



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

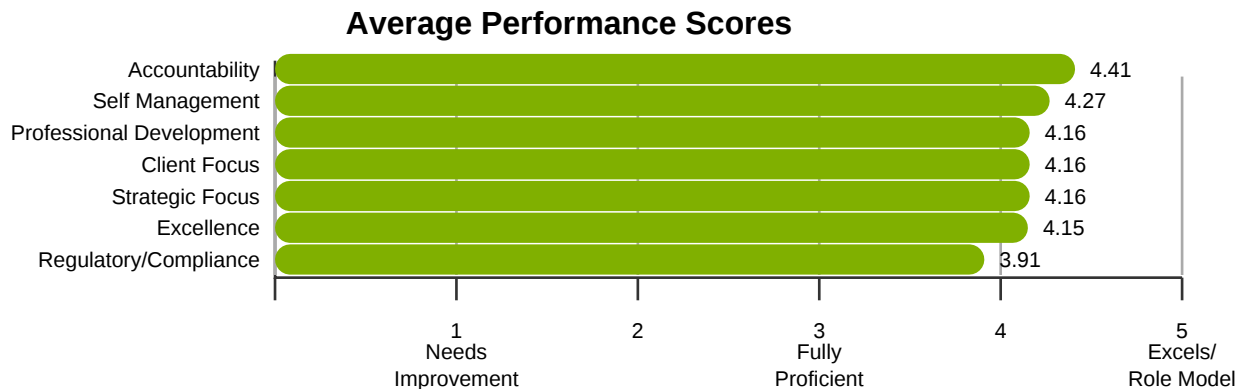
What to Do with Your Feedback

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

Summary

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

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



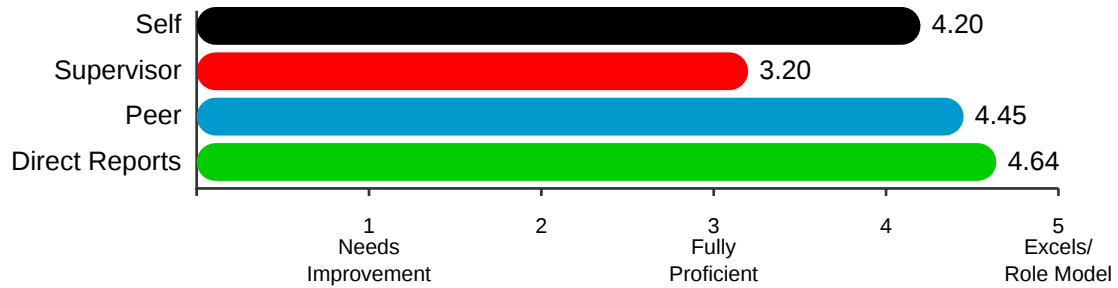
Gap Analysis

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



Accountability

Summary Scores



1. Regularly leads the way when helping the team troubleshoot various issues.



2. Exhibits a sense of ownership of outcomes and results.



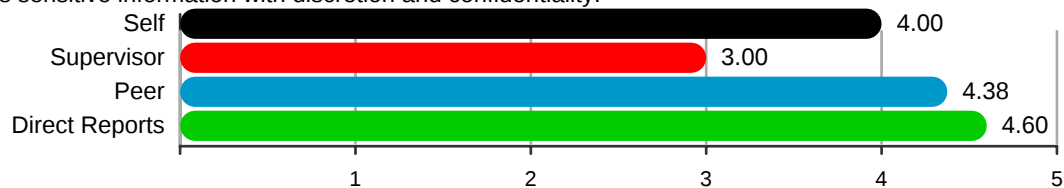
3. Is someone you can trust.



4. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.



5. Handles sensitive information with discretion and confidentiality.



Level of Skill

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

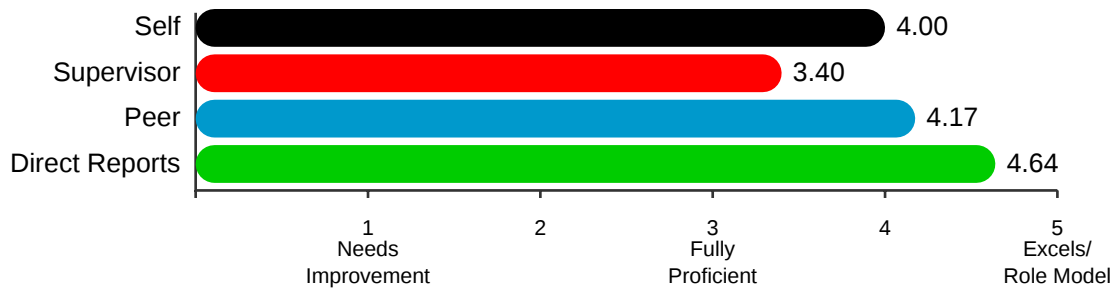
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Regularly leads the way when helping the team troubleshoot various issues.	15	4.20	93.3	7%	67%	27%
2. Exhibits a sense of ownership of outcomes and results.	15	4.87	100.0	13%	87%	
3. Is someone you can trust.	15	4.27	93.3	7%	60%	33%
4. Projects an image of transparency and trustworthiness in the administration of fair and equitable policies.	15	4.40	86.7	13%	33%	53%
5. Handles sensitive information with discretion and confidentiality.	15	4.33	93.3	7%	53%	40%

Comments:

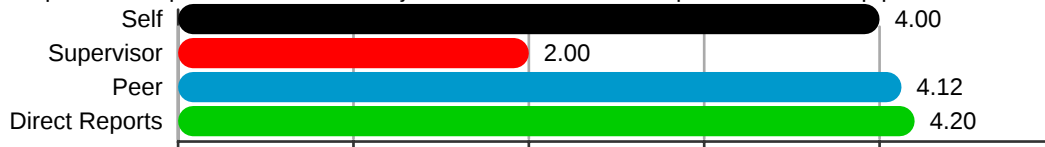
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- He recognized where I needed help and supported me in making the case to get it.
- Works hard to build a team environment.
- I appreciate his dedication to the department employees.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- _____'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.

Self Management

Summary Scores



6. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



7. Does not allow own emotions to interfere with the performance of others.



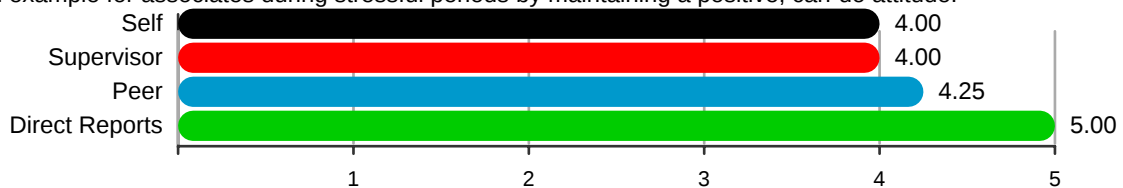
8. Analyzes interpersonal problems instead of reacting to them.



9. Steps away from a situation to process appropriate response.



10. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



Level of Skill

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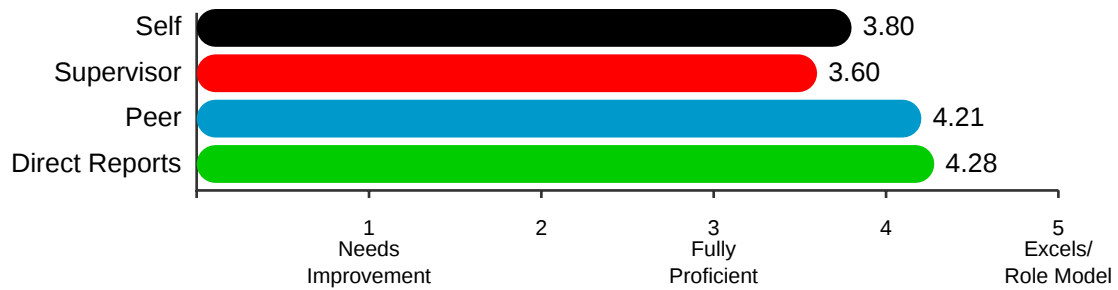
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.00	80.0	7%	13%	53%	27%
7. Does not allow own emotions to interfere with the performance of others.	15	4.07	80.0		20%	53%	27%
8. Analyzes interpersonal problems instead of reacting to them.	15	4.33	93.3	7%		47%	47%
9. Steps away from a situation to process appropriate response.	15	4.47	93.3	7%		40%	53%
10. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.47	93.3	7%		40%	53%

Comments:

- Is a great teammate and valuable resource for the company. it is obvious he cares for the team
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- _____ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.

Professional Development

Summary Scores



11. Seeks opportunities for professional development.



12. Encourages employees to take courses relevant to their job.



13. Allows employees to fully participate in employee training and professional development.



14. Seeks opportunities for continuous learning.



15. Keep themselves up-to-date of technical/professional issues



Level of Skill

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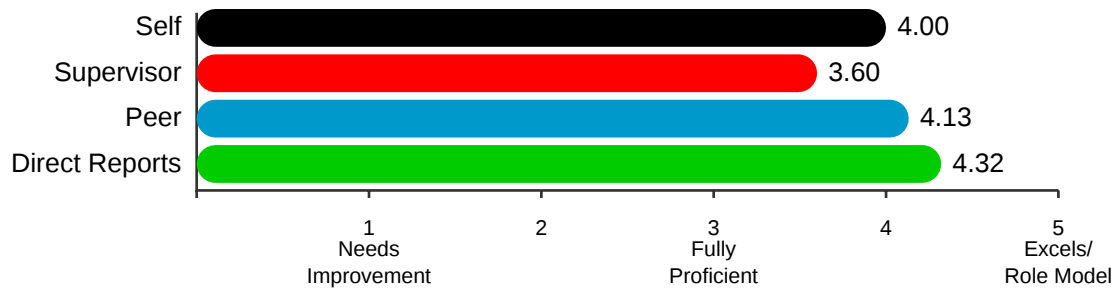
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Seeks opportunities for professional development.	15	4.60	100.0		40%		60%	
12. Encourages employees to take courses relevant to their job.	15	4.27	100.0		73%			27%
13. Allows employees to fully participate in employee training and professional development.	15	4.33	100.0		67%			33%
14. Seeks opportunities for continuous learning.	15	3.93	73.3	27%		53%		20%
15. Keep themselves up-to-date of technical/professional issues	14	3.64	57.1	14%	29%	36%		21%

Comments:

- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- Manager routinely demonstrates all of the above characteristics, as marked
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- He presents a clear picture of where the department is now and where we need to be headed.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.

Excellence

Summary Scores



16. Keeps themselves and others focused on constant improvement.



17. Takes a lot of pride in their work.



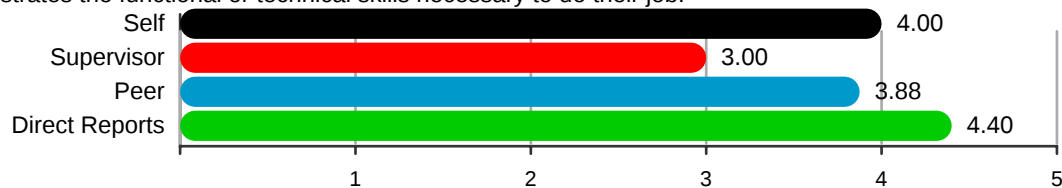
18. Is planful and organized.



19. Can be counted on to add value wherever they are involved.



20. Demonstrates the functional or technical skills necessary to do their job.



Level of Skill

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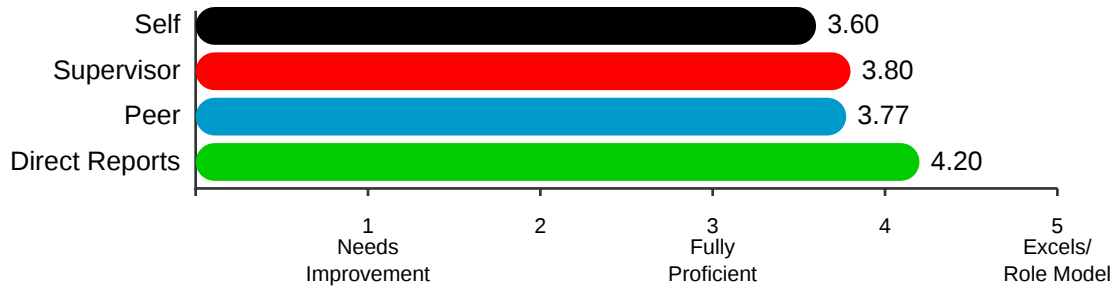
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Keeps themselves and others focused on constant improvement.	15	4.33	86.7	13%	40%	47%	
17. Takes a lot of pride in their work.	15	4.27	93.3	7%	60%	33%	
18. Is planful and organized.	14	4.00	92.9	7%	86%	7%	
19. Can be counted on to add value wherever they are involved.	14	4.14	85.7	7%	7%	50%	36%
20. Demonstrates the functional or technical skills necessary to do their job.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- _____ is a wonderful person to work for.
- I can depend on him with whatever is needed.
- I love working with his and hope to continue having his as my supervisor!
- Very knowledgeable and always steps up if help is needed.

Regulatory/Compliance

Summary Scores



21. Creates and administers training initiatives on compliance and regulations.



22. Reviews transactions for potential misconduct.



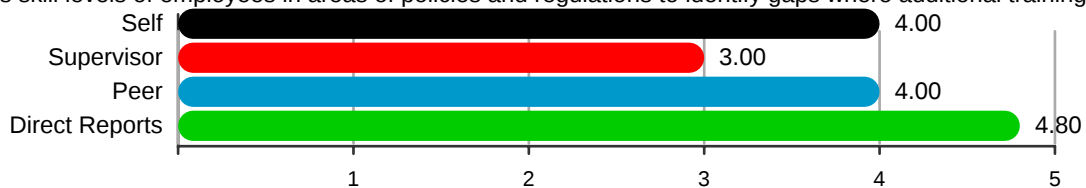
23. Benchmarks reporting system performance against peer organizations to identify improvement opportunities.



24. Effectively manages a department of compliance officers.



25. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.



Level of Skill

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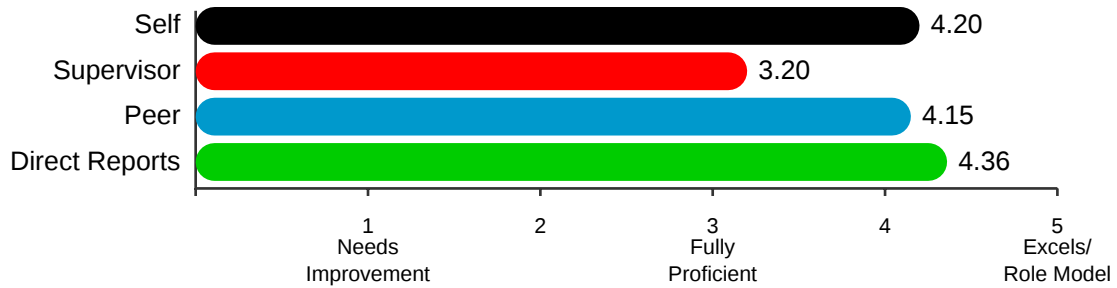
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Creates and administers training initiatives on compliance and regulations.	15	4.00	66.7	13%	20%	20%	47%
22. Reviews transactions for potential misconduct.	15	3.47	53.3	13%	33%	47%	7%
23. Benchmarks reporting system performance against peer organizations to identify improvement opportunities.	15	3.60	66.7	13%	20%	60%	7%
24. Effectively manages a department of compliance officers.	15	4.27	86.7	7%	7%	40%	47%
25. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	15	4.20	80.0	7%	13%	33%	47%

Comments:

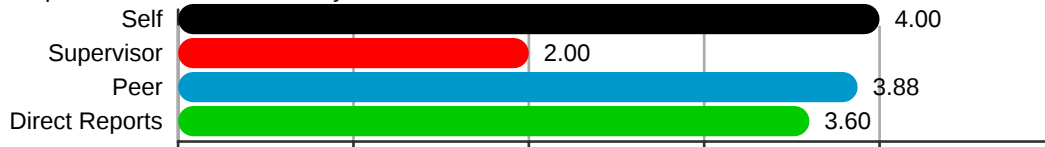
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- _____ does a great job in supporting and engaging all of his employees.
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.

Client Focus

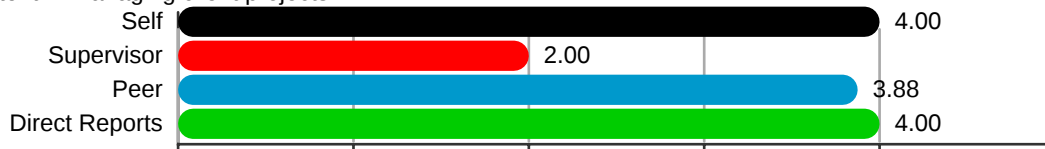
Summary Scores



26. Anticipates problems that the client may encounter.



27. Competent in managing client projects.



28. Follows up with any unanswered questions from the client.



29. Identifies the core needs of the client.



30. Makes sure client needs are understood by the team members.



Level of Skill

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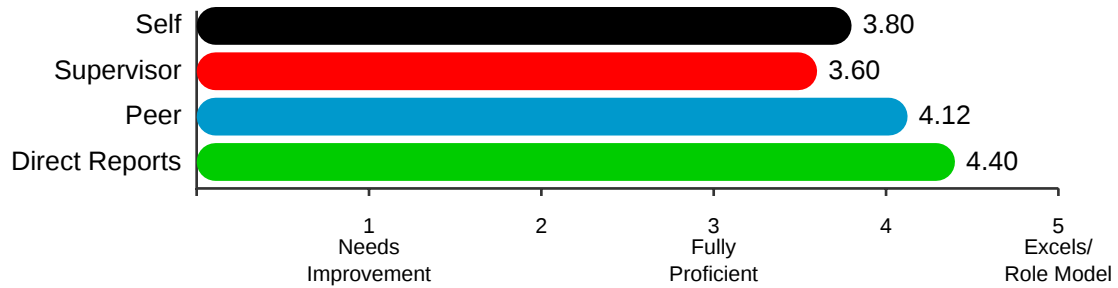
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Anticipates problems that the client may encounter.	15	3.67	66.7	20%	13%	47%		20%
27. Competent in managing client projects.	15	3.80	73.3	20%	7%	47%		27%
28. Follows up with any unanswered questions from the client.	15	4.33	86.7	13%		40%		47%
29. Identifies the core needs of the client.	15	4.67	100.0			33%	67%	
30. Makes sure client needs are understood by the team members.	15	4.33	100.0			67%		33%

Comments:

- _____ is a great partner in Systems Implementation.
- There have been many changes in management over the last 5 years. I can truly say that _____ is an exceptional manager. Our dept has made some truly good changes under _____.
- He is both the manager and the interim director for the service line.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.

Strategic Focus

Summary Scores



31. Able to identify internal strengths and weaknesses and the opportunities and threats that impact the company.



32. Develops a strategic vision for the future.



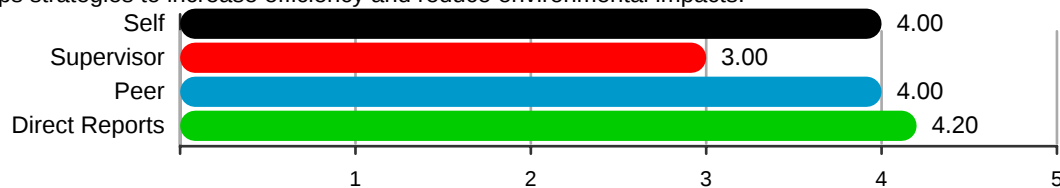
33. Maintains a strategic focus on external factors impacting the success of the company.



34. Gives adequate consideration to the time and resources available.



35. Develops strategies to increase efficiency and reduce environmental impacts.



Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Able to identify internal strengths and weaknesses and the opportunities and threats that impact the company.	15	4.07	80.0	20%	53%	27%
32. Develops a strategic vision for the future.	15	4.47	100.0	53%	47%	
33. Maintains a strategic focus on external factors impacting the success of the company.	15	4.13	80.0	20%	47%	33%
34. Gives adequate consideration to the time and resources available.	15	4.13	86.7	13%	60%	27%
35. Develops strategies to increase efficiency and reduce environmental impacts.	15	4.00	80.0	20%	60%	20%

Comments:

- He follows up on questions and he is easily accessible. I think he is doing a great job!
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- It is often difficult to contact _____ and email communication may take a long period for a reply.
- He is a dedicated person who inspires excellence in both staff and customer service.
- He is the only manager in the department to help us when we are short.
- He is very responsive when asked for input or his assistance is requested.

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?

- _____ has been eager to learn his new position and is transitioning well.
- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- _____ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- _____ is a great manager to work for.
- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.

What do you like best about working with this individual?

- _____ does a great job in supporting and engaging all of his employees.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). When he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.

What do you like least about working with this individual?

- He also has always been thankful for any help that I have given his.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- Demonstrates an ability to remain focused on outcomes.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- 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.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.

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

- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- _____ promotes and encourages teambuilding throughout the entire department.
- He will always be able to state that he did everything he could, he gives this job his all!
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.

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

- Expectations are not always clearly communicated/outlined.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- A willingness and flexibility to pitch in help where needed is important.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- _____ has made good judgements in hiring top notch employees.
- He 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.

Any final comments?

- He is very supportive and easily approachable.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- He is friendly, courteous, and kind all while being very professional.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.