



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.

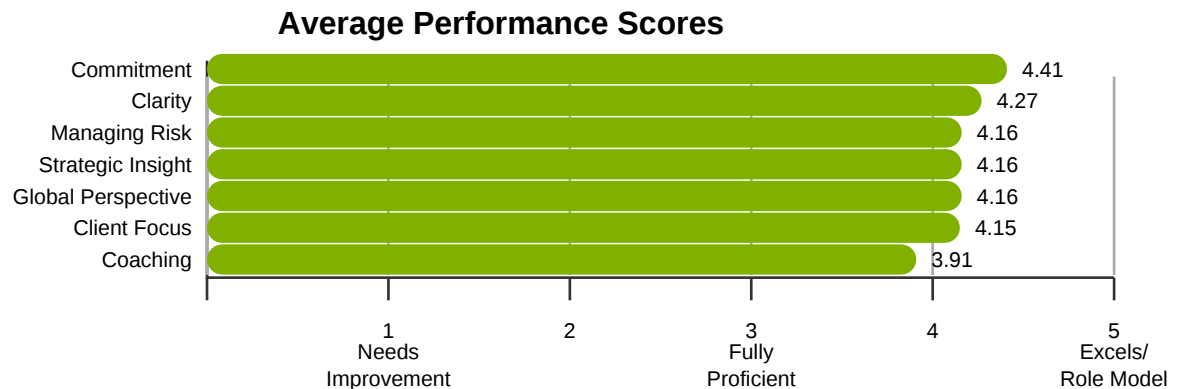
What to Do with Your Feedback

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

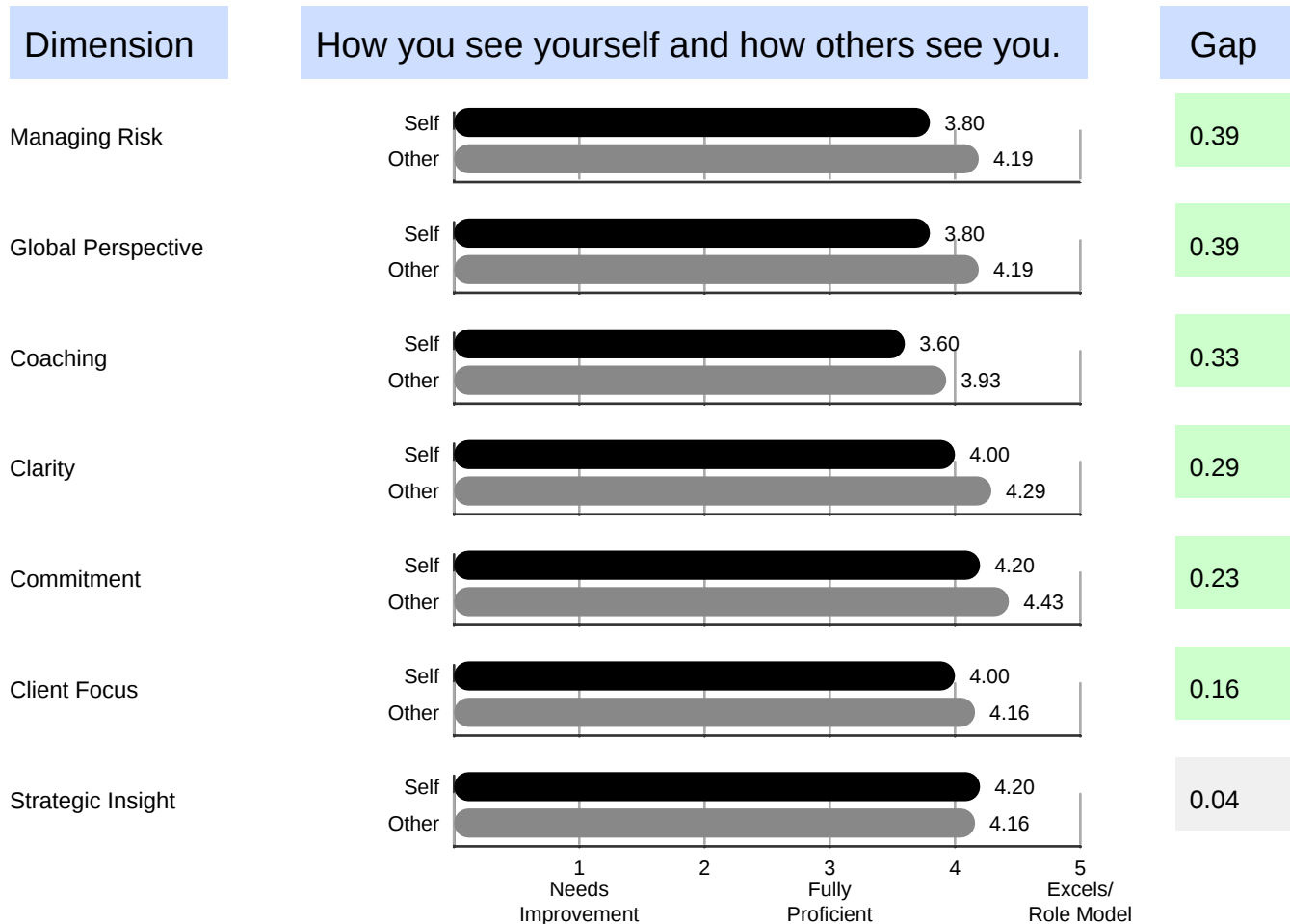
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



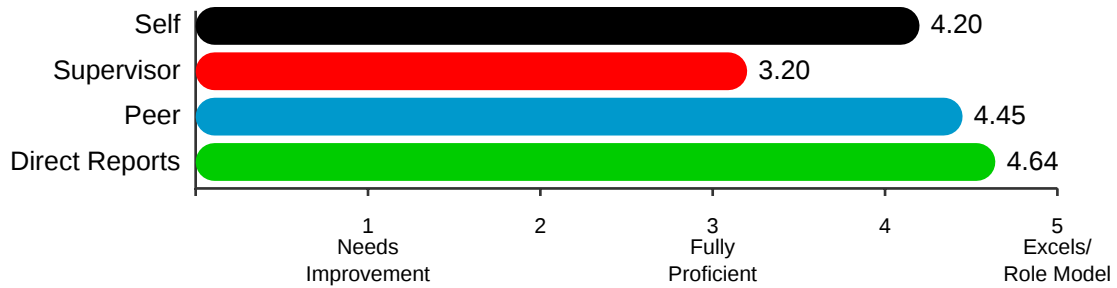
Gap Analysis

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.



Commitment

Summary Scores



1. Actively engages each team member to ensure they personally endorse the initiative.



2. Enhances service quality by developing employee skills and fostering dedication to customer needs.



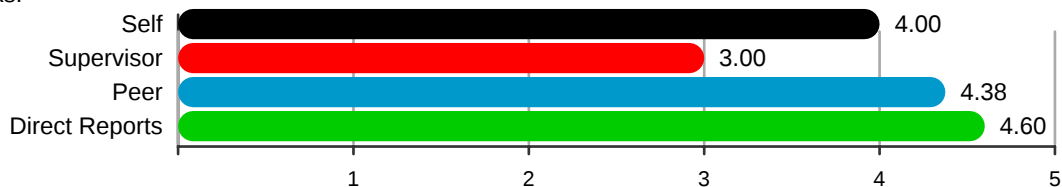
3. Strives to increase commitment from coworkers for the department's initiatives.



4. Celebrates milestones and achievements, reinforcing the importance of collective efforts toward commitments.



5. Models transparency in commitment, showing that ownership of a task means being answerable for both successes and setbacks.



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).

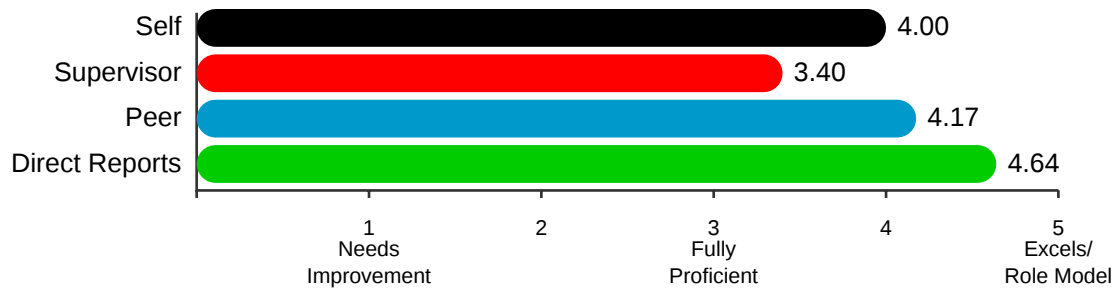
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Actively engages each team member to ensure they personally endorse the initiative.	15	4.20	93.3	7%	67%	27%
2. Enhances service quality by developing employee skills and fostering dedication to customer needs.	15	4.87	100.0	13%	87%	
3. Strives to increase commitment from coworkers for the department's initiatives.	15	4.27	93.3	7%	60%	33%
4. Celebrates milestones and achievements, reinforcing the importance of collective efforts toward commitments.	15	4.40	86.7	13%	33%	53%
5. Models transparency in commitment, showing that ownership of a task means being answerable for both successes and setbacks.	15	4.33	93.3	7%	53%	40%

Comments:

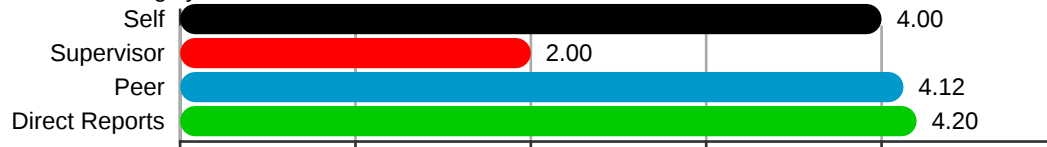
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.

Clarity

Summary Scores



6. Checks details thoroughly.



7. Communicates with clarity and efficiency.



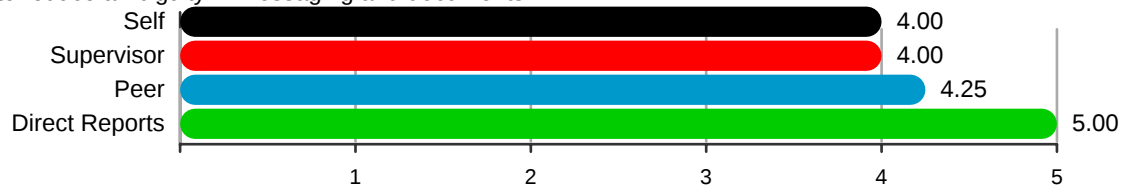
8. Adjusts communication methods to the needs of the audience.



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



10. Seeks to reduce ambiguity in messaging and documents.



Level of Skill

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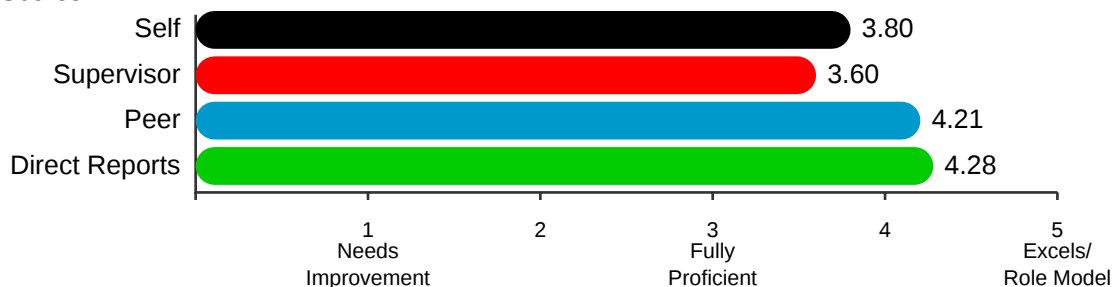
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Checks details thoroughly.	15	4.00	80.0	7%	13%	53%	27%
7. Communicates with clarity and efficiency.	15	4.07	80.0		20%	53%	27%
8. Adjusts communication methods to the needs of the audience.	15	4.33	93.3	7%		47%	47%
9. Clearly explains the vision and goals of the company.	15	4.47	93.3	7%		40%	53%
10. Seeks to reduce ambiguity in messaging and documents.	15	4.47	93.3	7%		40%	53%

Comments:

- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- ___ is so attentive to the needs of our department and to the needs of individuals.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.

Managing Risk

Summary Scores



11. Offers training to reduce safety incidents in the workplace.



12. Performs a risk analysis as needed.



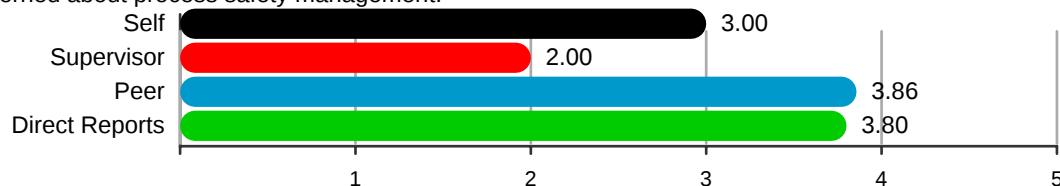
13. Perceives the risks of different work tasks and activities.



14. Has the knowledge and skills to accurately identify risks in the workplace.



15. Is concerned about process safety management.



Level of Skill

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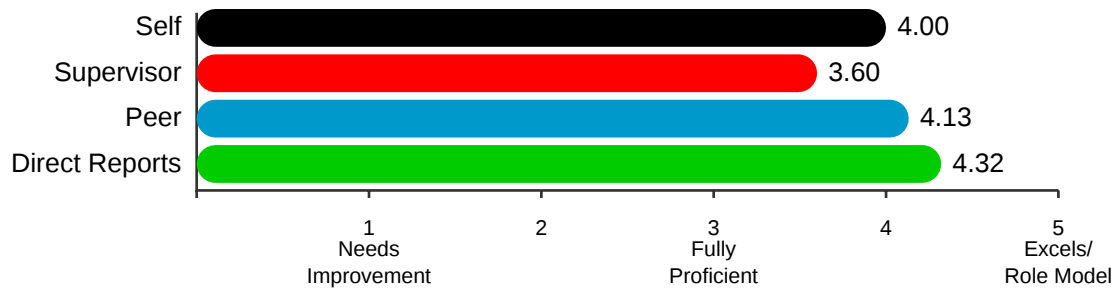
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Offers training to reduce safety incidents in the workplace.	15	4.60	100.0		40%		60%	
12. Performs a risk analysis as needed.	15	4.27	100.0		73%			27%
13. Perceives the risks of different work tasks and activities.	15	4.33	100.0		67%			33%
14. Has the knowledge and skills to accurately identify risks in the workplace.	15	3.93	73.3	27%		53%		20%
15. Is concerned about process safety management.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.
- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.

Client Focus

Summary Scores



16. Obtains feedback to ensure client needs are being met.



17. Makes client's needs a top priority.



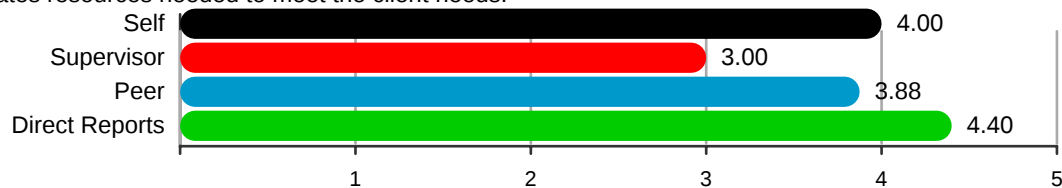
18. Responds to the needs of the client.



19. Creates new and innovative products for clients.



20. Anticipates resources needed to meet the client needs.



Level of Skill

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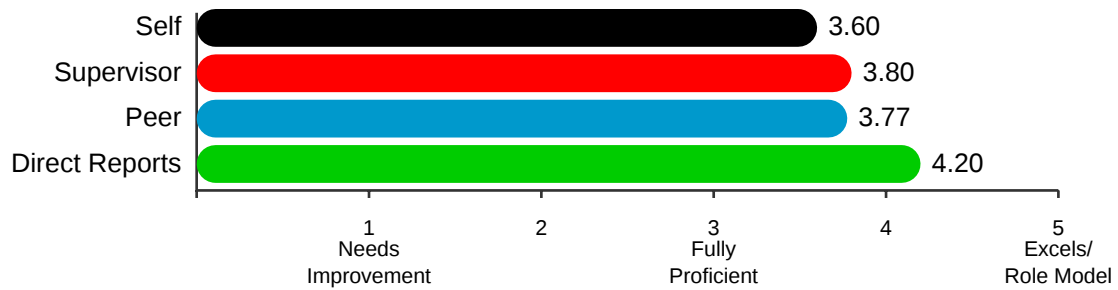
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Obtains feedback to ensure client needs are being met.	15	4.33	86.7	13%	40%	47%	
17. Makes client's needs a top priority.	15	4.27	93.3	7%	60%	33%	
18. Responds to the needs of the client.	14	4.00	92.9	7%	86%	7%	
19. Creates new and innovative products for clients.	14	4.14	85.7	7%	7%	50%	36%
20. Anticipates resources needed to meet the client needs.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- ___'s job performance exceeds all the elements.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- ___ is very visible on the unit. Spending many hours with staff.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- ___ 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 have great respect and appreciation for _____. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.

Coaching

Summary Scores



21. Encourages employees to envision long-term possibilities and future success.



22. Meets regularly with employees to coach them on areas that will enhance their performance.



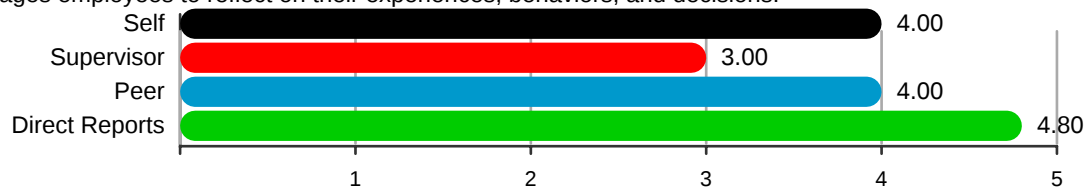
23. Helps employees to recognize their strengths.



24. Demonstrates that challenges are temporary and often lead to growth.



25. Encourages employees to reflect on their experiences, behaviors, and decisions.



Level of Skill

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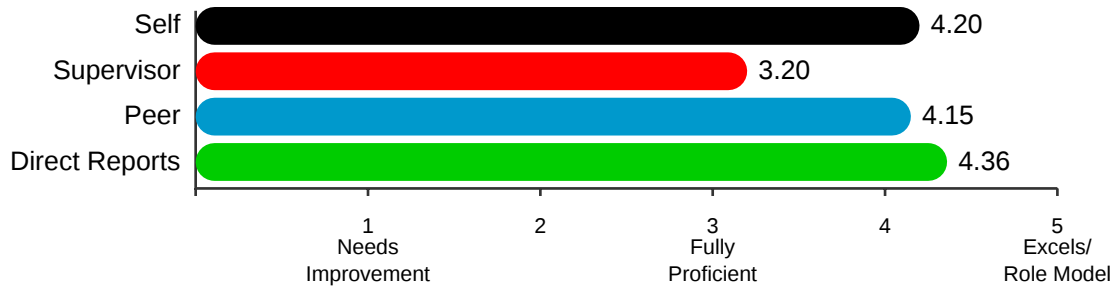
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Encourages employees to envision long-term possibilities and future success.	15	4.00	66.7	13%	20%	20%	47%
22. Meets regularly with employees to coach them on areas that will enhance their performance.	15	3.47	53.3	13%	33%	47%	7%
23. Helps employees to recognize their strengths.	15	3.60	66.7	13%	20%	60%	7%
24. Demonstrates that challenges are temporary and often lead to growth.	15	4.27	86.7	7%	7%	40%	47%
25. Encourages employees to reflect on their experiences, behaviors, and decisions.	15	4.20	80.0	7%	13%	33%	47%

Comments:

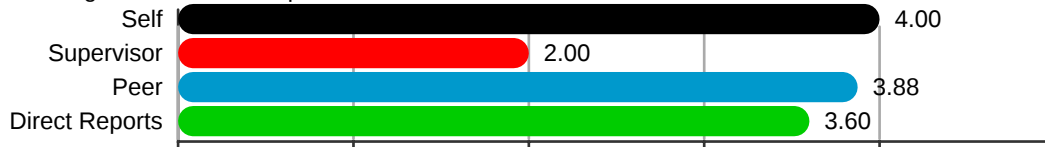
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- I appreciate the straight forward style of leadership ___ uses.
- I feel ___ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- As a new manager she is progressing very well.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.

Strategic Insight

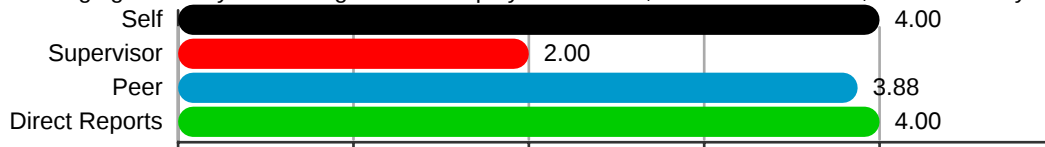
Summary Scores



26. Implements long-term solutions to problems.



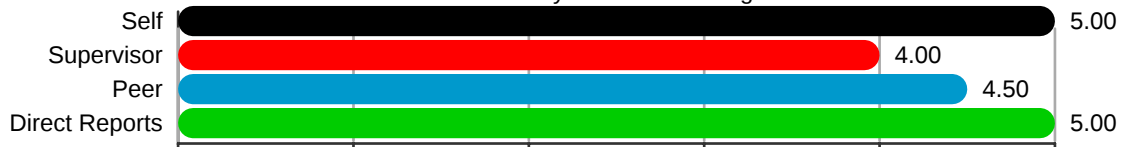
27. Identifies emerging trends by monitoring shifts in employee behavior, customer feedback, and market dynamics.



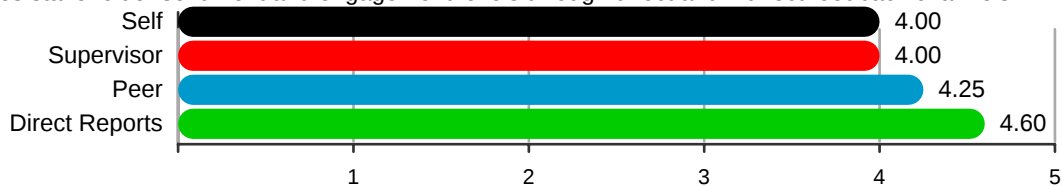
28. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations.



29. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.



30. Observes stakeholder sentiment and engagement levels through direct and indirect feedback channels.



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).

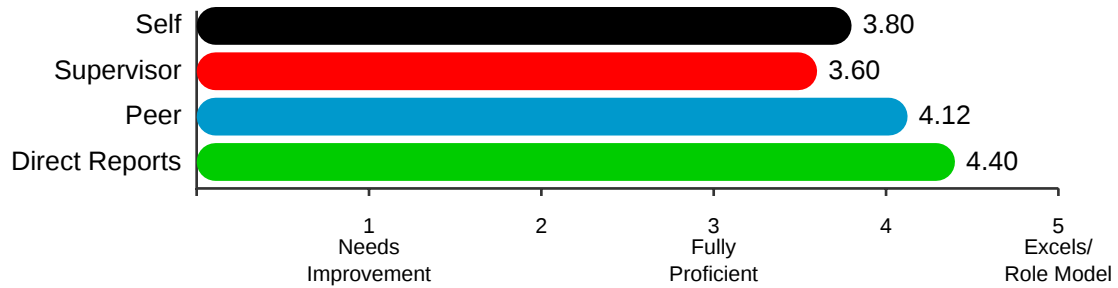
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Implements long-term solutions to problems.	15	3.67	66.7	20%	13%	47%		20%
27. Identifies emerging trends by monitoring shifts in employee behavior, customer feedback, and market dynamics.	15	3.80	73.3	20%	7%	47%		27%
28. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations.	15	4.33	86.7	13%		40%		47%
29. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	15	4.67	100.0			33%		67%
30. Observes stakeholder sentiment and engagement levels through direct and indirect feedback channels.	15	4.33	100.0			67%		33%

Comments:

- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- She continues to be a shining example to her team especially in process improvement and professional growth.
- I really enjoy working with ___ and I respect her as a leader and role model.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- A great addition to the team.

Global Perspective

Summary Scores



31. Respects individual differences.



32. Demonstrates working knowledge of global transactions.



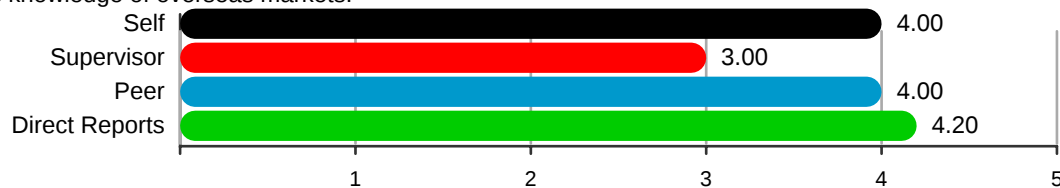
33. Able to listen and understand others and discuss issues in a respectful way.



34. Exemplifies the skills of a global worker.



35. Applies knowledge of overseas markets.



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. Respects individual differences.	15	4.07	80.0	20%	53%	27%
32. Demonstrates working knowledge of global transactions.	15	4.47	100.0	53%	47%	
33. Able to listen and understand others and discuss issues in a respectful way.	15	4.13	80.0	20%	47%	33%
34. Exemplifies the skills of a global worker.	15	4.13	86.7	13%	60%	27%
35. Applies knowledge of overseas markets.	15	4.00	80.0	20%	60%	20%

Comments:

- I think she is the kind of manager our department has needed and will continue to need.
- ___ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- ___ has made some excellent hiring decisions this past year. I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.
- She gives you confidence knowing she always has your back.
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- Cannot think of anything

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 a true asset to [CompanyName].
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.

What do you like best about working with this individual?

- 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.
- She has helped make me a better manager through her actions and follow through.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- I so appreciate that ___ is so on top of everything that we do in payroll.

What do you like least about working with this individual?

- She is, quite simply, the best boss I've ever had.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.

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

- Personality. Great Mentor and Leader. Talented.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- She is a fantastic resource.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.

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

- 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.
- I know I can always count on ____ to be reliable and respond in a timely manner to my request.
- She values our feedback and takes our recommendations seriously.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- 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.
- She is a charismatic leader. Really the best!!

Any final comments?

- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- ____ has an incredible vision for our organization's strategy and improvement efforts.
- Because we lack clear direction and often focus on priorities, it can be extremely frustrating to work effectively and feel successful.
- She does not ask for anything from her team that she is not willing to do, or has done herself.
- ____ has been a strong leader at [CompanyName] for many years, and she will be missed.
- She translated the creative thinking into real change and solution that advanced our department.