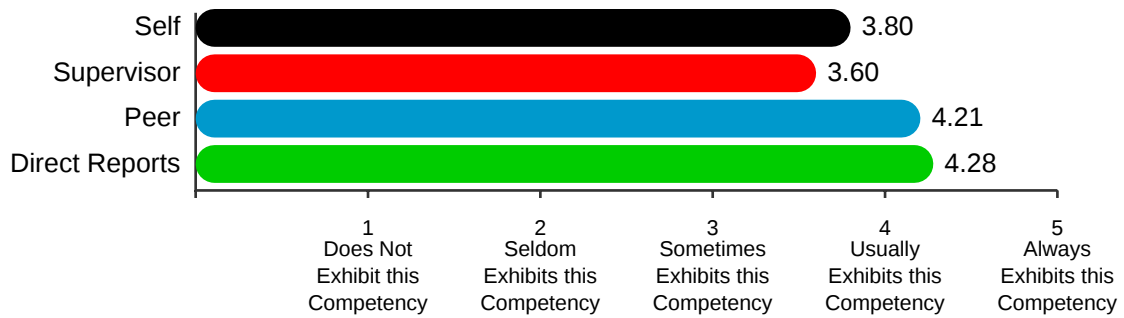
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Models a strong work ethic that elevates team morale and performance.	15	4.00	80.0	7%	13%	53%	27%	
7. Willing to takes on challenging questions and provides honest answers.	15	4.07	80.0	20%	53%	27%		
8. Determines the staff needs for the project.	15	4.33	93.3	7%	47%	47%		
9. Demonstrates emotional self-awareness and control when navigating tense or high-stakes situations.	15	4.47	93.3	7%	40%	53%		
10. Uses discipline as a tool for growth, focusing on feedback and learning rather than punishment.	15	4.47	93.3	7%	40%	53%		

Comments:

- She won't settle for less.
- I had the opportunity to work very closely with ____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- She can always be counted on to do what she commits to.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- ____ has a clear process for hiring which has aided her in building an amazing team.

Performance

Summary Scores



11. ...Overall Performance



12. Effective in performing his/her job.



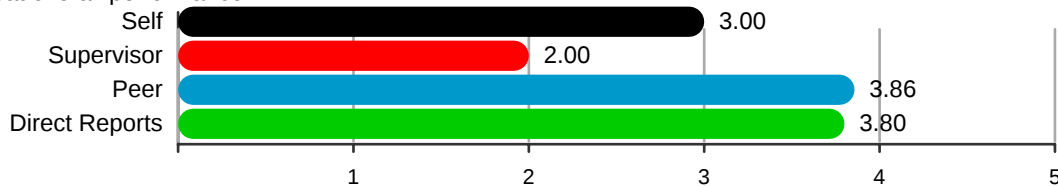
13. Shown significant improvement in job performance.



14. ...Produce Quality



15. Has great overall performance



Level of Skill

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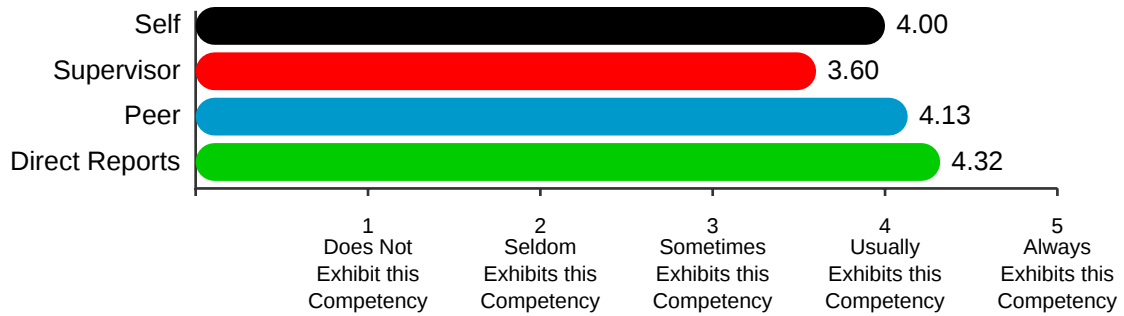
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. ...Overall Performance	15	4.60	100.0			40%	60%	
12. Effective in performing his/her job.	15	4.27	100.0			73%		27%
13. Shown significant improvement in job performance.	15	4.33	100.0			67%	33%	
14. ...Produce Quality	15	3.93	73.3	27%		53%		20%
15. Has great overall performance	14	3.64	57.1	14%	29%		36%	21%

Comments:

- She has also greatly improved her communication.
- ___ promotes and encourages teambuilding throughout the entire department.
- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- ___ is an impressive performer.
- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.

Initiative

Summary Scores



16. Seizes upon chances to improve the department's prospects.



17. Immediately works on solving problems.



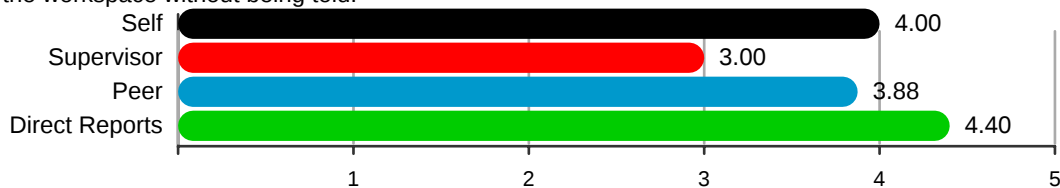
18. Acts with urgency when time is limited.



19. Begins a task and follows through until completion.



20. Cleans the workspace without being told.



Level of Skill

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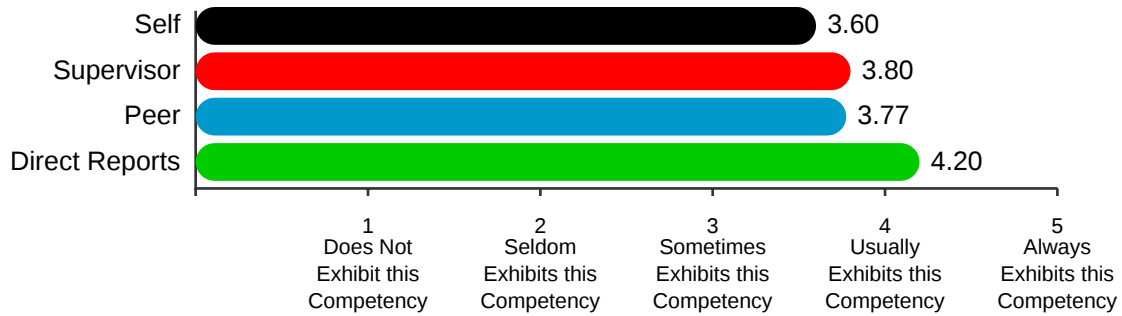
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Seizes upon chances to improve the department's prospects.	15	4.33	86.7	13%		40%	47%	
17. Immediately works on solving problems.	15	4.27	93.3	7%		60%	33%	
18. Acts with urgency when time is limited.	14	4.00	92.9	7%		86%		7%
19. Begins a task and follows through until completion.	14	4.14	85.7	7%	7%	50%	36%	
20. Cleans the workspace without being told.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- ___ meets and exceeds all of these leadership roles.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- She has been and is a mentor for me.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.

Managing Risk

Summary Scores



21. Has the knowledge and skills to accurately identify risks in the workplace.



22. Ensures employees are aware of potential impacts by increasing risk visibility.



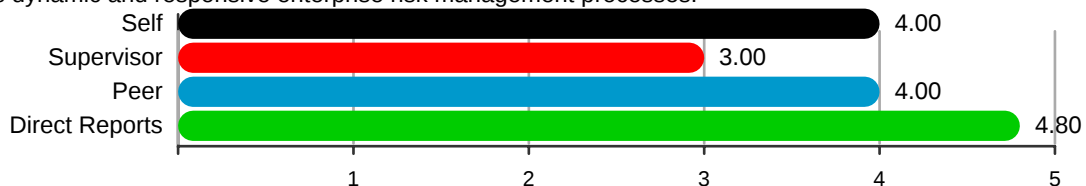
23. Uses risk data to generate insights and drive strategic decisions.



24. Fosters an awareness and a shared responsibility for managing risk at all levels of the Company.



25. Creates dynamic and responsive enterprise risk management processes.



Level of Skill

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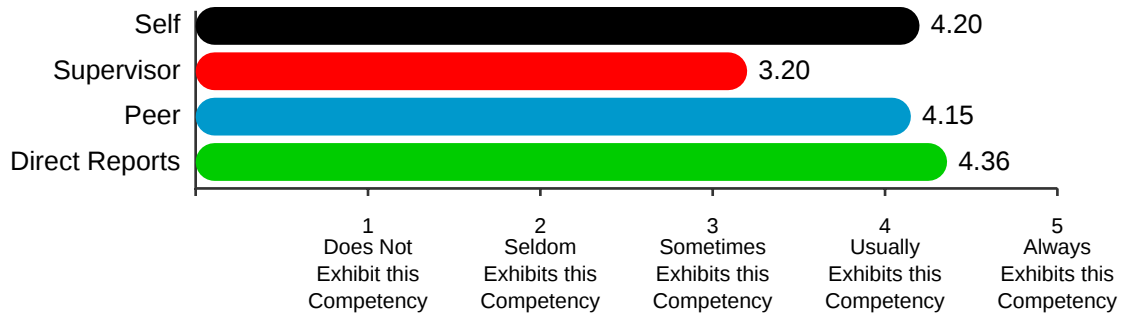
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Has the knowledge and skills to accurately identify risks in the workplace.	15	4.00	66.7	13%	20%	20%	47%	
22. Ensures employees are aware of potential impacts by increasing risk visibility.	15	3.47	53.3	13%	33%		47%	7%
23. Uses risk data to generate insights and drive strategic decisions.	15	3.60	66.7	13%	20%		60%	7%
24. Fosters an awareness and a shared responsibility for managing risk at all levels of the Company.	15	4.27	86.7	7%	7%	40%	47%	
25. Creates dynamic and responsive enterprise risk management processes.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

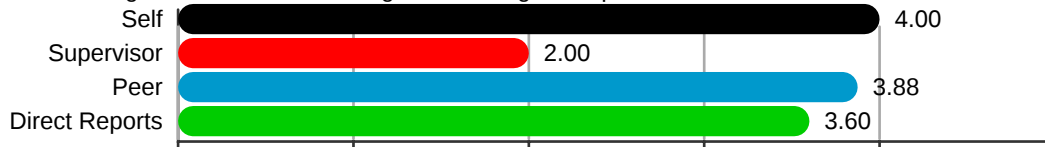
- ___ has made some excellent hiring decisions this past year. I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- ___ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.

Regulatory/Compliance

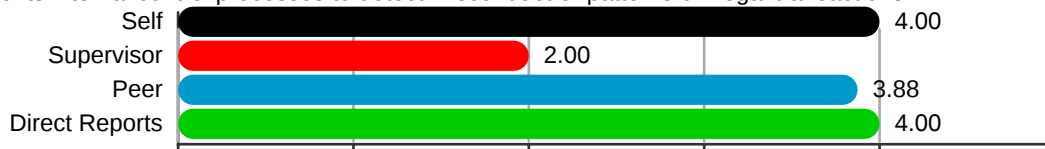
Summary Scores



26. Coordinates with legal counsel in conducting audits of legal compliance.



27. Implements internal control processes to detect misconduct or patterns of illegal transactions.



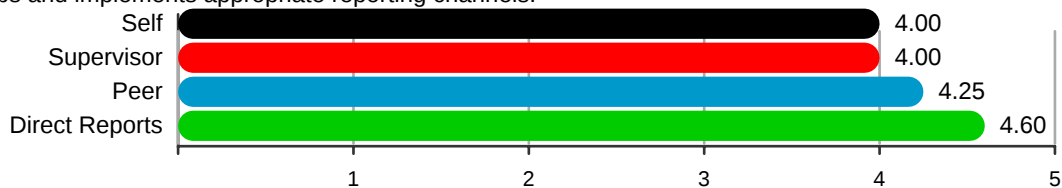
28. Submits complete applications for necessary certifications.



29. Creates and distributes code of ethics and code of conduct.



30. Develops and implements appropriate reporting channels.



Level of Skill

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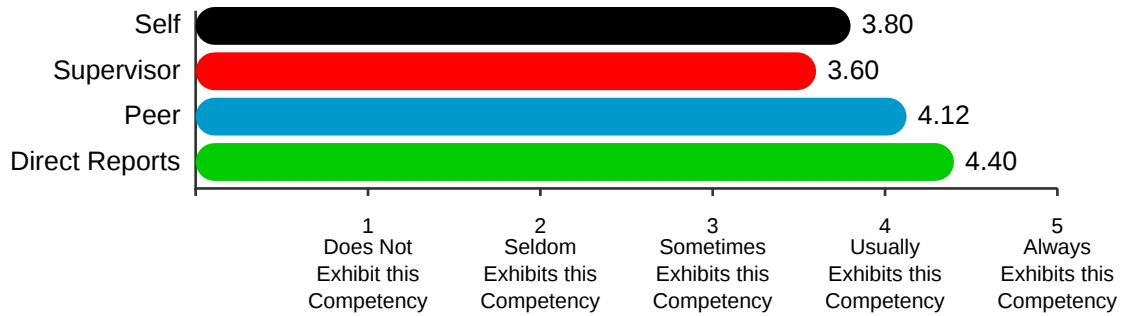
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Coordinates with legal counsel in conducting audits of legal compliance.	15	3.67	66.7	20%	13%	47%	20%	
27. Implements internal control processes to detect misconduct or patterns of illegal transactions.	15	3.80	73.3	20%	7%	47%	27%	
28. Submits complete applications for necessary certifications.	15	4.33	86.7	13%	40%	47%		
29. Creates and distributes code of ethics and code of conduct.	15	4.67	100.0	33%	67%			
30. Develops and implements appropriate reporting channels.	15	4.33	100.0	67%	33%			

Comments:

- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- ___ 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 puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.

Responsible

Summary Scores



31. ...takes personal responsibility for results.



32. Completes assigned work tasks.



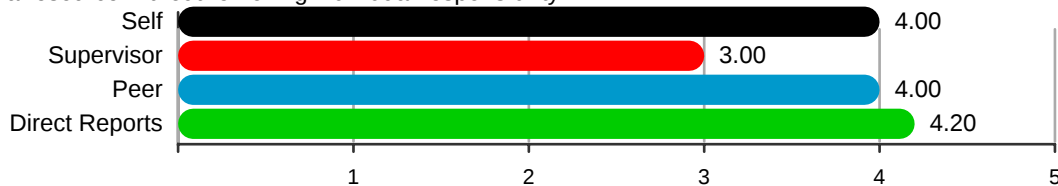
33. Responsible for setting the vision of the department.



34. Sets a good example



35. Acts as a resource without removing individual responsibility.



Level of Skill

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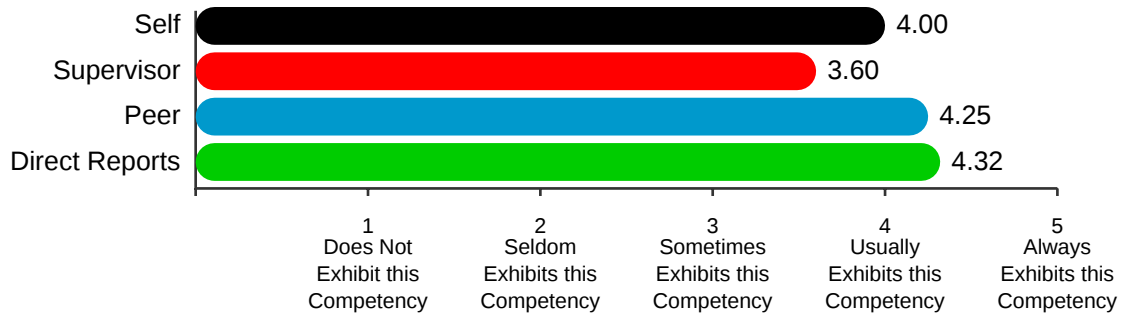
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. ...takes personal responsibility for results.	15	4.07	80.0	20%		53%		27%
32. Completes assigned work tasks.	15	4.47	100.0			53%		47%
33. Responsible for setting the vision of the department.	15	4.13	80.0	20%		47%		33%
34. Sets a good example	15	4.13	86.7	13%		60%		27%
35. Acts as a resource without removing individual responsibility.	15	4.00	80.0	20%		60%		20%

Comments:

- She would benefit from soliciting more feedback and pushing others to do more.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- I love how she is always open to approach with any questions I have, no matter the hour.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.

Organizational Fluency

Summary Scores



36. Effective in communicating with others within the organization.



37. Adept at navigating within the culture of the department.



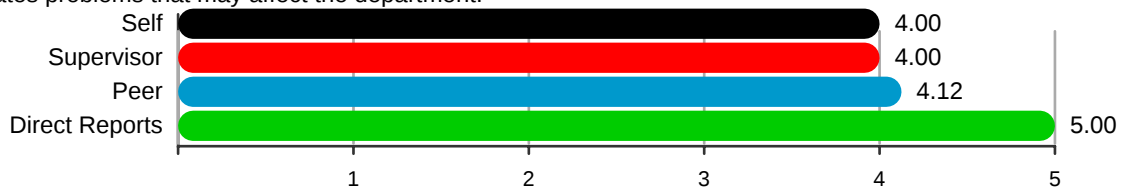
38. Understands departmental policies and procedures.



39. Understands the current organizational culture.



40. Anticipates problems that may affect the department.



Level of Skill

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36. Effective in communicating with others within the organization.	15	4.33	100.0			67%		33%
37. Adept at navigating within the culture of the department.	15	3.93	80.0	13%	7%	53%		27%
38. Understands departmental policies and procedures.	15	4.27	86.7		13%	47%		40%
39. Understands the current organizational culture.	15	4.13	86.7		13%	60%		27%
40. Anticipates problems that may affect the department.	15	4.40	93.3		7%	47%		47%

Comments:

- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- She has also greatly improved her communication.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.

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?

- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- ___ always goes above and beyond in her daily work.
- ___ is an amazing manager. She genuinely cares about her staff.

What do you like best about working with this individual?

- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- A willingness and flexibility to pitch in help where needed is important.
- She provided coaching and support to improve this individual's performance.
- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.

What do you like least about working with this individual?

- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- ___ encourages our staff to strive to be the best that we can be.
- ___ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- ___ has also attended many off-site events to show her support to department staff.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- Manager engages in all categories described above as marked.

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

- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- She is quick and willing to aid.

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

- Timely follow through.
- We are striving to meet best practice standards.
- She is an excellent teammate, great attitude, effort, and energy.
- As a leader, I can clearly see that ___ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.

Any final comments?

- She provided coaching and support to improve this individual's performance.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- You could check for clarity in expectations more frequently.
- ___ has brought a much needed positive change to [CompanyName].