



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.

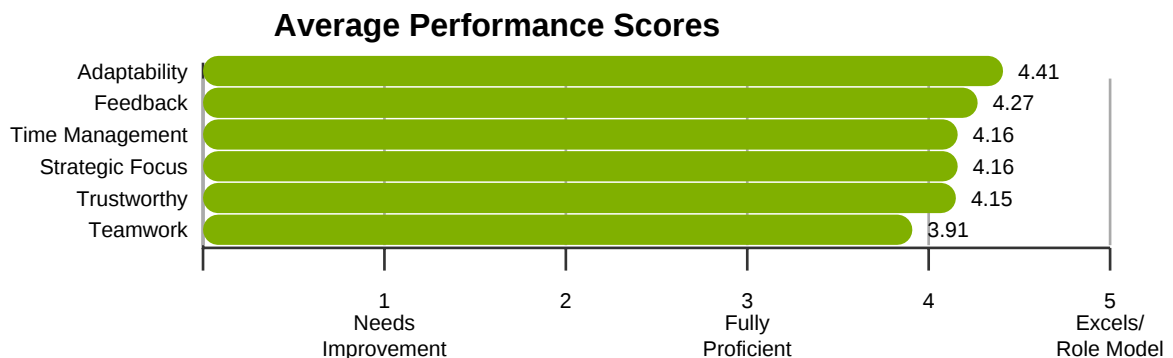
What to Do with Your Feedback

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

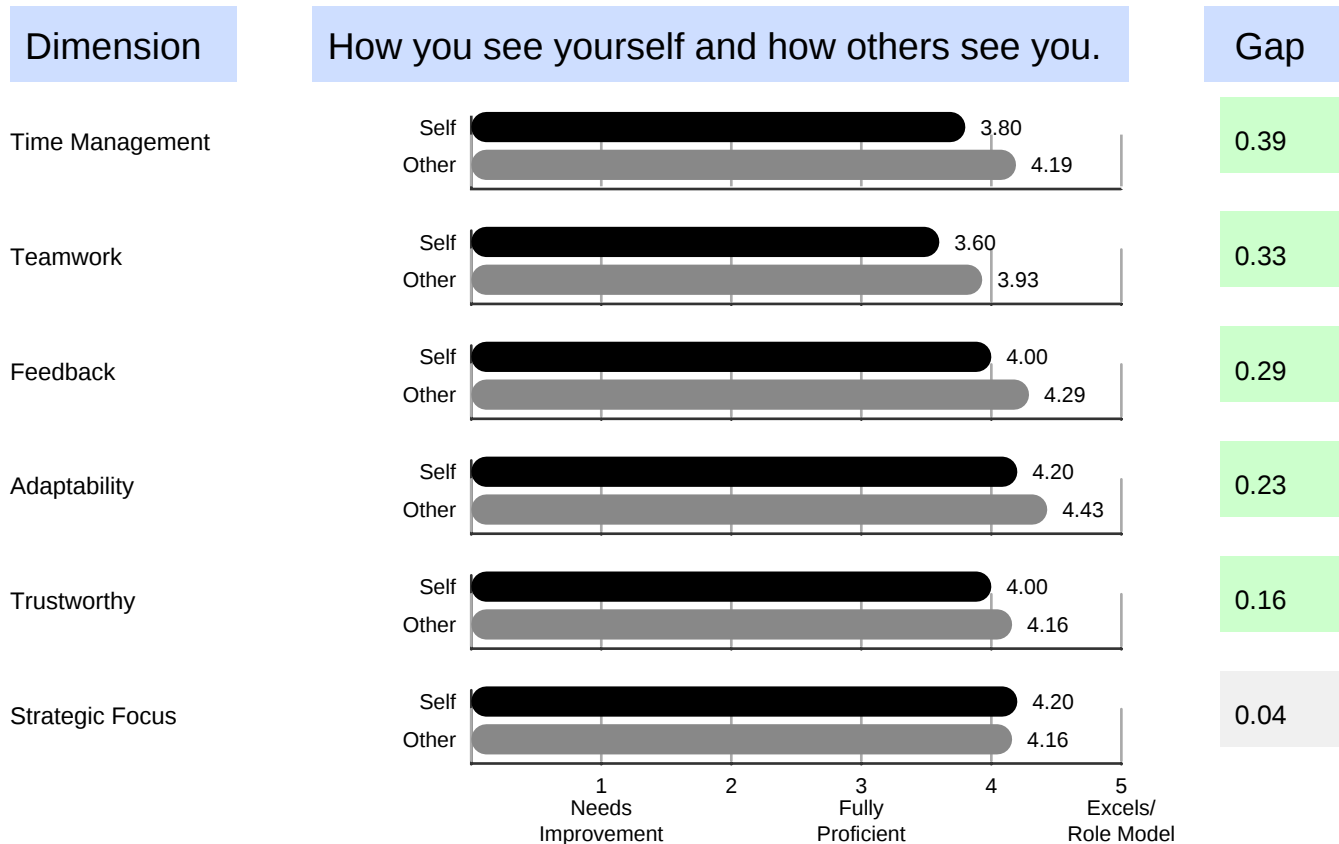
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



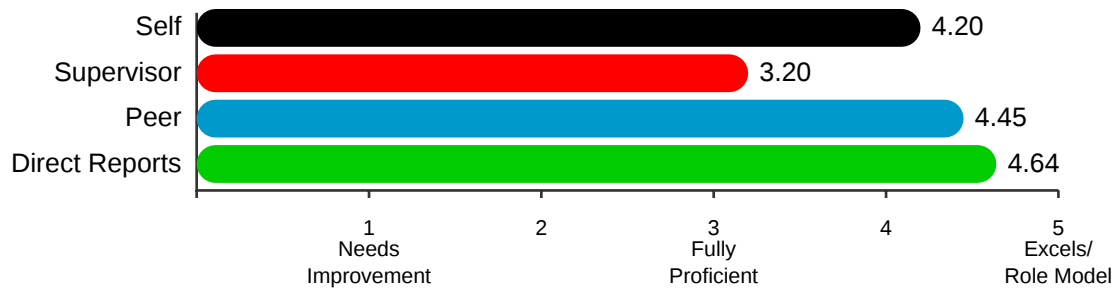
Gap Analysis

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.



Adaptability

Summary Scores



1. Able to persevere and adapt during periods of hardship.



2. Adapts to changes in team membership.



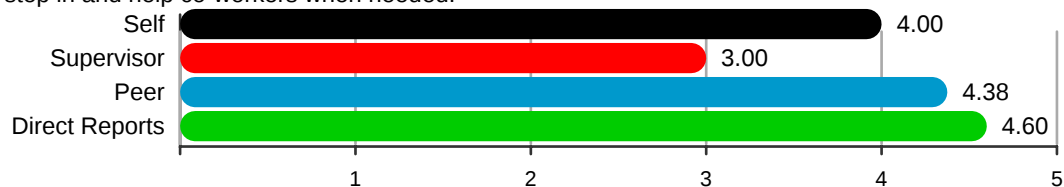
3. Able to adjust plans as needed for implementation of projects.



4. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.



5. Able to step in and help co-workers when needed.



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).

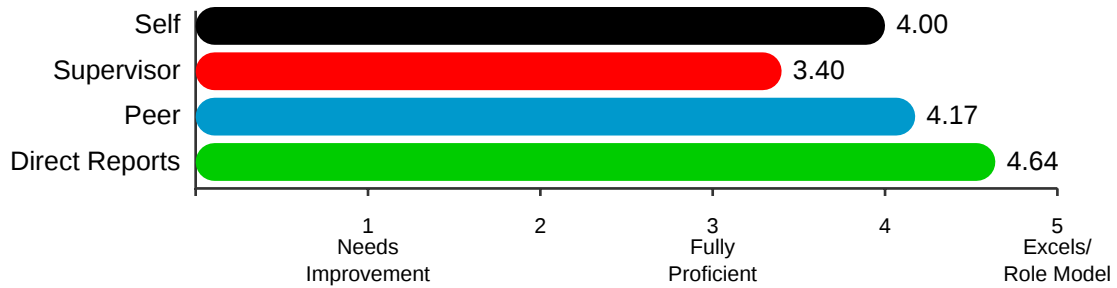
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
1. Able to persevere and adapt during periods of hardship.	15	4.20	93.3	7%	67%		27%
2. Adapts to changes in team membership.	15	4.87	100.0	13%	87%		
3. Able to adjust plans as needed for implementation of projects.	15	4.27	93.3	7%	60%		33%
4. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	4.40	86.7	13%	33%		53%
5. Able to step in and help co-workers when needed.	15	4.33	93.3	7%	53%		40%

Comments:

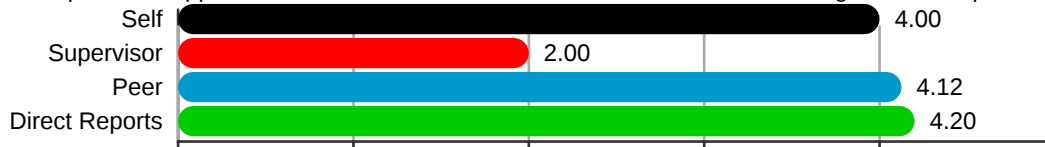
- Always looking for ways to grow as a person. Inspires others to do the same.
- He has deep technical expertise in a number of areas of human resource management.
- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- I will always welcome _____'s direct, honest, caring feedback.
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. _____ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.

Feedback

Summary Scores



6. Engages in a proactive approach to feedback to fosters a culture of continuous learning and development.



7. Guides employees through a structured process of reflection and action planning.



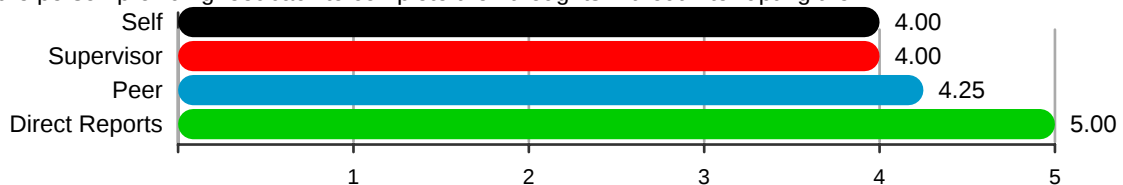
8. Conducts regular feedback sessions, such as one-on-one meetings or performance reviews, to help maintain ongoing communication and ensure that employees stay on track with their development goals.



9. Translates observations into actionable next steps that enhance individual and team performance.



10. Allows the person providing feedback to complete their thoughts without interrupting them.



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).

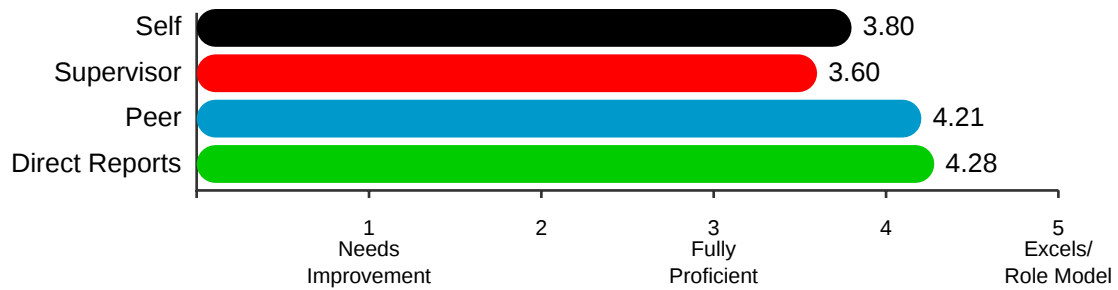
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Engages in a proactive approach to feedback to fosters a culture of continuous learning and development.	15	4.00	80.0	7%	13%	53%	27%
7. Guides employees through a structured process of reflection and action planning.	15	4.07	80.0		20%	53%	27%
8. Conducts regular feedback sessions, such as one-on-one meetings or performance reviews, to help maintain ongoing communication and ensure that employees stay on track with their development goals.	15	4.33	93.3	7%	47%		47%
9. Translates observations into actionable next steps that enhance individual and team performance.	15	4.47	93.3	7%	40%		53%
10. Allows the person providing feedback to complete their thoughts without interrupting them.	15	4.47	93.3	7%	40%		53%

Comments:

- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- Experience, mentoring and self-confidence.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- Have persistence and tenacity
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.

Time Management

Summary Scores



11. Avoids distractions in the workplace.



12. Initially focuses on high priority items.



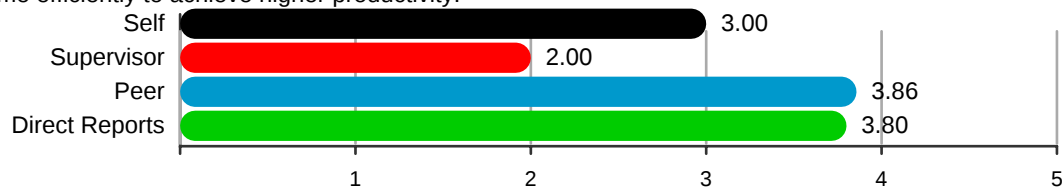
13. Delegates simple tasks to employees so the manager can focus on more complex tasks.



14. Makes time for developing plans and schedules.



15. Uses time efficiently to achieve higher productivity.



Level of Skill

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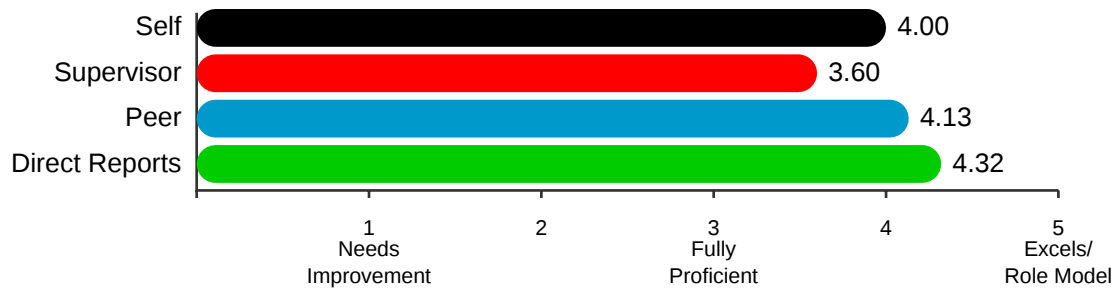
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Avoids distractions in the workplace.	15	4.60	100.0		40%		60%	
12. Initially focuses on high priority items.	15	4.27	100.0		73%			27%
13. Delegates simple tasks to employees so the manager can focus on more complex tasks.	15	4.33	100.0		67%			33%
14. Makes time for developing plans and schedules.	15	3.93	73.3	27%		53%		20%
15. Uses time efficiently to achieve higher productivity.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- _____ has been very supportive of me and the Institute.
- _____ 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.
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- _____ 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.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.

Trustworthy

Summary Scores



16. Takes care to maintain confidential information.



17. Communicates an understanding of the other person's interests, needs and concerns.



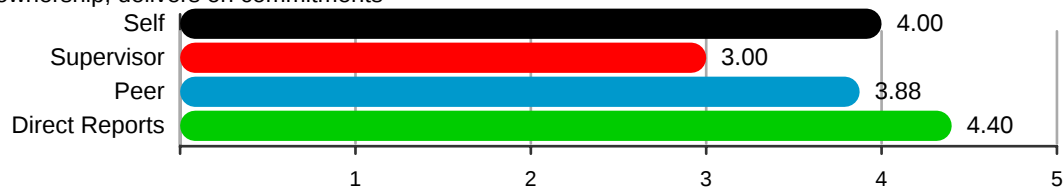
18. Is a person you can trust.



19. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



20. Takes ownership, delivers on commitments



Level of Skill

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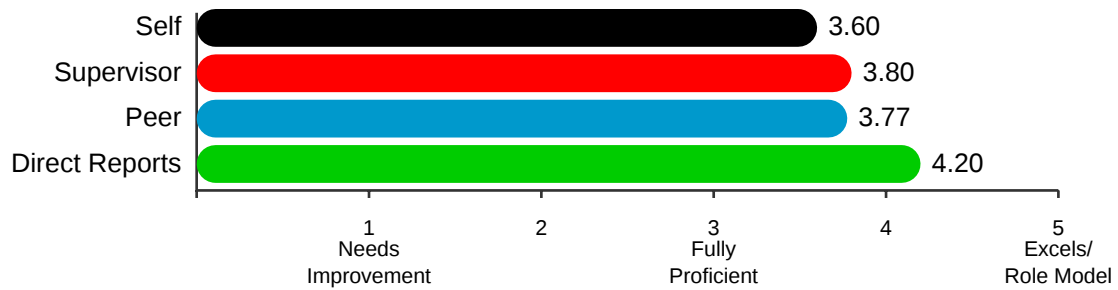
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Takes care to maintain confidential information.	15	4.33	86.7	13%	40%	47%	
17. Communicates an understanding of the other person's interests, needs and concerns.	15	4.27	93.3	7%	60%	33%	
18. Is a person you can trust.	14	4.00	92.9	7%	86%	7%	
19. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	14	4.14	85.7	7%	7%	50%	36%
20. Takes ownership, delivers on commitments	15	4.00	66.7	7%	27%	27%	40%

Comments:

- A great addition to the team.
- _____ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- _____ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.

Teamwork

Summary Scores



21. Fosters an environment that promotes active listening on the team.



22. Demonstrates an understanding of other team member's viewpoints.



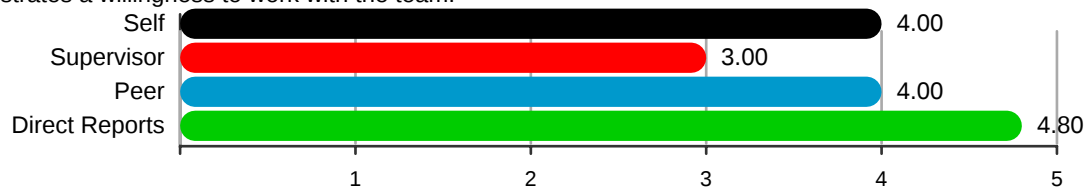
23. Identifies and resolves conflicts within the team to increase team effectiveness



24. Shows respect for other team members.



25. Demonstrates a willingness to work with the team.



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).

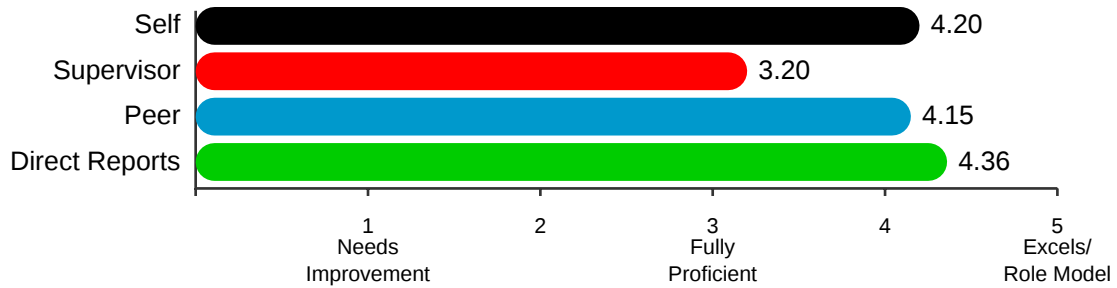
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Fosters an environment that promotes active listening on the team.	15	4.00	66.7	13%	20%	20%	47%	
22. Demonstrates an understanding of other team member's viewpoints.	15	3.47	53.3	13%	33%	47%	7%	
23. Identifies and resolves conflicts within the team to increase team effectiveness	15	3.60	66.7	13%	20%	60%	7%	
24. Shows respect for other team members.	15	4.27	86.7	7%	7%	40%	47%	
25. Demonstrates a willingness to work with the team.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

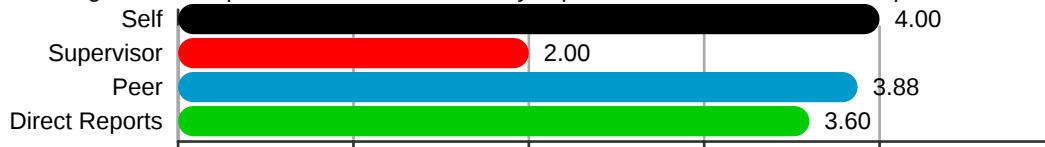
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- He won't settle for less.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- _____ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- He knows product and how to engage potential clients.

Strategic Focus

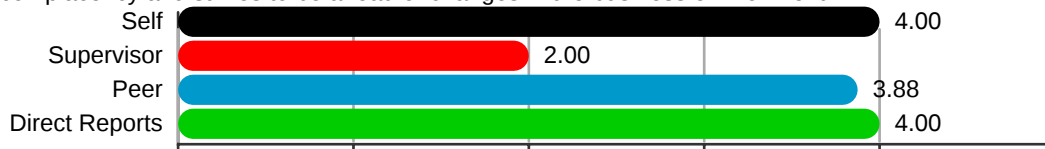
Summary Scores



26. Develops strategies that are practical and can be feasibly implemented within a reasonable period of time.



27. Avoids complacency and strives to be ahead of changes in the business environment.



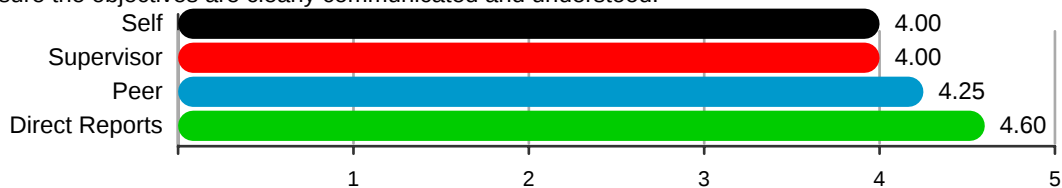
28. Strategically focuses efforts to improve operational efficiencies.



29. Makes strategic decisions to optimize the returns on capital investments.



30. Makes sure the objectives are clearly communicated and understood.



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
26. Develops strategies that are practical and can be feasibly implemented within a reasonable period of time.	15	3.67	66.7	20%	13%	47%		20%
27. Avoids complacency and strives to be ahead of changes in the business environment.	15	3.80	73.3	20%	7%	47%		27%
28. Strategically focuses efforts to improve operational efficiencies.	15	4.33	86.7	13%		40%		47%
29. Makes strategic decisions to optimize the returns on capital investments.	15	4.67	100.0			33%		67%
30. Makes sure the objectives are clearly communicated and understood.	15	4.33	100.0			67%		33%

Comments:

- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- _____ is an excellent Director.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- 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.
- _____ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- _____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- He encourages individual and professional improvement and provides educational opportunities.
- He cares deeply for what he does and it shows.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.

What do you like best about working with this individual?

- He tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- Good leadership style.
- _____ is a great leader and is committed to his role here at [CompanyName]!
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.
- _____ is always working to include staff in a shared decision making processes.
- Constantly working on improving the customer experience.

What do you like least about working with this individual?

- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- He sets his expectations high, and delivers a high level of performance herself.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- _____ is a great manager to work for.
- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- 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.

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

- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- He knows his material and obviously loves the continued learning that defines best practices.
- Could benefit from increasing awareness on how much influence they have on the department.
- He is a team player and willing to help other departments and staff when needed.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.

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

- _____'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.
- He is a great leader.
- _____ continually devotes his attention to opportunities for process improvement and professional growth.
- I respect _____ and have turned to him for advice.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- I think having _____ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's

encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.

Any final comments?

- He includes appropriate people in his decisions and follows through on decisions made.
- Take charge without feeling like you need approval.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- _____ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate _____ !
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes.
_____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.