



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.

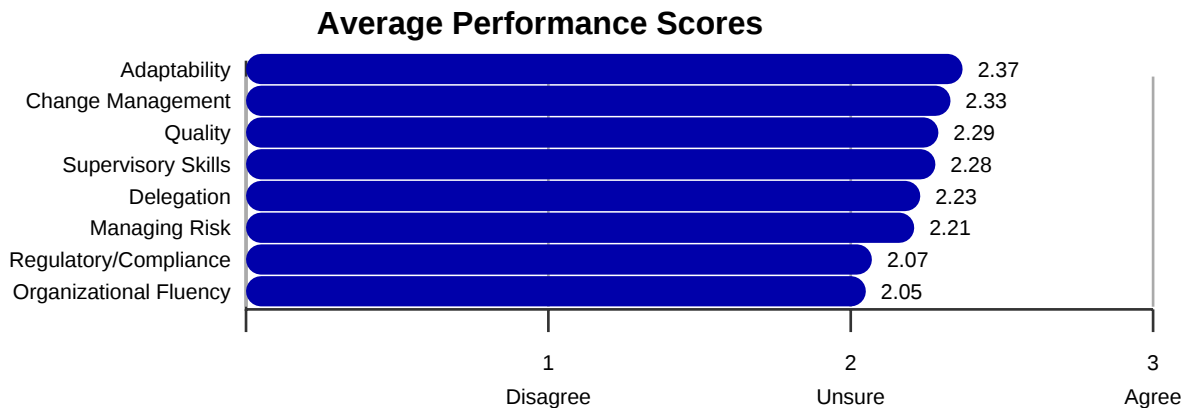
What to Do with Your Feedback

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.



Adaptability

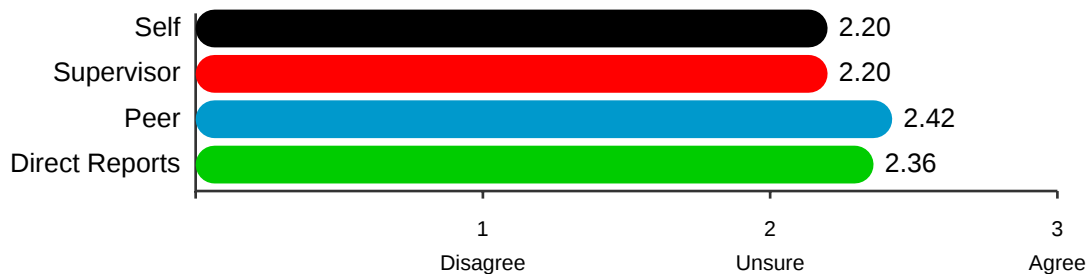
Definition:

Adaptability is the ability to adjust to new responsibilities, changing circumstances, and uncertain environments while maintaining efficiency and effectiveness. It involves embracing shifts in organizational structure, technology, and processes, as well as modifying strategies, perspectives, and priorities to align with evolving business needs. By continuously developing skills, assisting others through transitions, and refining workflows, adaptability fosters resilience, innovation, and long-term success in dynamic environments.

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.

1. Works well in periods of rapid change.



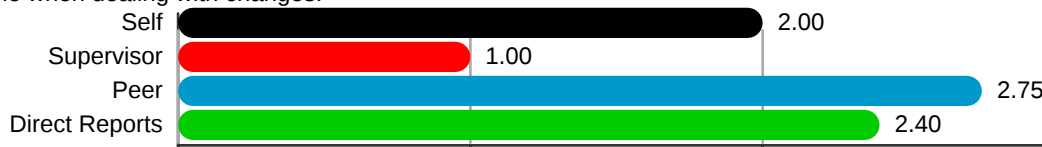
2. Accommodates changes as needed.



3. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.



4. Is flexible when dealing with changes.



5. Integrates information from a variety of sources to develop new and creative solutions.



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. Works well in periods of rapid change.	15	2.27	33.3	7%	60%	33%
2. Accommodates changes as needed.	15	2.53	73.3	20%	7%	73%
3. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	2.33	40.0	7%	53%	40%
4. Is flexible when dealing with changes.	15	2.47	53.3	7%	40%	53%
5. Integrates information from a variety of sources to develop new and creative solutions.	15	2.27	40.0	13%	47%	40%

Comments:

- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- _____ has also attended many off-site events to show his support to department staff.
- _____ always presents himself in the most professional manner.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.

Supervisory Skills

Definition:

Supervisory skills encompass a broad set of leadership competencies that enable managers to effectively guide and support their teams. These skills involve clear communication, decision-making, and interpersonal abilities to foster collaboration, accountability, and professional growth, while also ensuring structured performance management, disciplinary action, and conflict resolution when necessary. Strong supervisors lead by example, empower employees through delegation, provide constructive feedback, and create a positive, high-performing work environment built on teamwork, recognition, and stability.

Why this is Important:

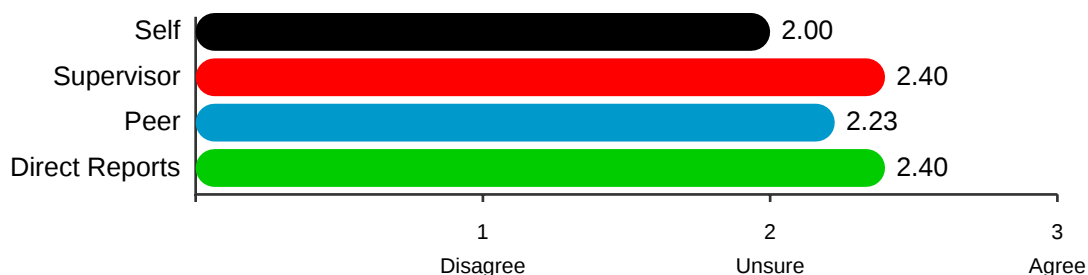
Strong supervisory skills are essential for organizations and companies because they drive productivity, foster employee engagement, and create a structured work environment. Effective supervisors ensure that teams are well-supported through clear communication, accountability, and conflict resolution, allowing employees to perform at their best. By leading by example and maintaining professionalism, supervisors build trust, boost morale, and encourage teamwork, all of which contribute to a positive and efficient workplace culture.

Additionally, supervisory skills play a critical role in employee development and retention. Through coaching, feedback, and recognition, supervisors empower employees to grow, improve their performance, and stay motivated in their roles. A well-trained management team helps maintain a high-performing workforce, reducing turnover and ensuring that employees feel valued and supported. When supervisors provide structure and clarity, employees are more likely to remain committed to company goals and contribute meaningfully to organizational success.

Ultimately, strong supervision directly impacts business outcomes by ensuring that operations run smoothly, decisions are made effectively, and employees remain engaged. Organizations that invest in supervisory skill development benefit from improved efficiency, reduced workplace conflicts, and a culture of accountability and collaboration. As businesses evolve, skilled supervisors help adapt to change, navigate challenges, and create a foundation for sustained growth and innovation.

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. Provides feedback that is aligned with performance expectations.



7. Effectively uses rewards to help motivate employees.



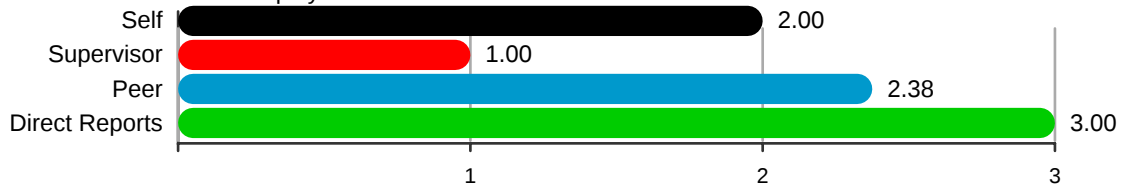
8. Ensures employees know what they need to complete during the shift.



9. Uses disciplinary measures with the intent to guide and improve behavior, rather than to seek retribution.



10. Provides detailed feedback to employees.



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. Provides feedback that is aligned with performance expectations.	15	2.13	33.3	20%	47%	33%
7. Effectively uses rewards to help motivate employees.	15	2.07	26.7	20%	53%	27%
8. Ensures employees know what they need to complete during the shift.	15	2.33	40.0	7%	53%	40%
9. Uses disciplinary measures with the intent to guide and improve behavior, rather than to seek retribution.	15	2.40	53.3	13%	33%	53%
10. Provides detailed feedback to employees.	15	2.47	60.0	13%	27%	60%

Comments:

- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- I love how he is always open to approach with any questions I have, no matter the hour.
- _____ is a very good leader.
- His professionalism is beyond reproach and he is fair and just.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged.
The annual scores for the department were high and I believe very accurate in representing that we are a strong team.
All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.

Delegation

Definition:

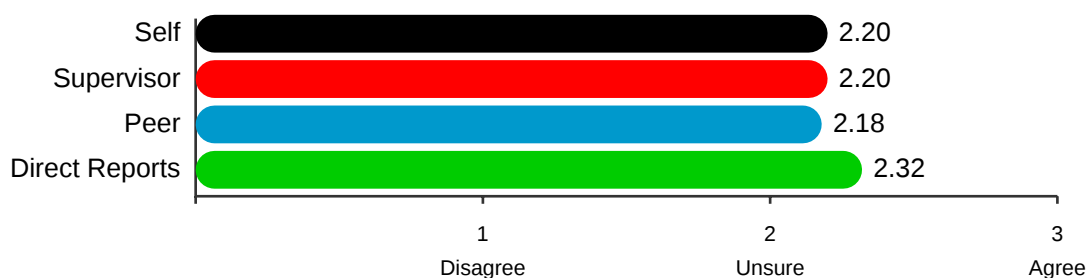
Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

Why this is Important:

Delegation is essential for organizations and companies because it optimizes efficiency, enhances employee engagement, and strengthens leadership. By strategically assigning tasks based on skills, expertise, and growth opportunities, companies ensure that work is distributed fairly and effectively, leading to higher productivity and better resource management. Additionally, empowering employees through autonomy and accountability fosters a culture of trust, innovation, and professional development, which improves morale, reduces burnout, and encourages long-term retention. When done correctly, delegation aligns individual strengths with business goals, driving sustainable success while allowing leaders to focus on higher-level strategy and vision.

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.

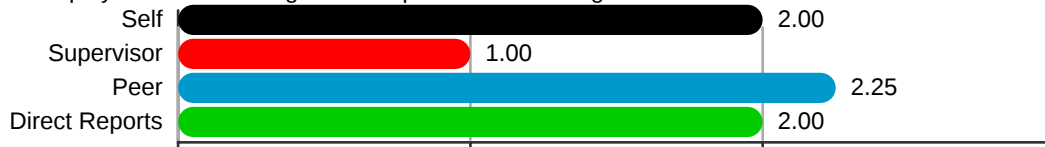
11. Matches responsibilities to both skill and affinity.



12. Optimizes delegation by assigning employees tasks that maximize efficiency, promote professional development, and enhance employee engagement.



13. Facilitates employee understanding and acceptance of the assigned tasks.



14. Engages team members in defining tasks to enhance understanding and buy-in.



15. Matches assignments to employees' passions to enhance motivation and workplace satisfaction.



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. Matches responsibilities to both skill and affinity.	15	2.33	40.0	7%	53%	40%
12. Optimizes delegation by assigning employees tasks that maximize efficiency, promote professional development, and enhance employee engagement.	15	2.07	20.0	13%	67%	20%
13. Facilitates employee understanding and acceptance of the assigned tasks.	15	2.07	26.7	20%	53%	27%
14. Engages team members in defining tasks to enhance understanding and buy-in.	15	2.27	40.0	13%	47%	40%
15. Matches assignments to employees' passions to enhance motivation and workplace satisfaction.	14	2.43	50.0	7%	43%	50%

Comments:

- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- _____ 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 _____!
- _____ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- He is an advocate for [CompanyName].
- His positive attitude is constant.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.

Quality

Definition:

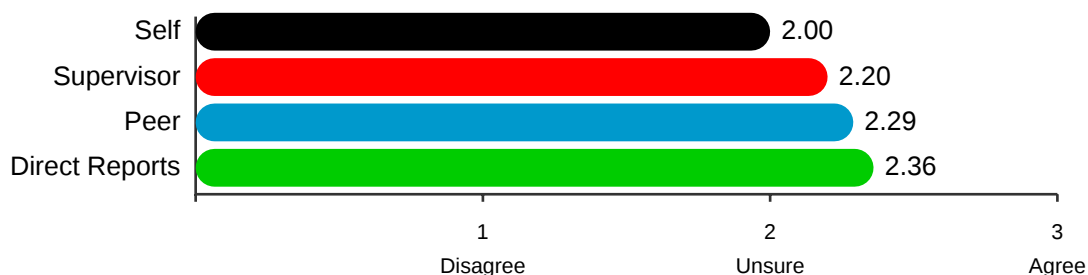
Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

Why this is Important:

Quality is important for business in that high-quality products and services meet or exceed customer expectations, leading to satisfaction and repeat customers. Consistently delivering quality helps build a strong reputation which attracts new customers. Investing in quality up-front can reduce costs in the long run. Producing products or services that meet industry standards or regulations requires and emphasis on quality.

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. Committed to the improvement of the quality of services and products.



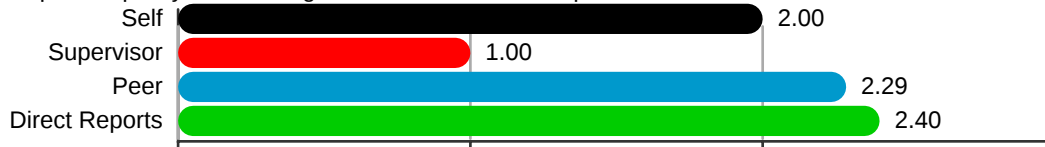
17. Consistently provides timely, accurate, and reliable information on quality measures.



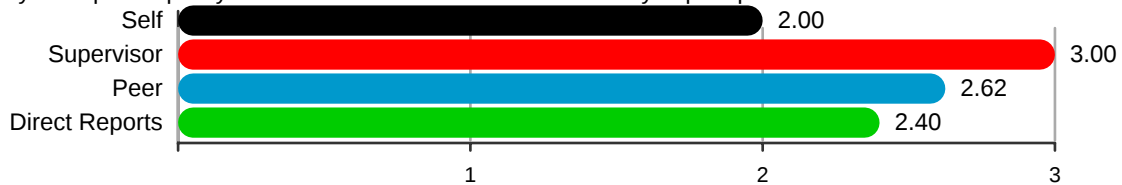
18. Quickly addresses changes in quality of the products.



19. Develops specific quality standards/goals to be met within a specified timeframe.



20. Effectively anticipates quality issues and addresses them before they impact production lines.



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. Committed to the improvement of the quality of services and products.	15	2.33	46.7	13%	40%	47%
17. Consistently provides timely, accurate, and reliable information on quality measures.	15	2.33	40.0	7%	53%	40%
18. Quickly addresses changes in quality of the products.	14	2.00	14.3	14%	71%	14%
19. Develops specific quality standards/goals to be met within a specified timeframe.	14	2.21	42.9	21%	36%	43%
20. Effectively anticipates quality issues and addresses them before they impact production lines.	15	2.53	60.0	7%	33%	60%

Comments:

- More opportunities to share knowledge with the team.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- Demonstrates an ability to remain focused on outcomes.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- _____ is a strong leader and passionate about his customers, staff and safety.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.

Change Management

Definition:

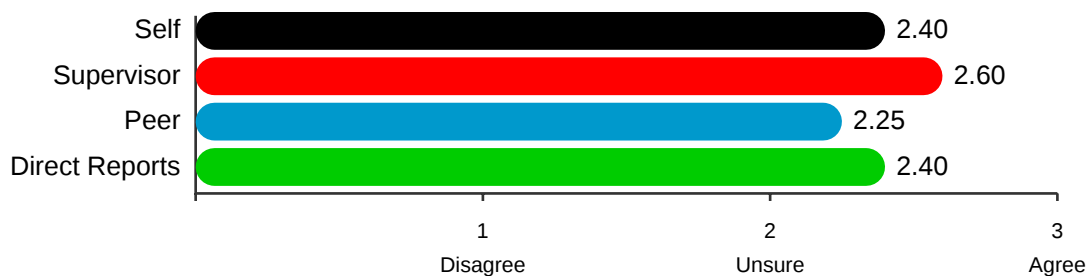
Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, 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.

21. Implements planned structural and organizational changes to maintain a positive direction for the company/department.



22. Develops plans for following through on the changes.



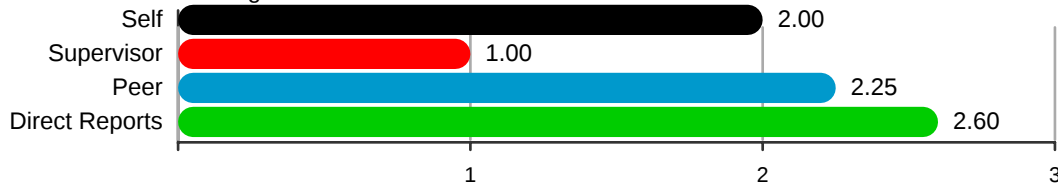
23. Recognizes progress and achievements to reinforce motivation and commitment to the change.



24. Creates a change management team of influential employees who can advocate for the change and help others transition smoothly.



25. Inspires others to want to change.



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	Unsure	Agree
				1 1	2 2	3 3
21. Implements planned structural and organizational changes to maintain a positive direction for the company/department.	15	2.60	66.7	7%	27%	67%
22. Develops plans for following through on the changes.	15	2.33	40.0	7%	53%	40%
23. Recognizes progress and achievements to reinforce motivation and commitment to the change.	15	2.07	20.0	13%	67%	20%
24. Creates a change management team of influential employees who can advocate for the change and help others transition smoothly.	15	2.40	53.3	13%	33%	53%
25. Inspires others to want to change.	15	2.27	53.3	27%	20%	53%

Comments:

- He strives for self improvement and is heavily invested in the same for others.
- 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.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- _____ is a good leader because he gives examples through his own behavior.
-

_____ is a outstanding manager.

Managing Risk

Definition:

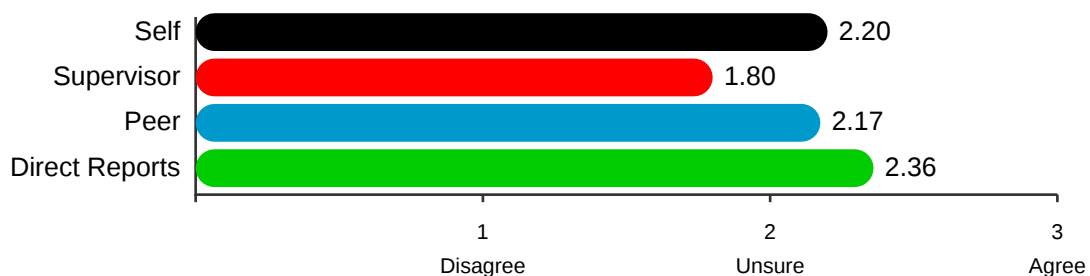
Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. 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:

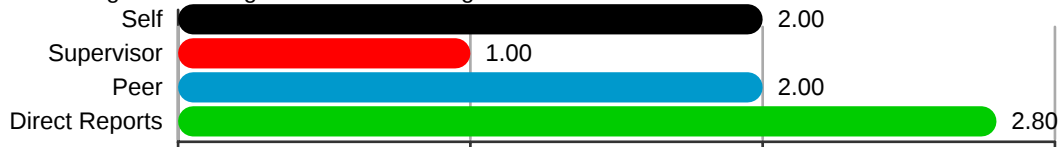
The summary scores shown here are an average of each of the items in this competency.



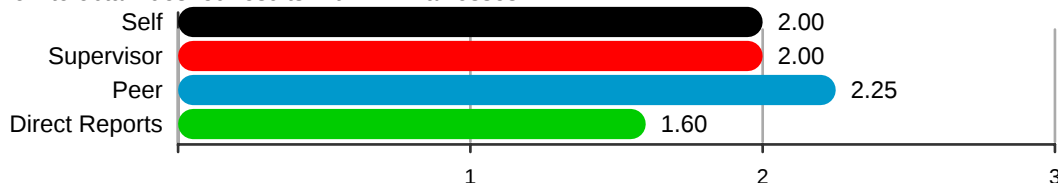
Scores on Each Item:

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

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



27. Knows how to obtain desired results with minimal losses.



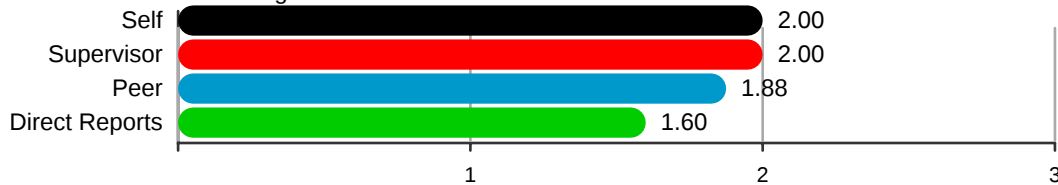
28. Perceives the risks of different work tasks and activities.



29. Creates a risk profile for projects and teams.



30. Works within constraints of the organization.



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. Uses risk data to generate insights and drive strategic decisions.	15	2.20	33.3	13%	53%	33%
27. Knows how to obtain desired results with minimal losses.	15	2.00	26.7	27%	47%	27%
28. Perceives the risks of different work tasks and activities.	15	2.47	53.3	7%	40%	53%
29. Creates a risk profile for projects and teams.	15	2.60	60.0		40%	60%
30. Works within constraints of the organization.	15	1.80	13.3	33%	53%	13%

Comments:

- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- He knows his material and obviously loves the continued learning that defines best practices.
- He clearly assigns our responsibilities by our individual strengths.
- He has created a highly engaged team and manages a diverse group of individuals very well.
- Takes complete ownership of role and looks for ways to assist teammates.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.

Regulatory/Compliance

Definition:

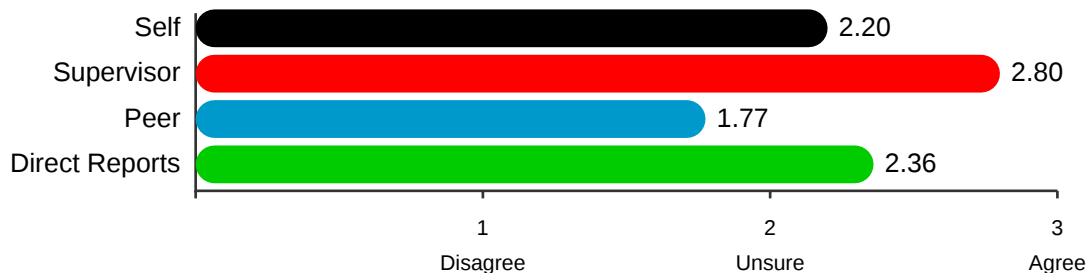
Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive 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.

31. Is professional and courteous in interactions with auditors and regulators.



32. Explains regulations and procedures to others as required.



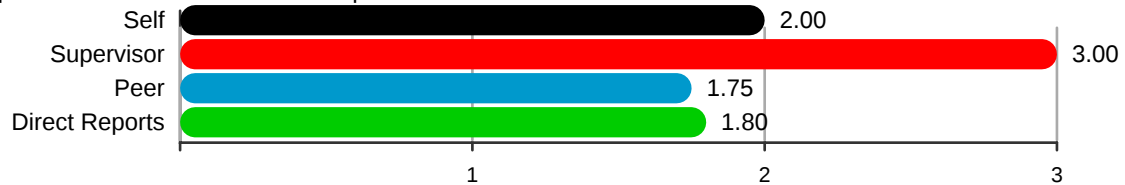
33. Develops and implements a compliance data recordkeeping system.



34. Understands the applicable regulations and laws that impact our business.



35. Develops dashboards that visualize compliance metrics for internal and external stakeholders.



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. Is professional and courteous in interactions with auditors and regulators.	15	2.13	33.3	20%	47%	33%
32. Explains regulations and procedures to others as required.	15	2.13	33.3	20%	47%	33%
33. Develops and implements a compliance data recordkeeping system.	15	2.07	33.3	27%	40%	33%
34. Understands the applicable regulations and laws that impact our business.	15	2.13	26.7	13%	60%	27%
35. Develops dashboards that visualize compliance metrics for internal and external stakeholders.	15	1.87	20.0	33%	47%	20%

Comments:

- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- _____ established an environment in which teamwork and creativity flourished.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.

Organizational Fluency

Definition:

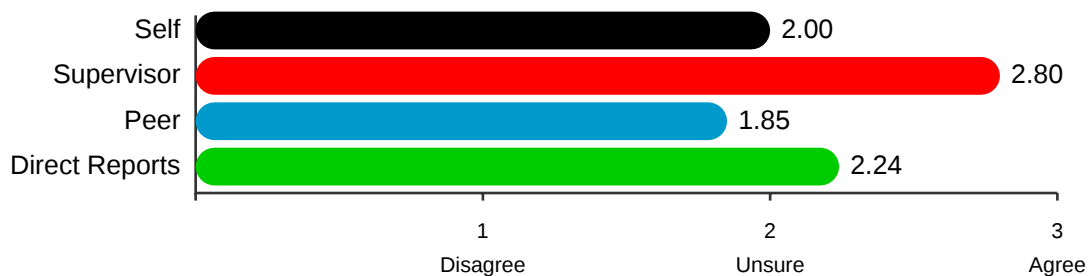
Able to work within the department/division/organization.
Understand how different parts of the business interact.

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.

36. Understands the current organizational culture.



37. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



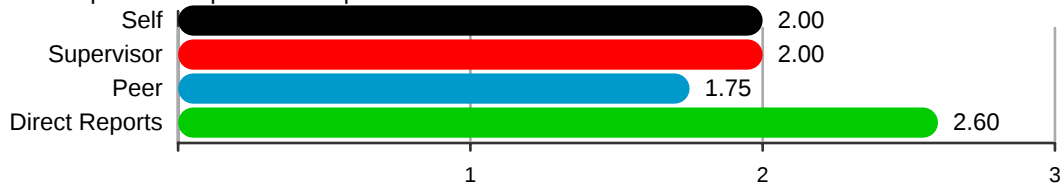
38. Effective in communicating with others within the organization.



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



40. Understands departmental policies and procedures.



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. Understands the current organizational culture.	15	1.87	20.0	33%	47%	20%
37. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	1.93	13.3	20%	67%	13%
38. Effective in communicating with others within the organization.	15	2.07	33.3	27%	40%	33%
39. Adept at navigating within the culture of the department.	15	2.33	33.3		67%	33%
40. Understands departmental policies and procedures.	15	2.07	33.3	27%	40%	33%

Comments:

- Need to take in all opinions, not just those of employees who are not always truthful....
- I think he is doing really good work and I found that to be one area I could list that might help.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- He provides essential data in order to help explain decisions.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.