



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.

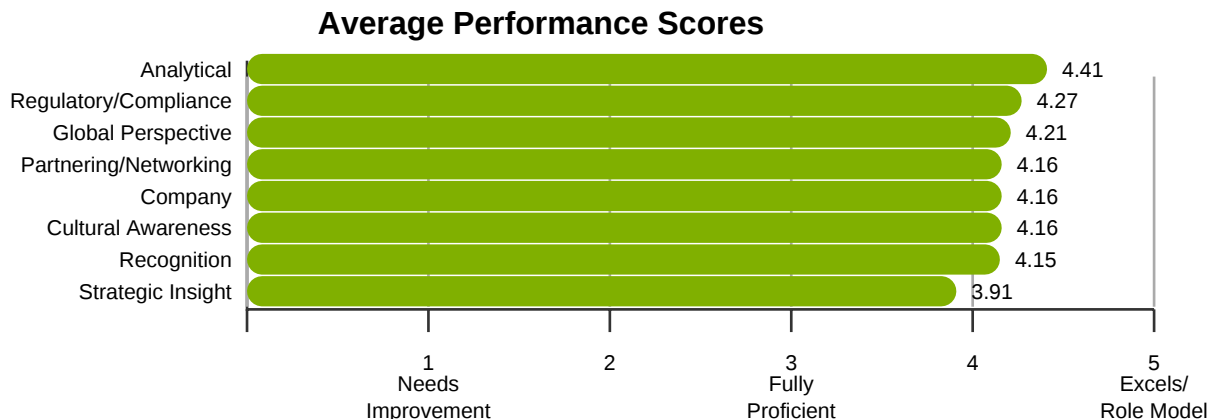
What to Do with Your Feedback

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

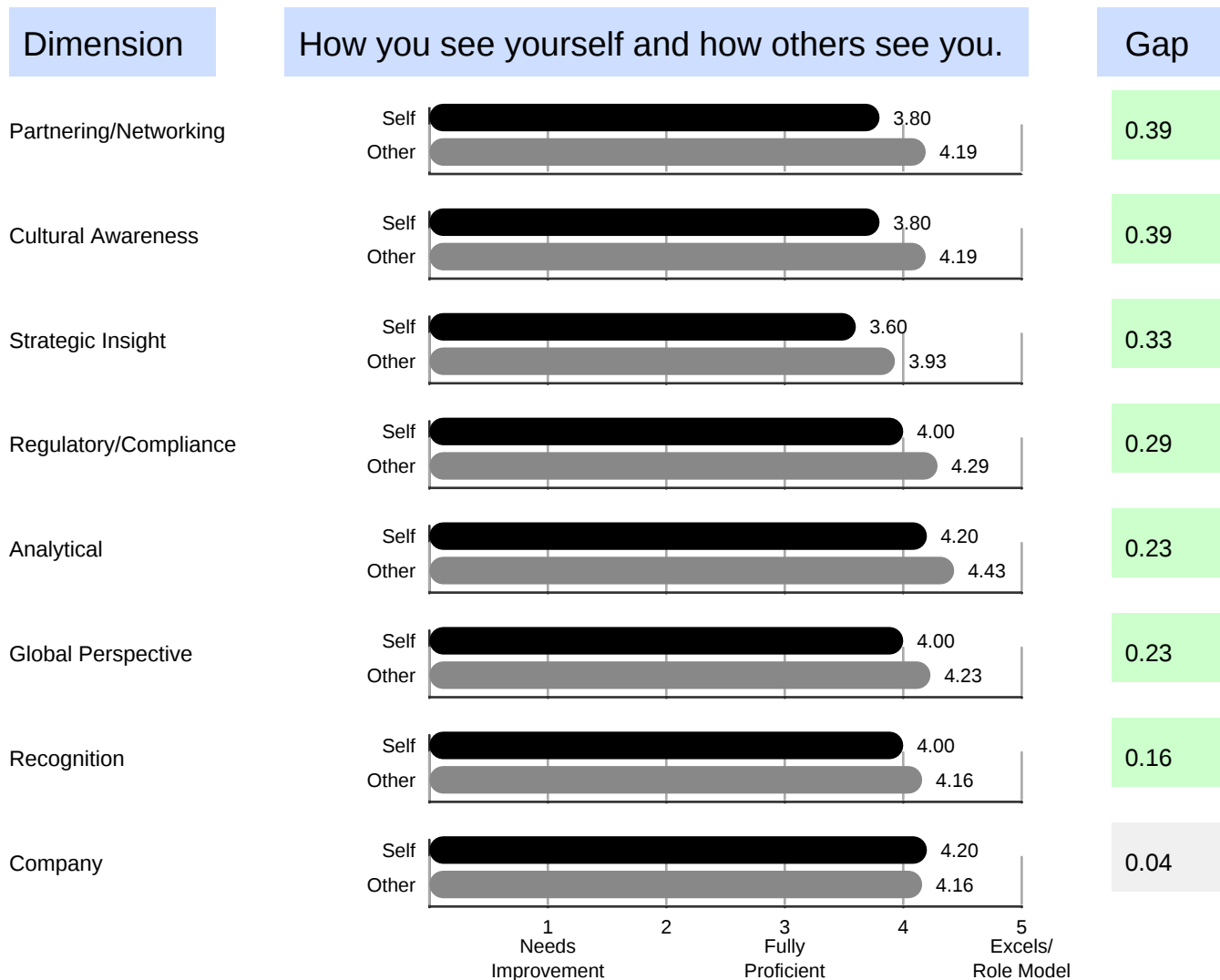
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



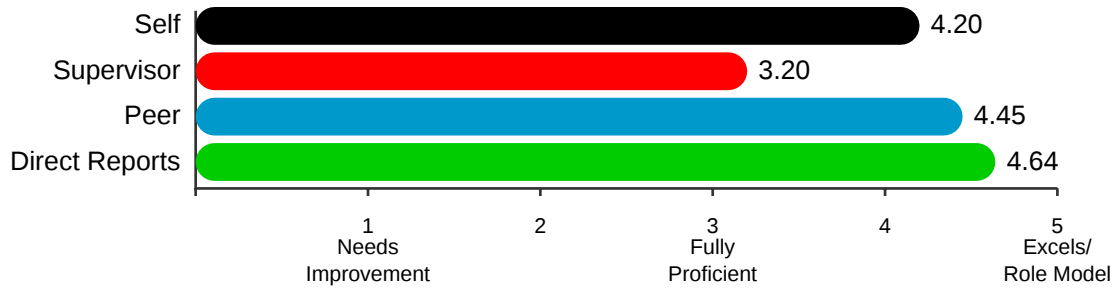
Gap Analysis

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.



Analytical

Summary Scores



1. Determines the relevance and accuracy of information.



2. Makes reasonable decisions about the importance of different sources of information.



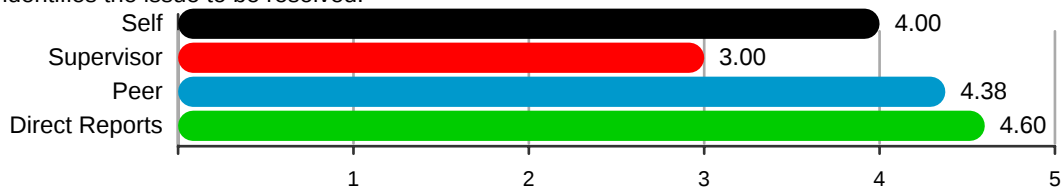
3. Determines if sources of information are reputable, reliable, and credible.



4. Audits financial records to detect fraud or errors.



5. Clearly identifies the issue to be resolved.



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).

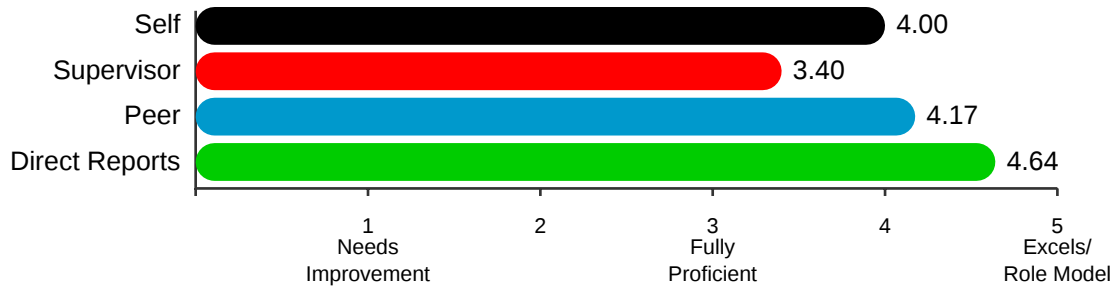
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
1. Determines the relevance and accuracy of information.	15	4.20	93.3	7%		67%		27%
2. Makes reasonable decisions about the importance of different sources of information.	15	4.87	100.0	13%		87%		
3. Determines if sources of information are reputable, reliable, and credible.	15	4.27	93.3	7%		60%		33%
4. Audits financial records to detect fraud or errors.	15	4.40	86.7	13%		33%		53%
5. Clearly identifies the issue to be resolved.	15	4.33	93.3	7%		53%		40%

Comments:

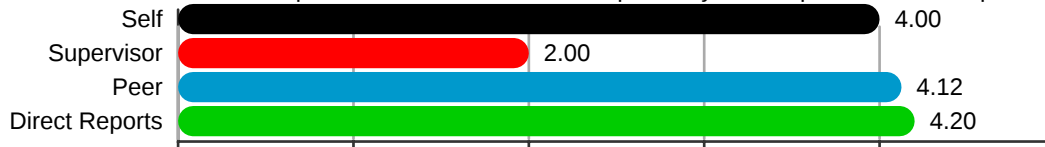
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- She has been a great addition to the company.
- She can fall behind on projects without providing timely feedback.
- She could improve with a take charge attitude.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- ___ continually is analyzing our current states and identifying areas that we can improve.

Regulatory/Compliance

Summary Scores



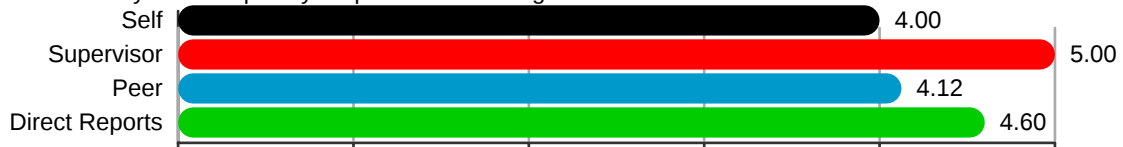
6. Uses software tools to monitor compliance and track issues to help identify and respond to non-compliance.



7. Trains and coordinates activities of compliance officers.



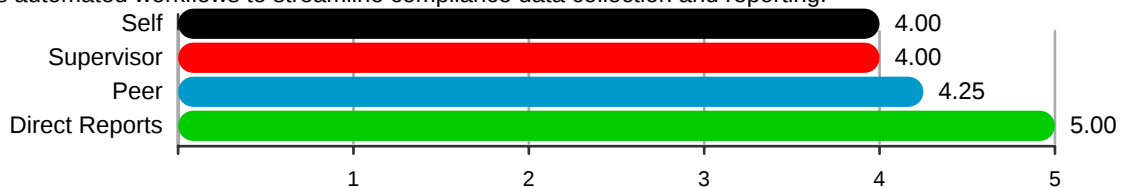
8. Responds accurately and completely to questions from regulators.



9. Offers training to employees to ensure they are complying with regulations.



10. Designs automated workflows to streamline compliance data collection and reporting.



Level of Skill

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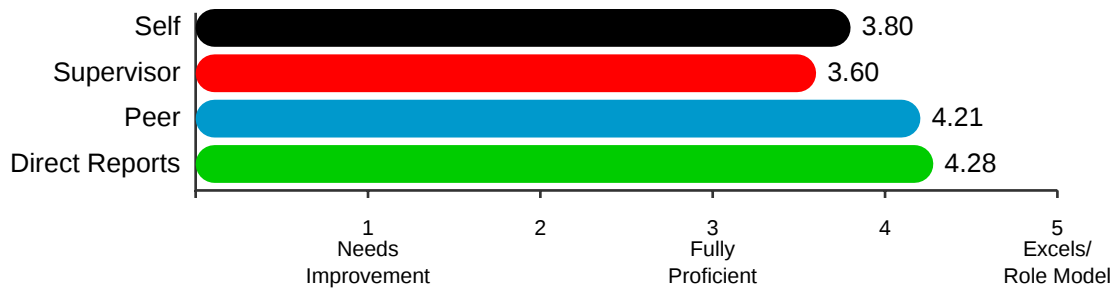
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Uses software tools to monitor compliance and track issues to help identify and respond to non-compliance.	15	4.00	80.0	7%	13%	53%	27%
7. Trains and coordinates activities of compliance officers.	15	4.07	80.0		20%	53%	27%
8. Responds accurately and completely to questions from regulators.	15	4.33	93.3	7%		47%	47%
9. Offers training to employees to ensure they are complying with regulations.	15	4.47	93.3	7%		40%	53%
10. Designs automated workflows to streamline compliance data collection and reporting.	15	4.47	93.3	7%		40%	53%

Comments:

- ___ does a great job investigating an issue thinking it through before she takes action.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.

Partnering/Networking

Summary Scores



11. Identifies the right alliance partners with complementary and compatible services and resources.



12. Promotes a culture of open collaboration, offering ample opportunities and incentives for knowledge sharing and mutual learning.



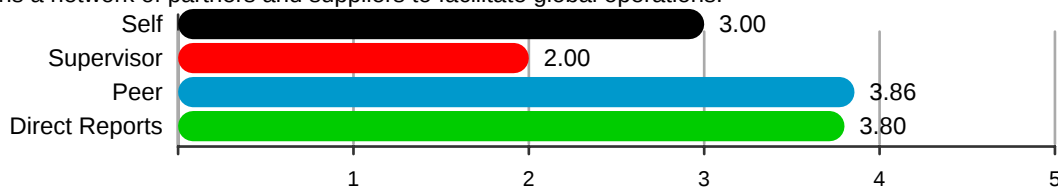
13. Nurtures a collaborative and inclusive environment that encourages knowledge sharing and continuous learning.



14. Creates an environment that supports information exchange.



15. Maintains a network of partners and suppliers to facilitate global operations.



Level of Skill

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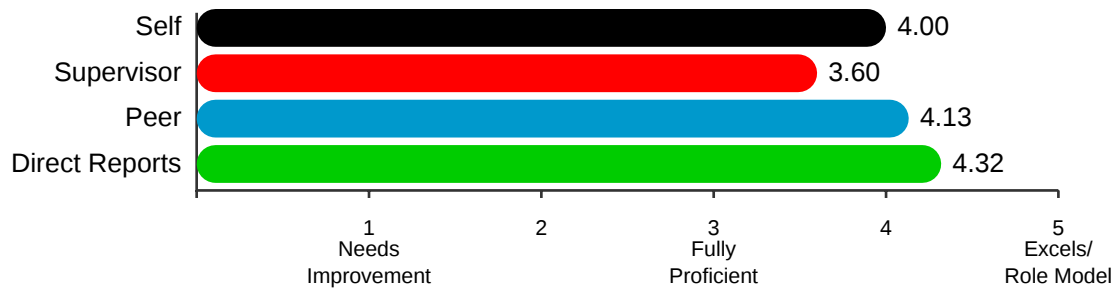
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Identifies the right alliance partners with complementary and compatible services and resources.	15	4.60	100.0		40%		60%	
12. Promotes a culture of open collaboration, offering ample opportunities and incentives for knowledge sharing and mutual learning.	15	4.27	100.0		73%			27%
13. Nurtures a collaborative and inclusive environment that encourages knowledge sharing and continuous learning.	15	4.33	100.0		67%			33%
14. Creates an environment that supports information exchange.	15	3.93	73.3		27%		53%	20%
15. Maintains a network of partners and suppliers to facilitate global operations.	14	3.64	57.1	14%		29%	36%	21%

Comments:

- She is quick to remind others, when needed why we are really here.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

Recognition

Summary Scores



16. Creates effective formal reward programs such as employee-of-the-month or annual service awards.



17. Ensures that above average performance is followed up with recognition.



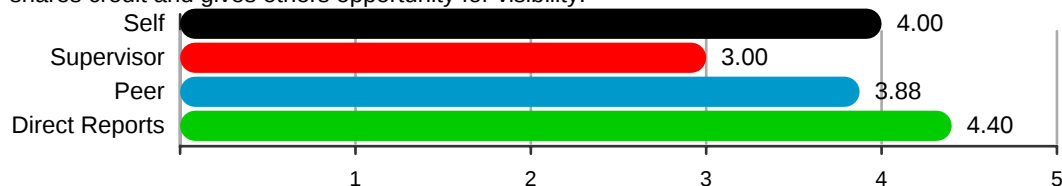
18. Offers recognition that reflects the employee's personal values, aspirations, and contributions in a way that feels authentic.



19. Creates an employee-of-the-month award to recognize high performing employees.



20. Readily shares credit and gives others opportunity for visibility.



Level of Skill

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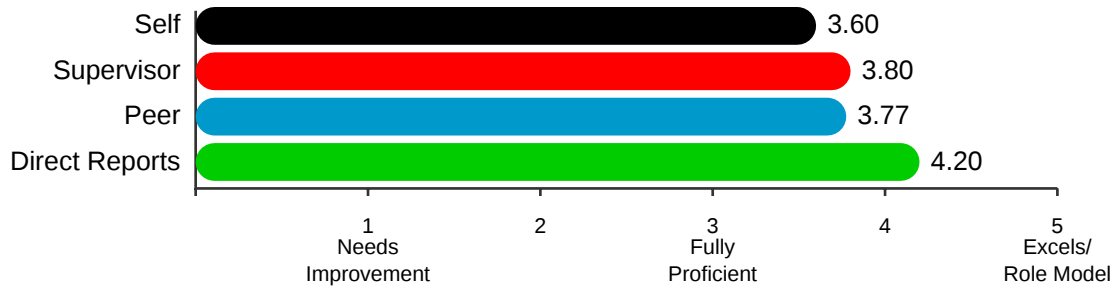
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Creates effective formal reward programs such as employee-of-the-month or annual service awards.	15	4.33	86.7	13%	40%	47%	
17. Ensures that above average performance is followed up with recognition.	15	4.27	93.3	7%	60%	33%	
18. Offers recognition that reflects the employee's personal values, aspirations, and contributions in a way that feels authentic.	14	4.00	92.9	7%	86%	7%	
19. Creates an employee-of-the-month award to recognize high performing employees.	14	4.14	85.7	7%	7%	50%	36%
20. Readily shares credit and gives others opportunity for visibility.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- Improve on providing feedback.
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.

Strategic Insight

Summary Scores



21. Identifies root causes of problems.



22. Uses knowledge, benchmarking and performance metrics to evaluate strategic effectiveness and identify areas for improvement.



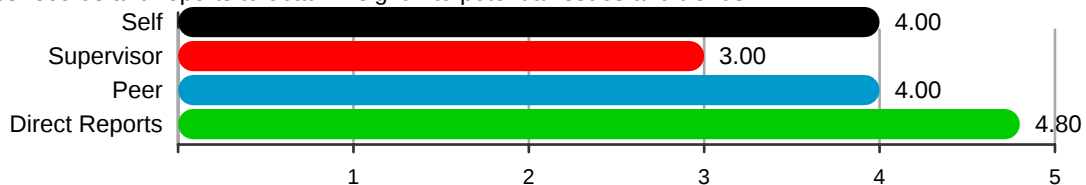
23. Creates values statement to ensure all employees are working under the same guiding principles.



24. Understands how to strategically grow the business and increase customers.



25. Analyzes records and reports to obtain insight into potential issues and trends.



Level of Skill

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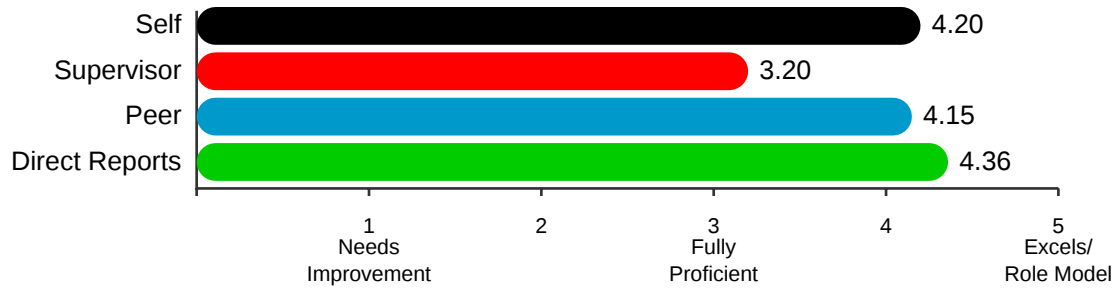
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Identifies root causes of problems.	15	4.00	66.7	13%	20%	20%	47%	
22. Uses knowledge, benchmarking and performance metrics to evaluate strategic effectiveness and identify areas for improvement.	15	3.47	53.3	13%	33%	47%	7%	
23. Creates values statement to ensure all employees are working under the same guiding principles.	15	3.60	66.7	13%	20%	60%	7%	
24. Understands how to strategically grow the business and increase customers.	15	4.27	86.7	7%	7%	40%	47%	
25. Analyzes records and reports to obtain insight into potential issues and trends.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

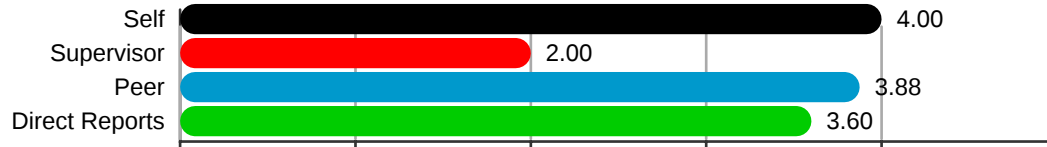
- She can fall behind on projects without providing timely feedback.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- I am impressed with her commitment to task and job knowledge.
- Always looking for ways to grow as a person. Inspires others to do the same.
- ___ 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.
- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.

Company

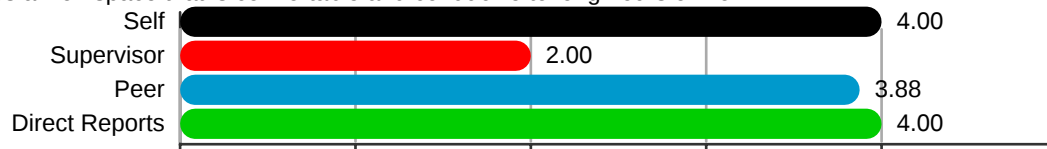
Summary Scores



26. Builds a team that can scale with the business.



27. Provides a workspace that is comfortable and conducive to long hours of work.



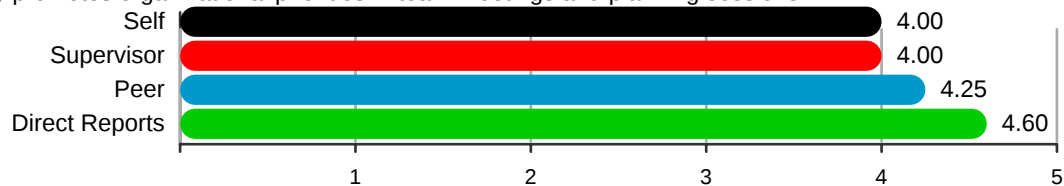
28. Helps employees to know where the company is going.



29. Communicates the importance of company initiatives with clarity and enthusiasm.



30. Actively promotes organizational priorities in team meetings and planning sessions.



Level of Skill

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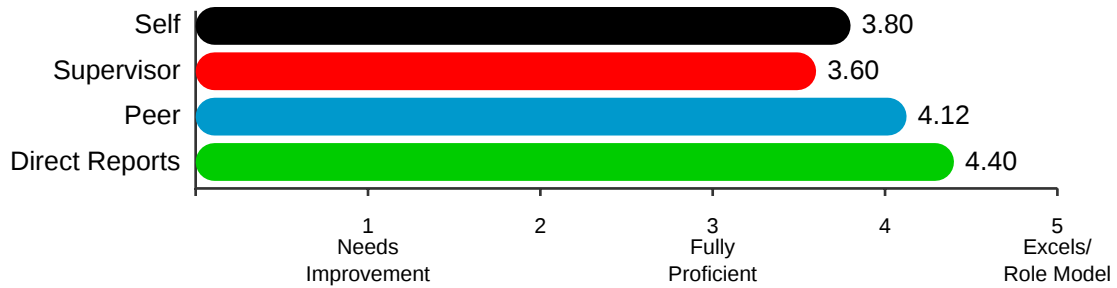
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Builds a team that can scale with the business.	15	3.67	66.7	20%	13%	47%		20%
27. Provides a workspace that is comfortable and conducive to long hours of work.	15	3.80	73.3	20%	7%	47%		27%
28. Helps employees to know where the company is going.	15	4.33	86.7	13%		40%		47%
29. Communicates the importance of company initiatives with clarity and enthusiasm.	15	4.67	100.0		33%		67%	
30. Actively promotes organizational priorities in team meetings and planning sessions.	15	4.33	100.0			67%		33%

Comments:

- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone else's department, she is willing to help in any capacity she can to help reach goals.
- 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.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.

Cultural Awareness

Summary Scores



31. Recognizes how cultural context influences employee motivation, communication, and collaboration.



32. Seeks out different viewpoints and benefits from different perspectives.



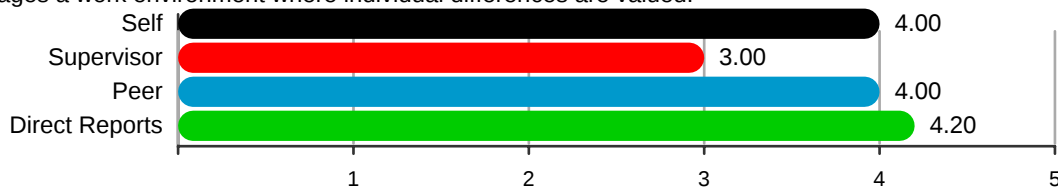
33. Shows respect in daily interactions



34. Seeks clarification to avoid misunderstandings.



35. Encourages a work environment where individual differences are valued.



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).

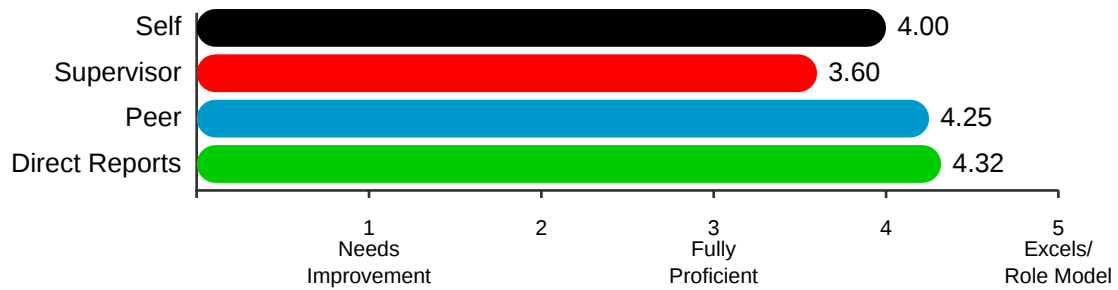
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Recognizes how cultural context influences employee motivation, communication, and collaboration.	15	4.07	80.0	20%	53%	27%
32. Seeks out different viewpoints and benefits from different perspectives.	15	4.47	100.0		53%	47%
33. Shows respect in daily interactions	15	4.13	80.0	20%	47%	33%
34. Seeks clarification to avoid misunderstandings.	15	4.13	86.7	13%	60%	27%
35. Encourages a work environment where individual differences are valued.	15	4.00	80.0	20%	60%	20%

Comments:

- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- 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.
- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- Timeliness and accountability of projects.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- She can ask a question and truly listen to the answer before giving feedback.

Global Perspective

Summary Scores



36. Attends training seminars and conferences to increase skills in working with others globally.



37. Exemplifies the skills of a global worker.



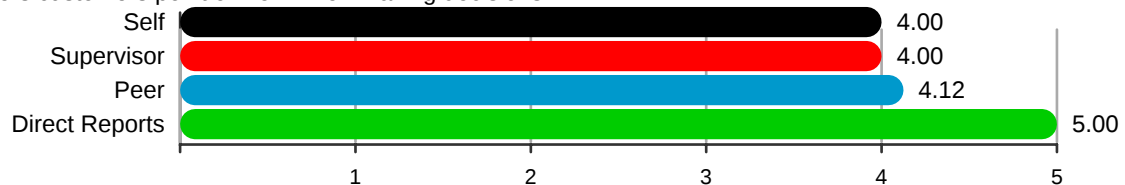
38. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.



39. Is aware of the culture, behaviors, identities and beliefs of others.



40. Considers customers point of view when making decisions.



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. Attends training seminars and conferences to increase skills in working with others globally.	15	4.33	100.0			67%		33%
37. Exemplifies the skills of a global worker.	15	3.93	80.0	13%	7%	53%		27%
38. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	4.27	86.7	13%		47%		40%
39. Is aware of the culture, behaviors, identities and beliefs of others.	15	4.13	86.7	13%		60%		27%
40. Considers customers point of view when making decisions.	15	4.40	93.3	7%		47%		47%

Comments:

- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ____ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of repsonsibility.
- ____ is a very effective leader and a role model for other leaders.
- Always has the company's best interest at heart.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- She quickly addresses any challenges that may arise.
- She has hired good people, and developed strong relationship's with finance.

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?

- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- ___ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. ___ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. ___ is a great mentor and example to those she supervises.
- Provide regular updates on the progress of work/tasks/projects.
- ___ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.

What do you like best about working with this individual?

- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- Dependability, with whatever is needed.
- Not many people can be as well rounded, as these qualities require completely different skill sets.

What do you like least about working with this individual?

- She is also quick to tap into her past experiences in attempting to find the best solution.
- ___ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- She has been a great addition to the company.
- She takes the time to explain to staff the rationale of changes being made.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.

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

- She can always be counted on to do what she commits to.
- I appreciate the straight forward style of leadership ___ uses.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- I envy her versatility in working with a wide variety of issues and topics.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.

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

- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.
- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- I love how she is always open to approach with any questions I have, no matter the hour.

Any final comments?

- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- I appreciate her perspective and guidance on a variety of things.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.