



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.

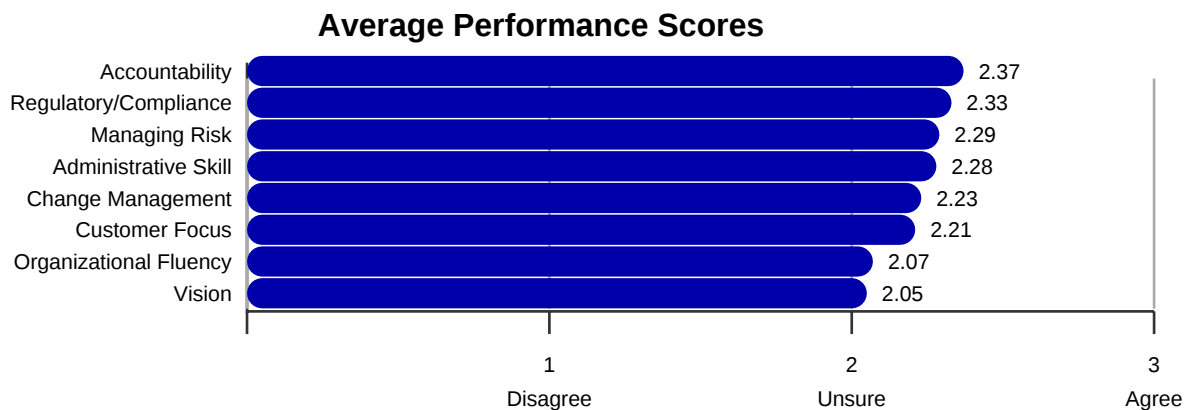
What to Do with Your Feedback

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

Definition:

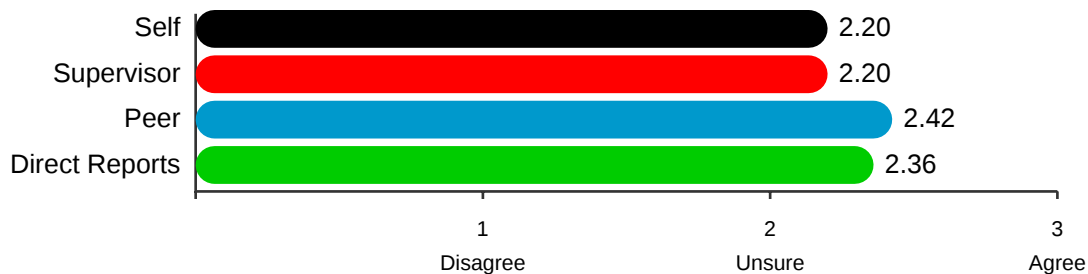
Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

Why this is Important:

Accountability is a driving force to achieve performance goals. When people know that their actions are being observed and evaluated, they are more likely to put forth their best effort. Holding employees accountable ensures that their objectives are aligned with the overall business objectives. This is because clear expectations provide a roadmap for success, and the potential consequences serve as a motivator to achieve the set goals.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

1. You take charge of addressing and solving problems.



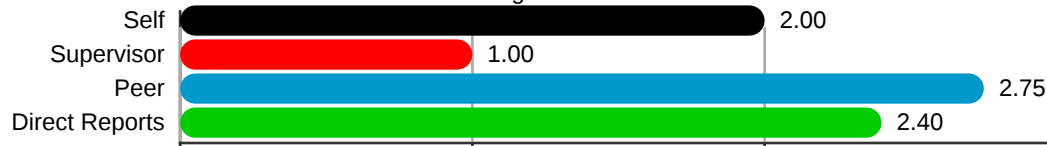
2. You take responsibility for the direction of the team.



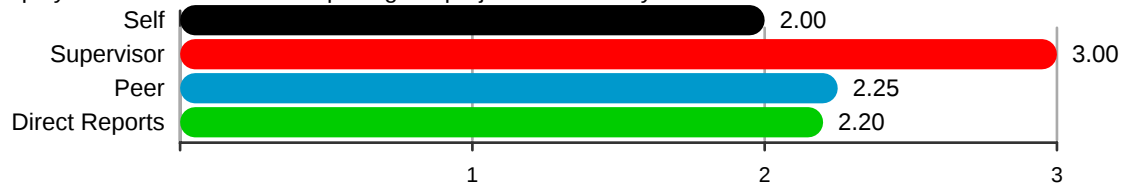
3. You do not make excuses for being late for work.



4. I uphold ethical standards even when no one is watching.



5. I hold employees accountable for completing the project successfully.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
1. You take charge of addressing and solving problems.	15	2.27	33.3	7%	60%	33%
2. You take responsibility for the direction of the team.	15	2.53	73.3	20%	7%	73%
3. You do not make excuses for being late for work.	15	2.33	40.0	7%	53%	40%
4. I uphold ethical standards even when no one is watching.	15	2.47	53.3	7%	40%	53%
5. I hold employees accountable for completing the project successfully.	15	2.27	40.0	13%	47%	40%

Comments:

- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- I believe ____ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ____ and I appreciate her style and understanding and support of the work that I do.
- Good leadership style.
- ____'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.

Administrative Skill

Definition:

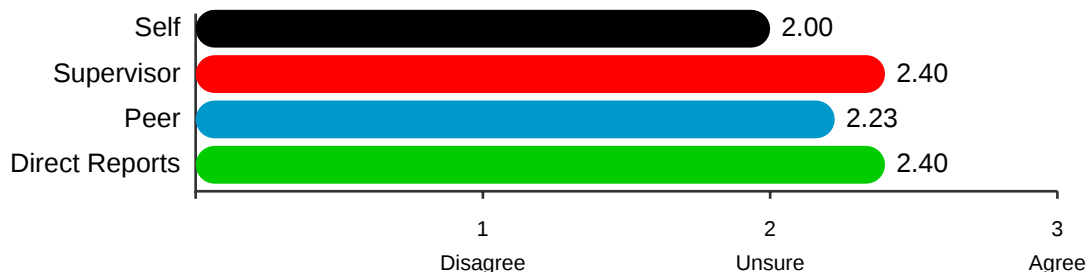
Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

Why this is Important:

Administrative skills are vital in business because they ensure the smooth and efficient operation of an organization. By managing schedules, organizing documents, and implementing processes, individuals with strong administrative abilities create a structured environment that allows teams to focus on their goals without unnecessary distractions. These skills also play a critical role in effective communication, enabling the clear exchange of information among colleagues, clients, and stakeholders, which is essential for collaboration and decision-making.

Summary Scores:

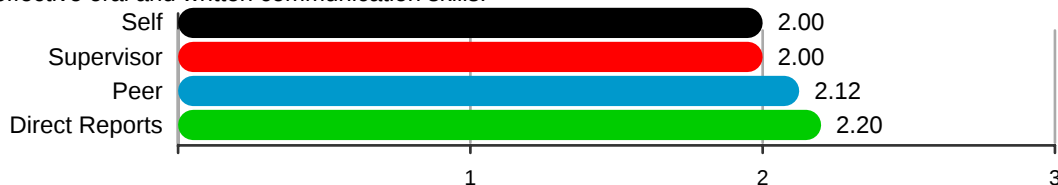
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

6. I have effective oral and written communication skills.



7. You develop reports as needed.



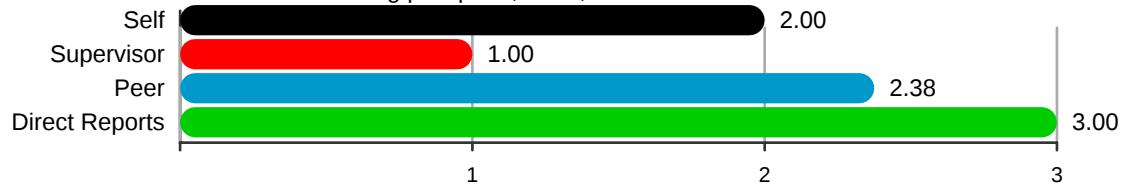
8. I prepare and review operational reports and schedules to ensure accuracy and efficiency.



9. You use proper spelling, capitalization, punctuation, and grammar in written documents.



10. You provide assistance to others in obtaining passports, visas, and other international travel documents.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
6. I have effective oral and written communication skills.	15	2.13	33.3	20%	47%	33%
7. You develop reports as needed.	15	2.07	26.7	20%	53%	27%
8. I prepare and review operational reports and schedules to ensure accuracy and efficiency.	15	2.33	40.0	7%	53%	40%
9. You use proper spelling, capitalization, punctuation, and grammar in written documents.	15	2.40	53.3	13%	33%	53%
10. You provide assistance to others in obtaining passports, visas, and other international travel documents.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ always has the customer at the center of focus.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- ___ is a valuable resource to the organization and the team.
- She includes appropriate people in her decisions and follows through on decisions made.
- She seems to be well respected from members of her own team as well.

Change Management

Definition:

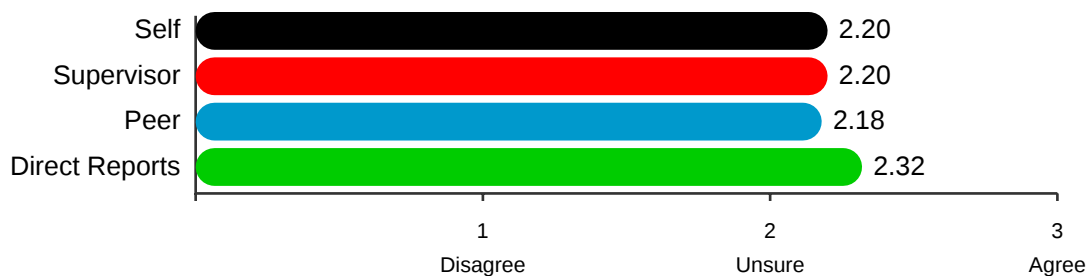
Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments.

Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational growth.

Why this is Important:

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



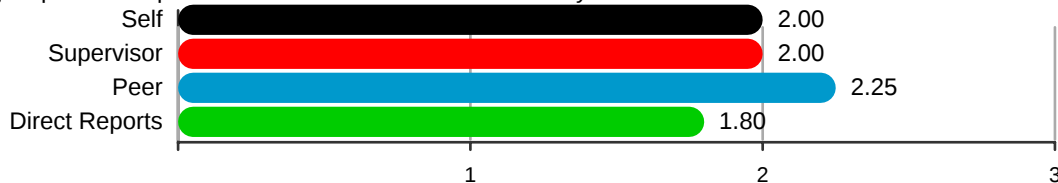
Scores on Each Item:

The scores for each of the items in this competency are shown below.

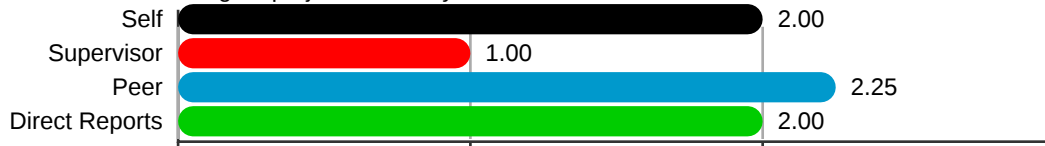
11. I involve senior employees in implementation of the changes.



12. You adjust processes/procedures to meet the demands of a dynamic environment.



13. You are interested in working on projects that may not be well defined.



14. You support the Company's efforts to implement changes.



15. You modify leadership style to address new challenges.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
11. I involve senior employees in implementation of the changes.	15	2.33	40.0	7%	53%	40%
12. You adjust processes/procedures to meet the demands of a dynamic environment.	15	2.07	20.0	13%	67%	20%
13. You are interested in working on projects that may not be well defined.	15	2.07	26.7	20%	53%	27%
14. You support the Company's efforts to implement changes.	15	2.27	40.0	13%	47%	40%
15. You modify leadership style to address new challenges.	14	2.43	50.0	7%	43%	50%

Comments:

- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- She cares deeply for what she does and it shows.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.

Managing Risk

Definition:

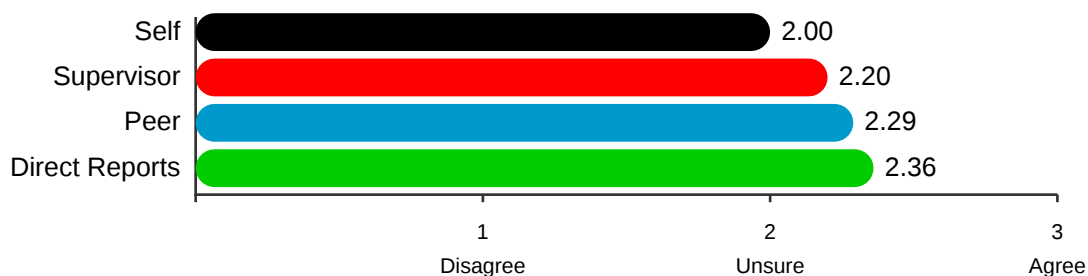
Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. Effective risk management can improve responsiveness to critical events and the information gathered can help improve strategic decision making.

Why this is Important:

Risk Management enhances the ability to swiftly return to normal operations after critical incidents through effective planning and mitigation. It increases organizational agility and customer responsiveness by quickly adapting to changes. By implementing risk management, companies can continuously improve and identify new opportunities, while proactively preventing issues before they arise.

Summary Scores:

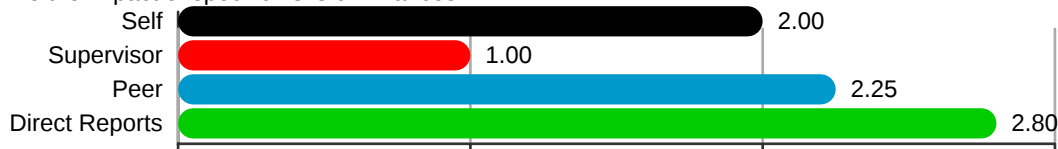
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

16. I determine the impact of specific risks on finances.



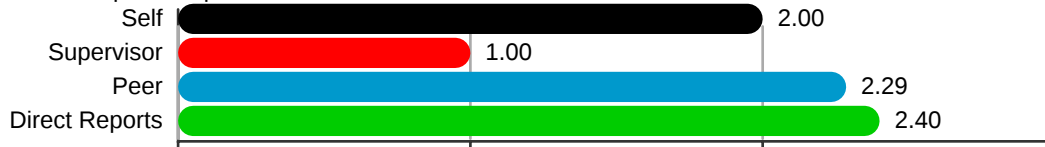
17. You determine the amount of deviation from the plan that will be tolerated.



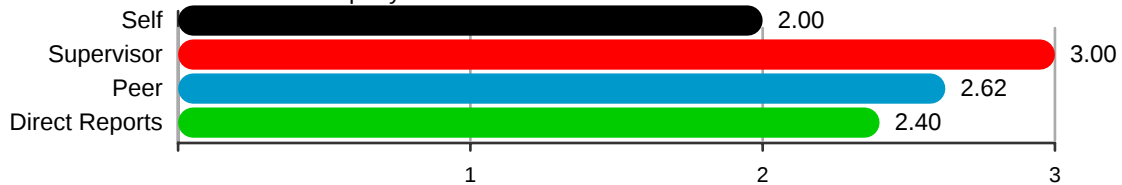
18. You track risks in a project.



19. I determine the impact of specific risks on infrastructure.



20. I determine the risk tolerance of the company.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
16. I determine the impact of specific risks on finances.	15	2.33	46.7	13%	40%	47%
17. You determine the amount of deviation from the plan that will be tolerated.	15	2.33	40.0	7%	53%	40%
18. You track risks in a project.	14	2.00	14.3	14%	71%	14%
19. I determine the impact of specific risks on infrastructure.	14	2.21	42.9	21%	36%	43%
20. I determine the risk tolerance of the company.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is very sharp and plays a vital role in this organization
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- 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.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- She exhibits vision, compassion and high integrity in all of her work.
- ___ is a outstanding manager.

Regulatory/Compliance

Definition:

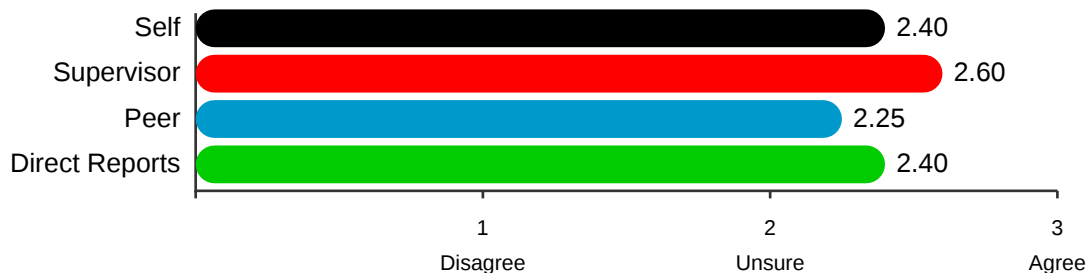
Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

Why this is Important:

Compliance helps identify and mitigate potential legal and financial risks. Maintaining high compliance standards enhances a company's reputation. Establishing clear compliance frameworks and reporting systems streamlines operations ensuring that all employees are aware of their responsibilities and reduces the likelihood of errors or misconduct. A strong compliance culture fosters a positive work environment allowing employees to feel more secure and valued in the organization. By prioritizing regulatory and compliance efforts, businesses can safeguard their operations, enhance their reputation, and ensure sustainable growth.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

21. You keep informed of various regulations and procedures.



22. You follow all safety regulations and procedures.



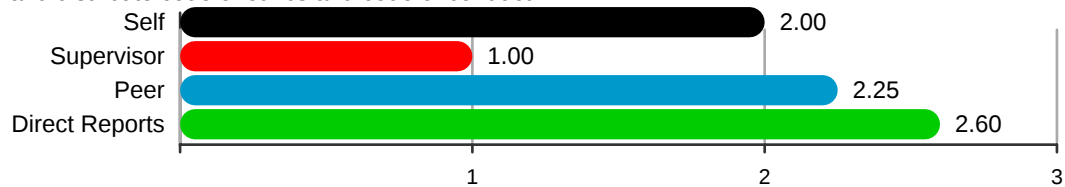
23. I create and administer training initiatives on compliance and regulations.



24. You create a standardized response protocol for responding to compliance related issues.



25. I create and distribute code of ethics and code of conduct.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
21. You keep informed of various regulations and procedures.	15	2.60	66.7	7%	27%	67%
22. You follow all safety regulations and procedures.	15	2.33	40.0	7%	53%	40%
23. I create and administer training initiatives on compliance and regulations.	15	2.07	20.0	13%	67%	20%
24. You create a standardized response protocol for responding to compliance related issues.	15	2.40	53.3	13%	33%	53%
25. I create and distribute code of ethics and code of conduct.	15	2.27	53.3	27%	20%	53%

Comments:

- I appreciate her dedication to the department employees.
- I envy her versatility in working with a wide variety of issues and topics.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ____ has done with this but needs to be addressed and improved.
- She knows product and how to engage potential clients.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- ____ is always professional during interactions with staff.

Customer Focus

Definition:

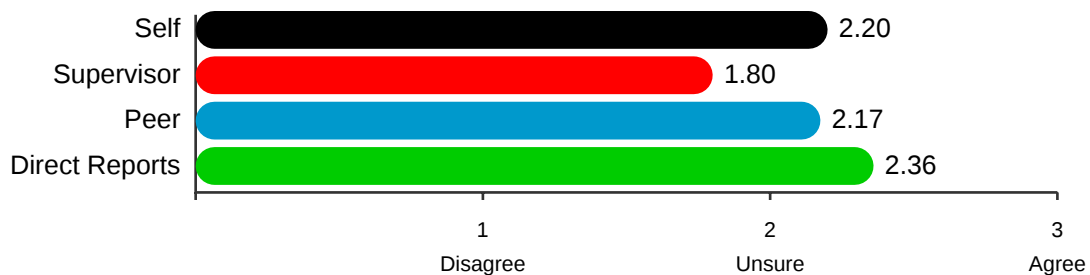
Customer Focus is the commitment to understanding, anticipating, and consistently meeting customer needs through responsive, respectful, and solution-oriented service. It involves building trust-based relationships, acting with integrity, and delivering dependable experiences that exceed expectations and foster long-term loyalty. Customer-focused professionals listen actively, adapt quickly, follow through on commitments, and model a helpful, service-first mindset that inspires others. They embrace feedback, pursue continuous improvement, and create innovative, high-quality solutions tailored to the evolving needs of every customer.

Why this is Important:

Customer Focus is essential to organizational success because it builds trust, drives loyalty, and creates meaningful customer experiences that lead to repeat business and positive reputation. By actively listening, anticipating needs, and delivering tailored solutions with urgency and empathy, employees foster long-term relationships and consistently exceed expectations. A customer-focused culture encourages continuous improvement, innovation, and accountability--turning feedback into actionable insights and aligning service with evolving customer demands. When modeled across teams, Customer Focus becomes a strategic advantage that elevates performance, strengthens brand identity, and positions the organization as a leader in service excellence.

Summary Scores:

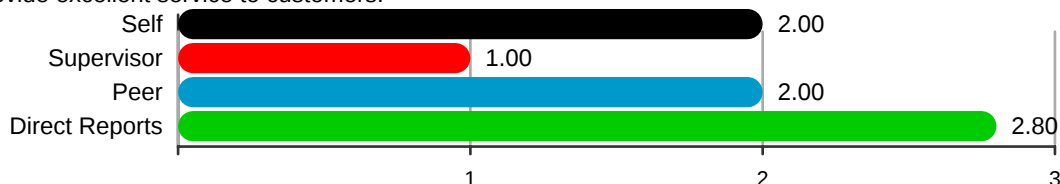
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

26. You provide excellent service to customers.



27. You create innovative solutions to meet customer needs.



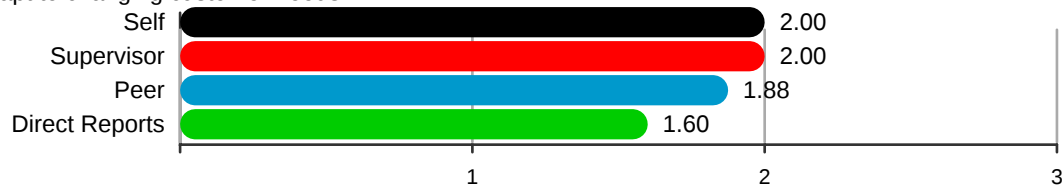
28. I analyze customer feedback and behavioral data to forecast future expectations.



29. You turn recurring customer complaints into actionable improvements.



30. You adapt to changing customer needs.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
26. You provide excellent service to customers.	15	2.20	33.3	13%	53%	33%
27. You create innovative solutions to meet customer needs.	15	2.00	26.7	27%	47%	27%
28. I analyze customer feedback and behavioral data to forecast future expectations.	15	2.47	53.3	7%	40%	53%
29. You turn recurring customer complaints into actionable improvements.	15	2.60	60.0		40%	60%
30. You adapt to changing customer needs.	15	1.80	13.3	33%	53%	13%

Comments:

- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- Provide and solicit more frequent feedback.
- ___ is organized and thorough.
- ___ is a very effective leader and excellent communicator.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.

Organizational Fluency

Definition:

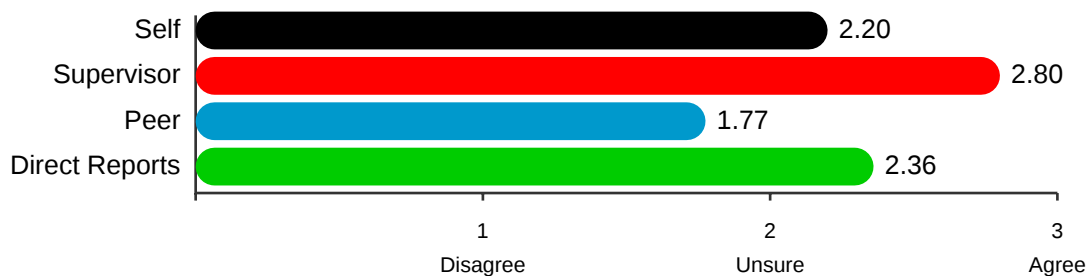
Able to work within the department/division/organization.
Understand how different parts of the business interact.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

31. You anticipate problems that may affect the department.



32. You are adept at navigating within the culture of the department.



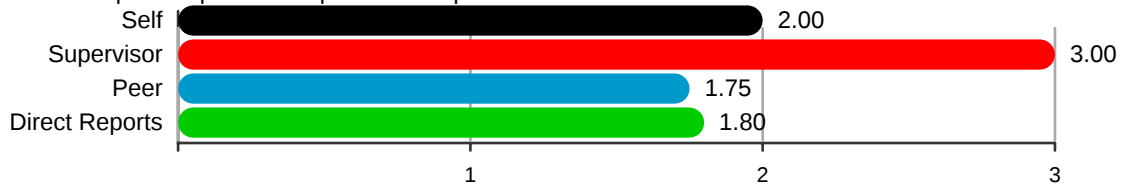
33. You understand departmental policies and procedures.



34. You are able to deal with sensitive issues with tact and professionalism.



35. You are able to explain departmental policies and procedures to others.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
31. You anticipate problems that may affect the department.	15	2.13	33.3	20%	47%	33%
32. You are adept at navigating within the culture of the department.	15	2.13	33.3	20%	47%	33%
33. You understand departmental policies and procedures.	15	2.07	33.3	27%	40%	33%
34. You are able to deal with sensitive issues with tact and professionalism.	15	2.13	26.7	13%	60%	27%
35. You are able to explain departmental policies and procedures to others.	15	1.87	20.0	33%	47%	20%

Comments:

- There are times that the customers interest is overlooked because it is the way we have always done it.
- 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.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- More opportunities to share knowledge with the team.
- ___ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- Communicate regularly with the whole company, not just one department.

Vision

Definition:

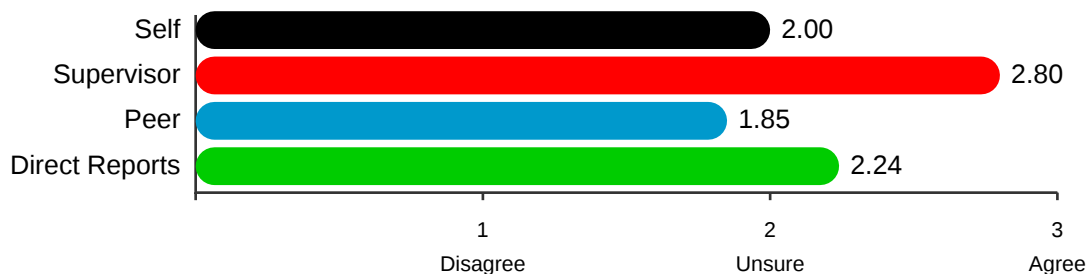
Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal execution and team empowerment. Visionary leaders inspire and influence others by modeling consistency, celebrating progress, and fostering a growth-oriented environment that reflects organizational values. Through strategic clarity and motivational leadership, vision becomes a unifying force that drives innovation, alignment, and sustained performance.

Why this is Important:

Vision, as defined through its multifaceted dimensions, is essential because it provides organizations with a coherent and compelling sense of direction that integrates strategy, culture, and execution. It aligns individuals and teams around shared long-term goals, enabling consistent decision-making even amid complexity or change. By inspiring commitment, fostering growth, and translating ambition into actionable plans, vision becomes the engine that drives innovation, resilience, and sustained performance. Without it, organizations risk fragmentation, short-termism, and a loss of purpose--making vision not just a leadership trait, but a strategic necessity.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

36. You communicate changes in strategy as refinements (not contradictions) of the vision.



37. I establish the direction and strategy for the organization.



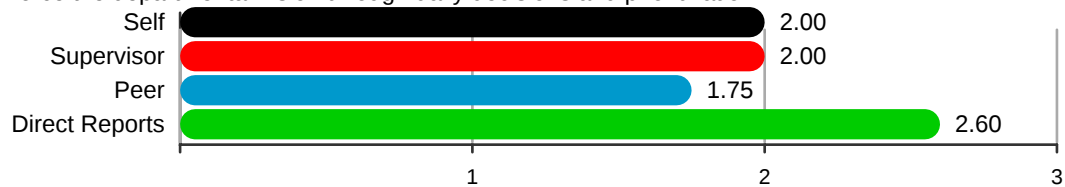
38. You align subordinates' work with the vision's critical priorities.



39. You commit to undertaking the implementation of the strategic vision.



40. You reinforce the departmental vision through daily decisions and prioritization.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
36. You communicate changes in strategy as refinements (not contradictions) of the vision.	15	1.87	20.0	33%	47%	20%
37. I establish the direction and strategy for the organization.	15	1.93	13.3	20%	67%	13%
38. You align subordinates' work with the vision's critical priorities.	15	2.07	33.3	27%	40%	33%
39. You commit to undertaking the implementation of the strategic vision.	15	2.33	33.3		67%	33%
40. You reinforce the departmental vision through daily decisions and prioritization.	15	2.07	33.3	27%	40%	33%

Comments:

- She has worked hard to understand people's strengths and what they need from her.
- ___ has brought a much needed positive change to [CompanyName].
- ___ is by far a leader in the service area.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.