



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.

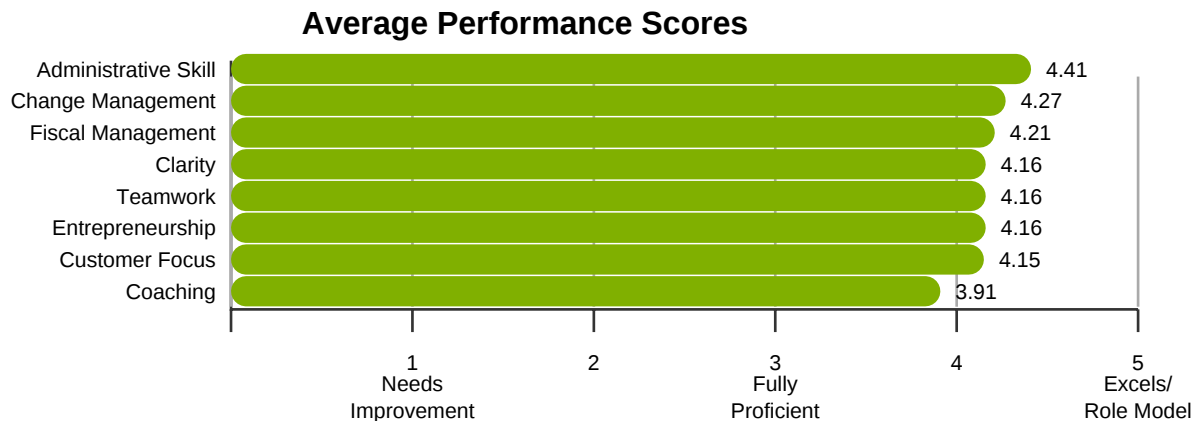
What to Do with Your Feedback

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

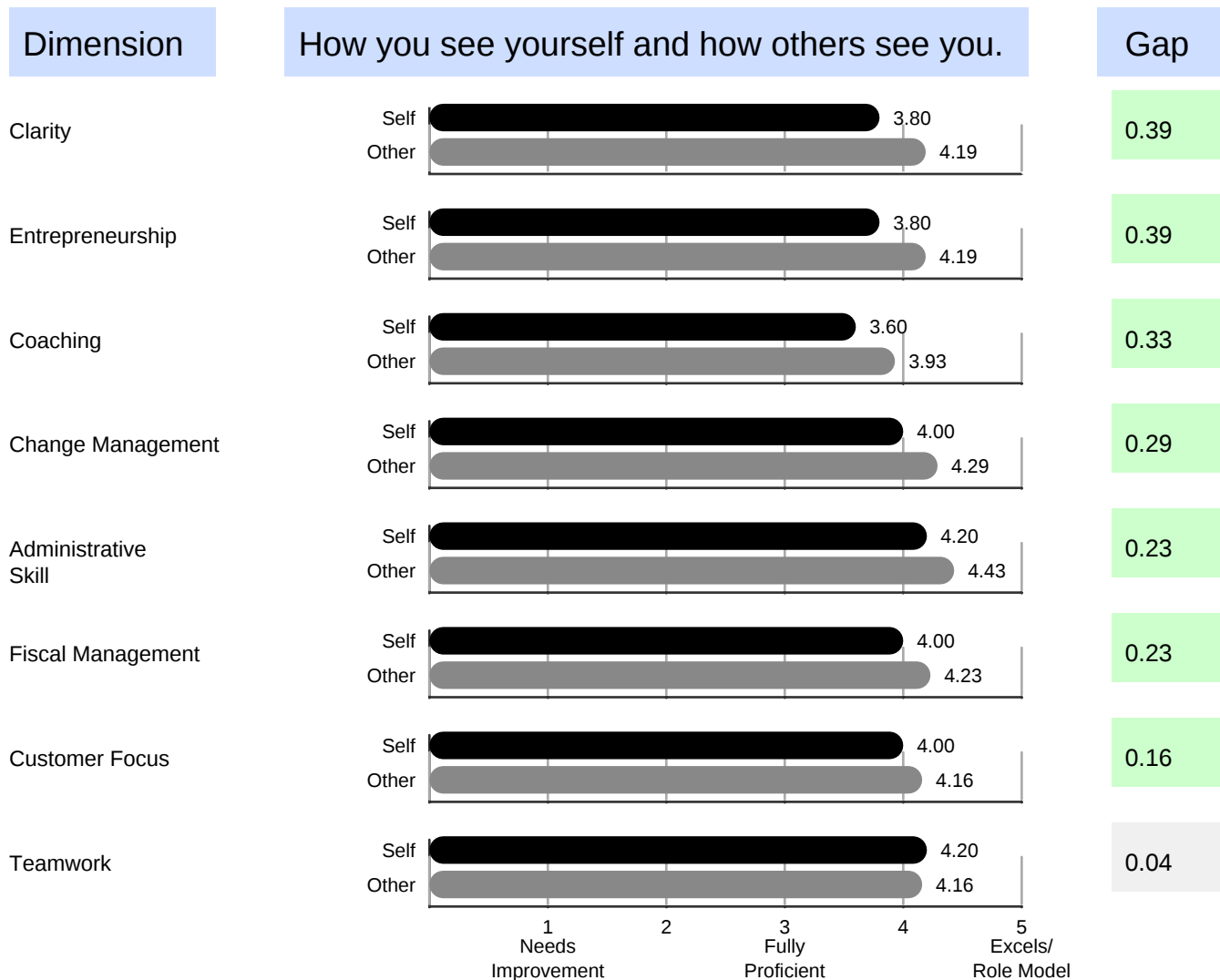
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



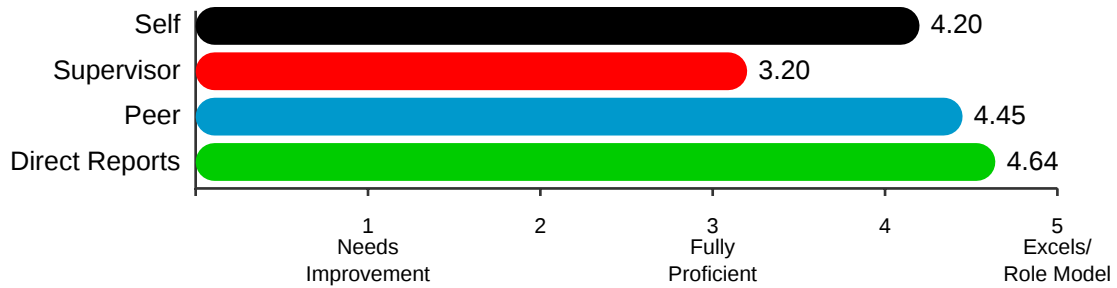
Gap Analysis

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.



Administrative Skill

Summary Scores



1. Classifies files logically based on content, project, department, or priority to ensure easy accessibility.



2. Maintains good interpersonal skills to work with supervisors, customers, colleagues, and stakeholders.



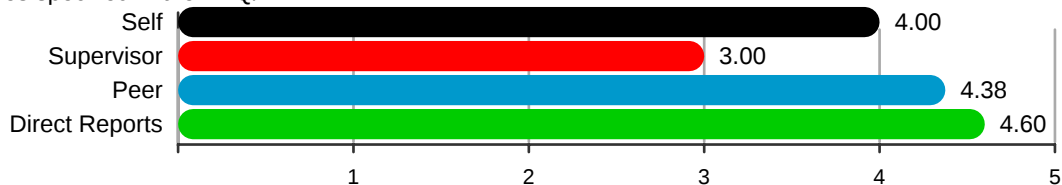
3. Prepares and sends email communications, meeting invitations, or follow-up messages on behalf of individuals or teams.



4. Gathers appropriate business information.



5. Ensures compliance by verifying that the response meets the requirements and adheres to any formatting or submission guidelines specified in the RFQ/RFI.



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).

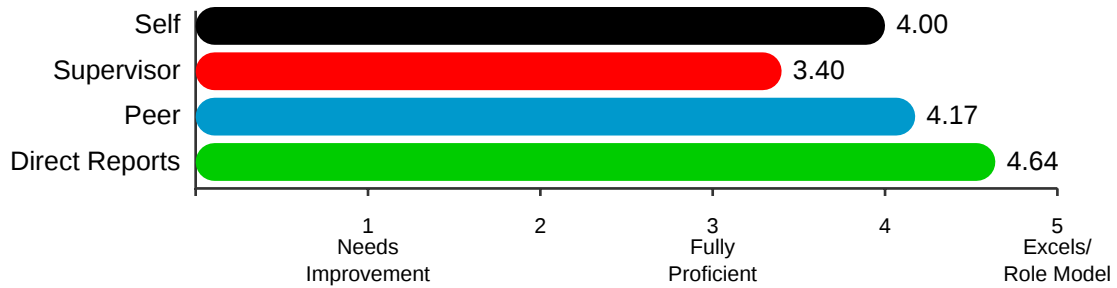
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
1. Classifies files logically based on content, project, department, or priority to ensure easy accessibility.	15	4.20	93.3	7%		67%		27%
2. Maintains good interpersonal skills to work with supervisors, customers, colleagues, and stakeholders.	15	4.87	100.0	13%		87%		
3. Prepares and sends email communications, meeting invitations, or follow-up messages on behalf of individuals or teams.	15	4.27	93.3	7%		60%		33%
4. Gathers appropriate business information.	15	4.40	86.7	13%		33%		53%
5. Ensures compliance by verifying that the response meets the requirements and adheres to any formatting or submission guidelines specified in the RFQ/RFI.	15	4.33	93.3	7%		53%		40%

Comments:

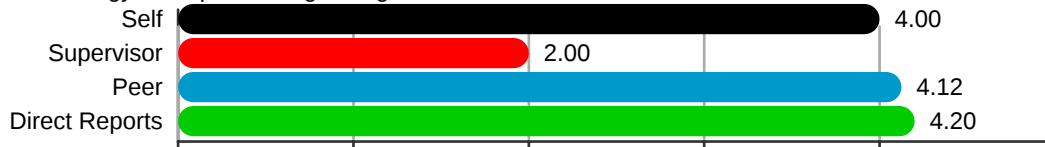
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I appreciate her dedication to the department employees.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.

Change Management

Summary Scores



6. Develops a strategy for implementing changes.



7. Solicits feedback from those impacted by the changes.



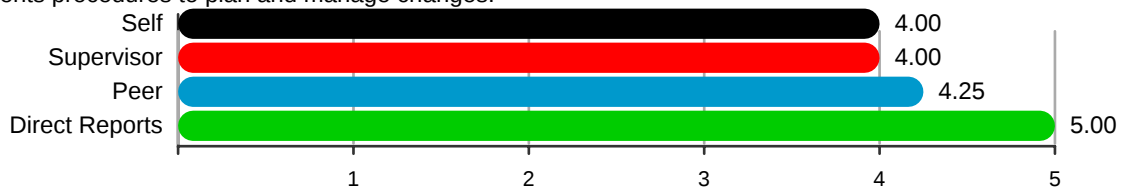
8. Helps employees overcome their resistance to change.



9. Effectively manages change in a dynamic business environment.



10. Implements procedures to plan and manage changes.



Level of Skill

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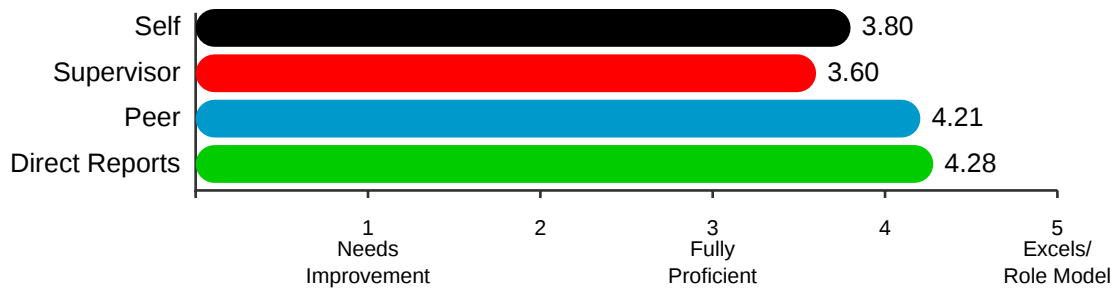
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Develops a strategy for implementing changes.	15	4.00	80.0	7%	13%	53%	27%
7. Solicits feedback from those impacted by the changes.	15	4.07	80.0		20%	53%	27%
8. Helps employees overcome their resistance to change.	15	4.33	93.3	7%	47%		47%
9. Effectively manages change in a dynamic business environment.	15	4.47	93.3	7%	40%		53%
10. Implements procedures to plan and manage changes.	15	4.47	93.3	7%	40%		53%

Comments:

- I am glad to have ____ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- Overall ____ is highly competent and brings a fresh perspective to the Engineering department.
- Shows curiosity.
- She has really filled the role of interim manager for the department well.
- She strives to be an effective and available leader.
- She has been influential in our focus on the future.

Clarity

Summary Scores



11. Makes sure employees understand why they were given certain assignments.



12. Provides a clear vision for the future.



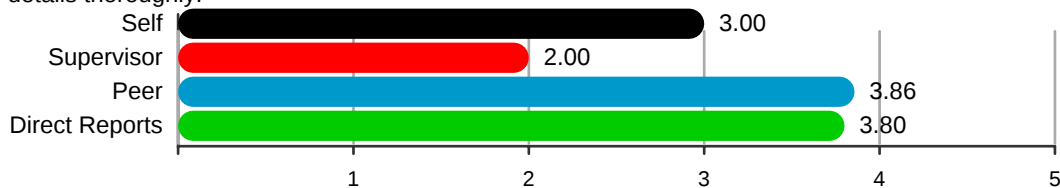
13. Adjusts communication methods to the needs of the audience.



14. Clearly explains the vision and goals of the company.



15. Checks details thoroughly.



Level of Skill

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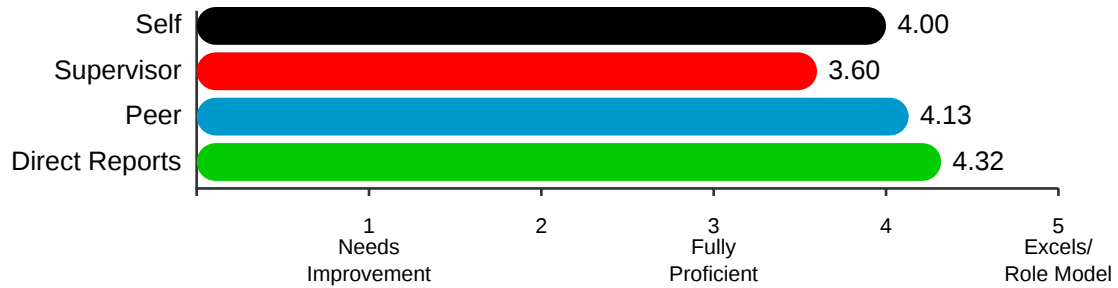
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Makes sure employees understand why they were given certain assignments.	15	4.60	100.0	40%	60%	
12. Provides a clear vision for the future.	15	4.27	100.0	73%	27%	
13. Adjusts communication methods to the needs of the audience.	15	4.33	100.0	67%	33%	
14. Clearly explains the vision and goals of the company.	15	3.93	73.3	27%	53%	20%
15. Checks details thoroughly.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- ___ is a great manager and has nothing but the greatest interest for her employees and customers.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- More opportunities to share knowledge with the team.

Customer Focus

Summary Scores



16. Creates customized solutions for the customer.



17. Manages customer accounts with high degree of competence.



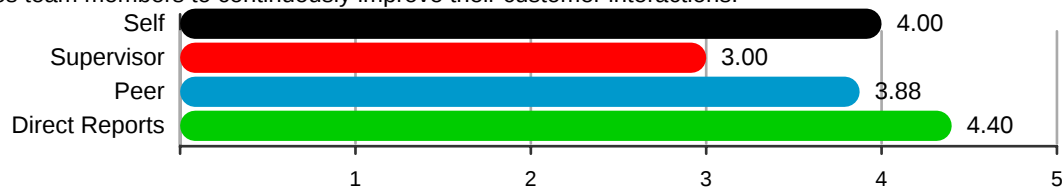
18. Helps raise the tone or energy of the team through positive customer interactions.



19. Is available to respond to customer needs.



20. Coaches team members to continuously improve their customer interactions.



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).

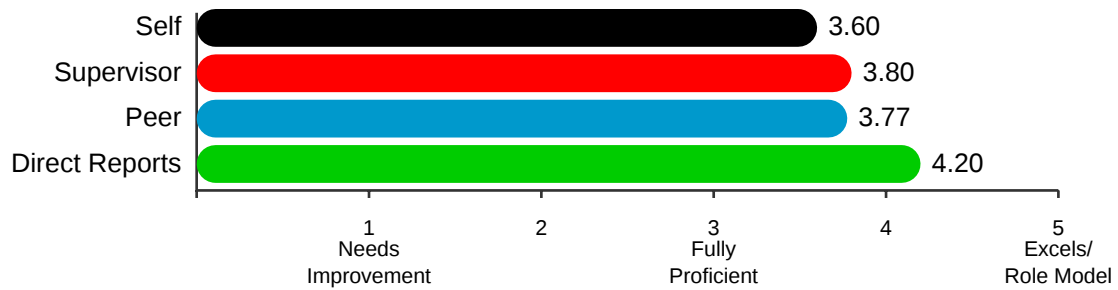
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Creates customized solutions for the customer.	15	4.33	86.7	13%	40%	47%	
17. Manages customer accounts with high degree of competence.	15	4.27	93.3	7%	60%	33%	
18. Helps raise the tone or energy of the team through positive customer interactions.	14	4.00	92.9	7%	86%	7%	
19. Is available to respond to customer needs.	14	4.14	85.7	7%	7%	50%	36%
20. Coaches team members to continuously improve their customer interactions.	15	4.00	66.7	7%	27%	27%	40%

Comments:

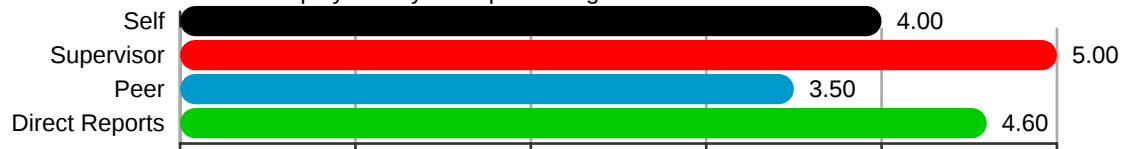
- I appreciate her openness and availability to all the staff.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- By applying vision, strategy and activation in her day to day decisions she aspires us to be the best leaders we can be.
- I appreciate her style and support.
- She listens to the team.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.

Coaching

Summary Scores



21. Understands the issues that the employee may be experiencing at work.



22. Helps others to understand the responsibilities and expectations of working for _____.



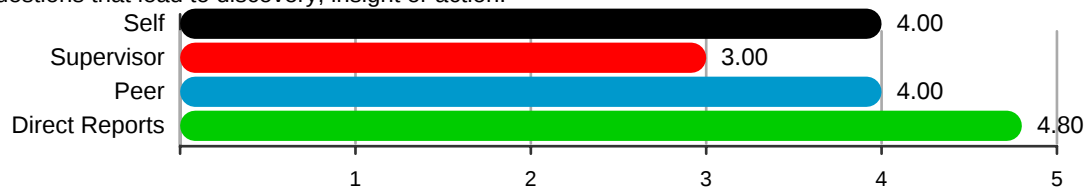
23. Helps employees see possibilities by reframing problems into opportunities to develop new solutions.



24. Uses positive reinforcements to help employees see coaching as an opportunity rather than an obligation.



25. Asks questions that lead to discovery, insight or action.



Level of Skill

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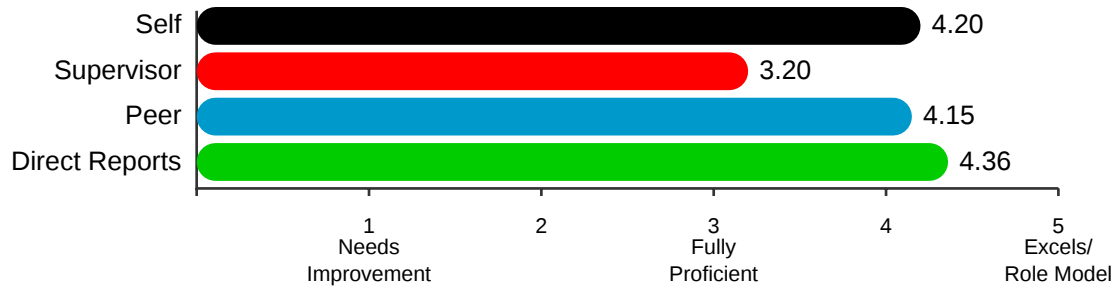
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Understands the issues that the employee may be experiencing at work.	15	4.00	66.7	13%	20%	20%	47%	
22. Helps others to understand the responsibilities and expectations of working for ____.	15	3.47	53.3	13%	33%	47%	7%	
23. Helps employees see possibilities by reframing problems into opportunities to develop new solutions.	15	3.60	66.7	13%	20%	60%	7%	
24. Uses positive reinforcements to help employees see coaching as an opportunity rather than an obligation.	15	4.27	86.7	7%	7%	40%	47%	
25. Asks questions that lead to discovery, insight or action.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

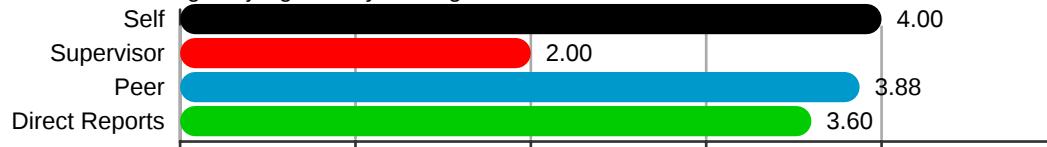
- ____ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- ____ does a great job investigating an issue thinking it through before she takes action.
- ____ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ____ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- ____ 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 she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ____ !
- I believe ____ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.

Teamwork

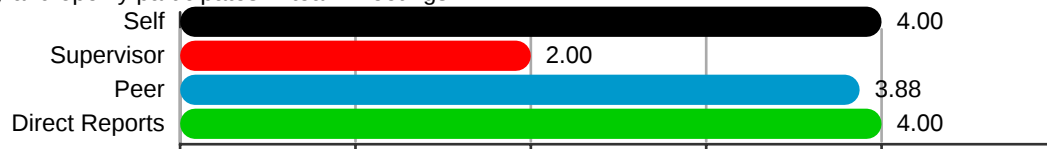
Summary Scores



26. Helps the team exercise good judgment by making sound and informed decisions.



27. Actively and openly participates in team meetings.



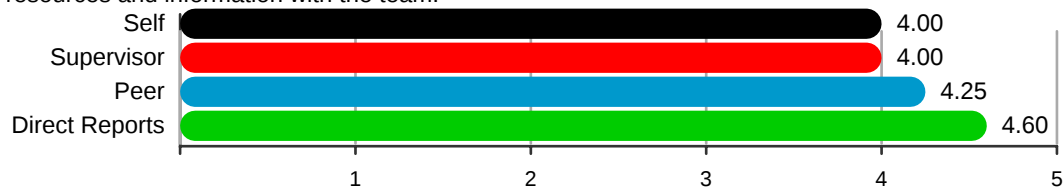
28. Makes eye contact when listening to colleagues.



29. Fosters teamwork rather than individual competition



30. Shares resources and information 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).

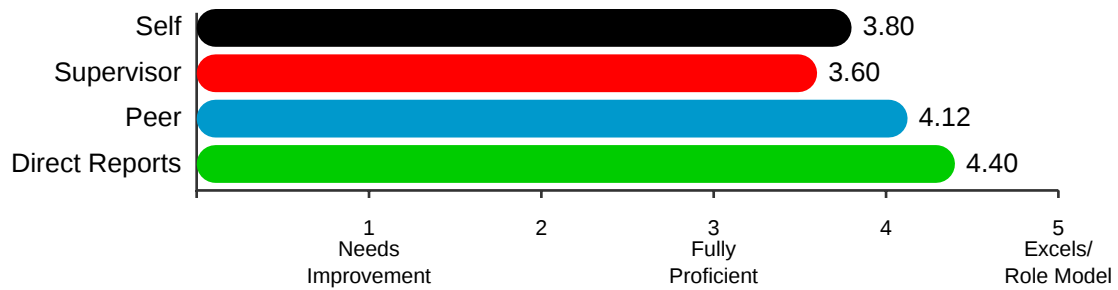
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Helps the team exercise good judgment by making sound and informed decisions.	15	3.67	66.7	20%	13%	47%		20%
27. Actively and openly participates in team meetings.	15	3.80	73.3	20%	7%	47%		27%
28. Makes eye contact when listening to colleagues.	15	4.33	86.7	13%		40%		47%
29. Fosters teamwork rather than individual competition	15	4.67	100.0			33%		67%
30. Shares resources and information with the team.	15	4.33	100.0			67%		33%

Comments:

- Is viewed by many as a strong organizational resource.
- ____ is a new manager and it is clear that she wants to do well and engage her team.
- ____ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- She can always be counted on to do what she commits to.
- It has been a pleasure working with _____. Her interactions with customers have improved over the last year.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.

Entrepreneurship

Summary Scores



31. Able to adapt the department to changing business demands and climate.



32. Maintains a high level of energy to respond to demands of the job.



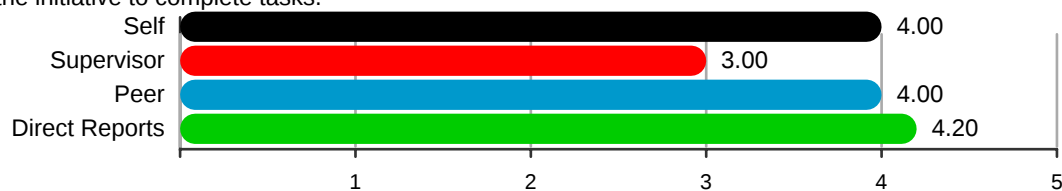
33. Finds unique ways to go around barriers to success.



34. Balances risks and rewards when making decisions.



35. Takes the initiative to complete tasks.



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).

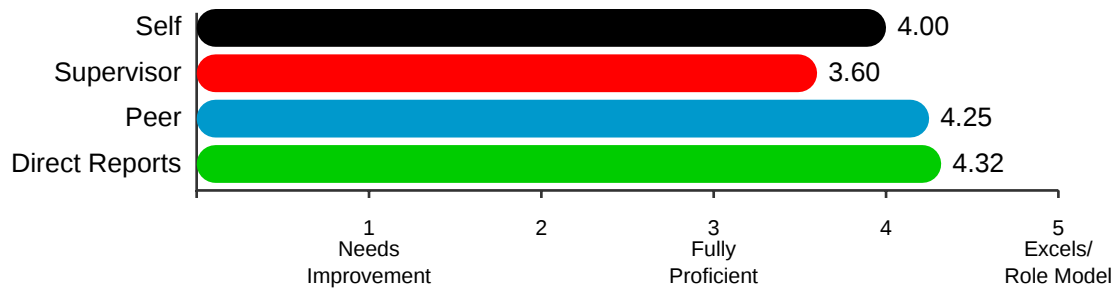
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Able to adapt the department to changing business demands and climate.	15	4.07	80.0	20%	53%	27%
32. Maintains a high level of energy to respond to demands of the job.	15	4.47	100.0		53%	47%
33. Finds unique ways to go around barriers to success.	15	4.13	80.0	20%	47%	33%
34. Balances risks and rewards when making decisions.	15	4.13	86.7	13%	60%	27%
35. Takes the initiative to complete tasks.	15	4.00	80.0	20%	60%	20%

Comments:

- I value ___'s insight, knowledge and assistance on complex issues. She is a great team member.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- I enjoy working with ___ very much.
- ___ is so attentive to the needs of our department and to the needs of individuals.

Fiscal Management

Summary Scores



36. Effective in using Company's resources.



37. Develops budgets and plans for various programs and initiatives.



38. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



39. Monitors expenses and verifies the need for items purchased.



40. Ensures others follow the correct rules and regulations on fiscal matters.



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
36. Effective in using Company's resources.	15	4.33	100.0			67%		33%
37. Develops budgets and plans for various programs and initiatives.	15	3.93	80.0	13%	7%	53%		27%
38. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	4.27	86.7	13%		47%		40%
39. Monitors expenses and verifies the need for items purchased.	15	4.13	86.7	13%		60%		27%
40. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.40	93.3	7%		47%		47%

Comments:

- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- ___ treats all employees with respect and in a very professional manner.
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- Sometimes her decisions aren't thought through from a financial perspective.

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?

- ___ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, ___ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. ___ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- Knowledge, experience, and the will to help when help is needed.
- I believe I need to give her a chance to get into her position.
- ___ is always working to include staff in a shared decision making processes.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.

What do you like best about working with this individual?

- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- ___ exemplifies all of the above.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

What do you like least about working with this individual?

- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- ___ has been so helpful to me as a new manager.
- ___ is a team player and effective in her role.

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

- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- Has a "go getter" attitude!
- ___ has a calm and professional style.
- Need to take in all opinions, not just those of employees who are not always truthful....
- We are lucky to have her here at [CompanyName].
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.

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

- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- ____ has an incredible vision for our organization's strategy and improvement efforts.
- She cares deeply about the engagement of her staff and has concern for those in need.
- ____ is excellent at providing positive feedback in the moment while in meetings.
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.

Any final comments?

- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- 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.
- _____ is by far a leader in the service area.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- _____ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- _____ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with _____ for many years.