



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.

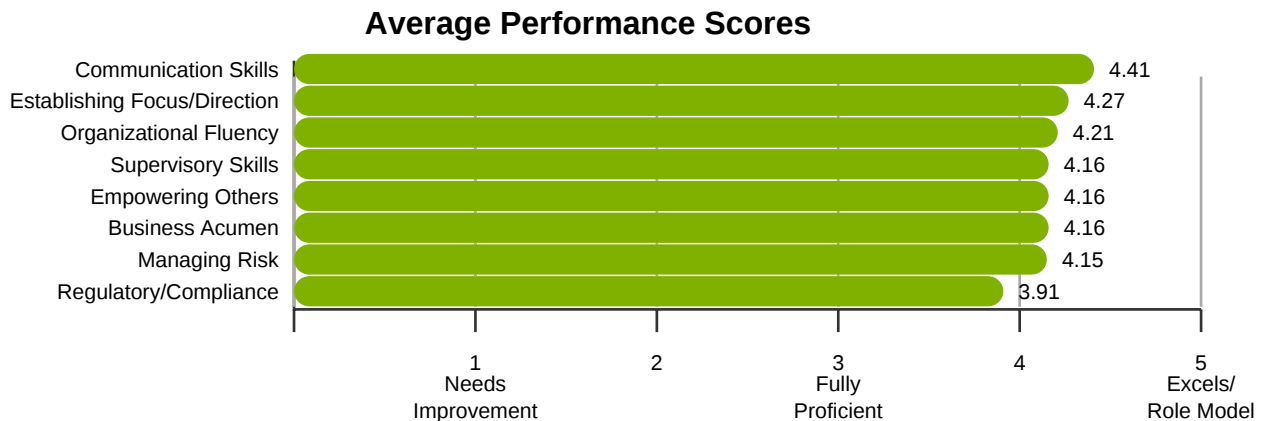
What to Do with Your Feedback

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

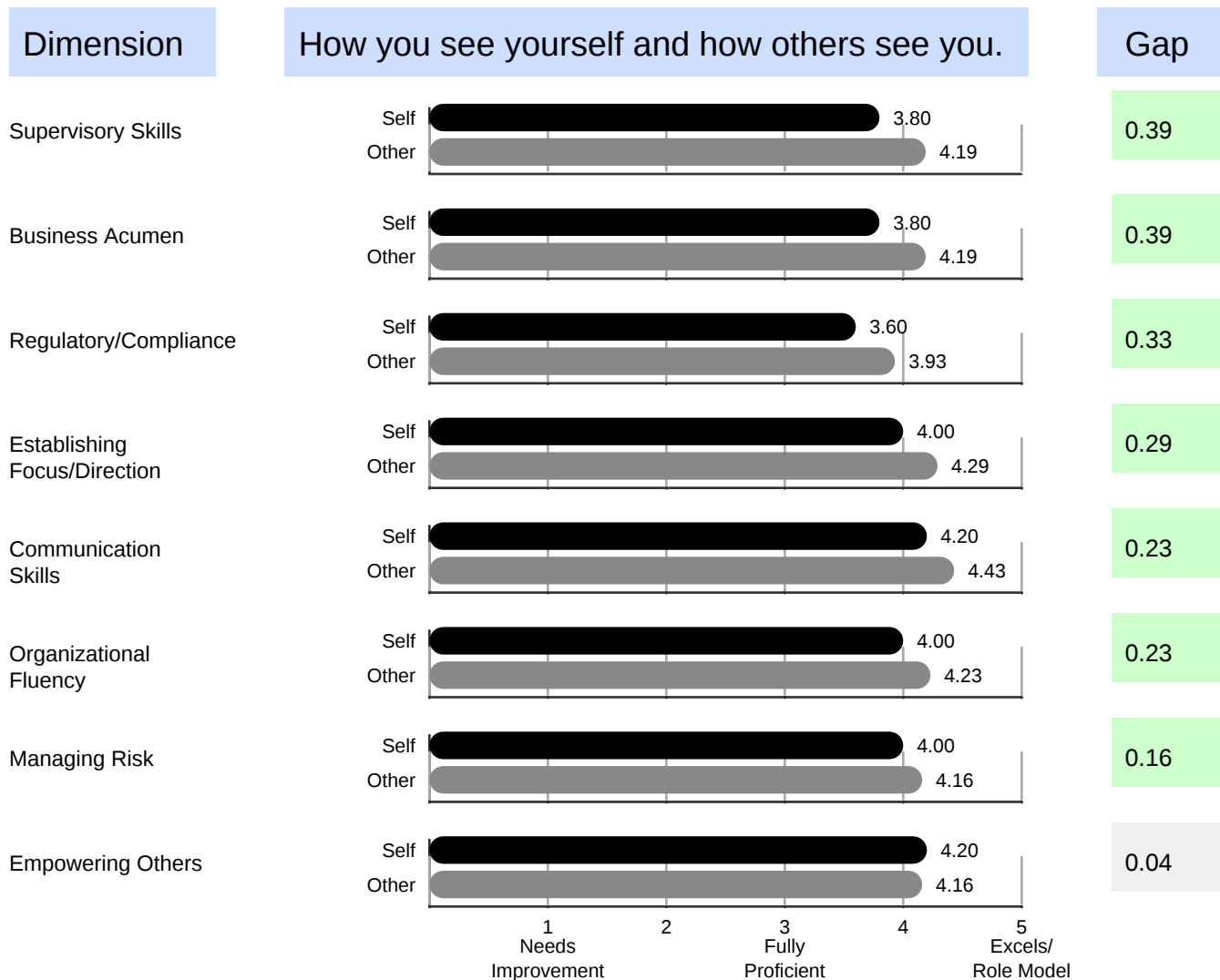
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



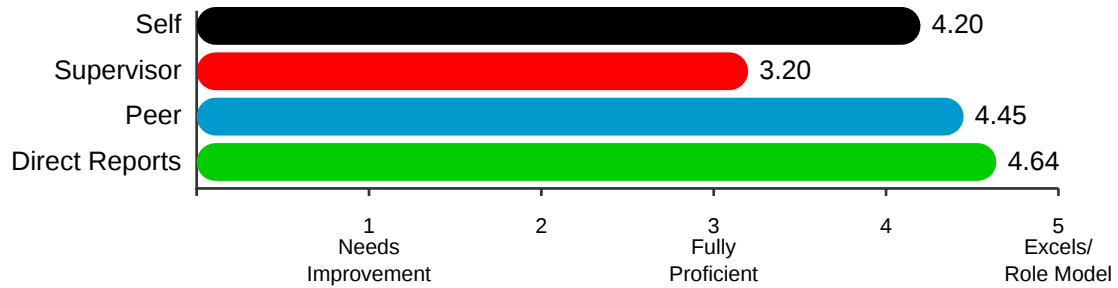
Gap Analysis

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.



Communication Skills

Summary Scores



1. Updates others on changes or progress in plans and goals.



2. Listens actively & speaks clearly and directly.



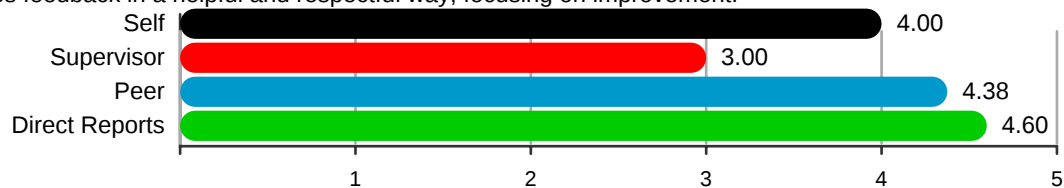
3. Delivers well-prepared, informed, poised and succinct presentations.



4. Communicates effectively with colleagues and customers



5. Provides feedback in a helpful and respectful way, focusing on improvement.



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).

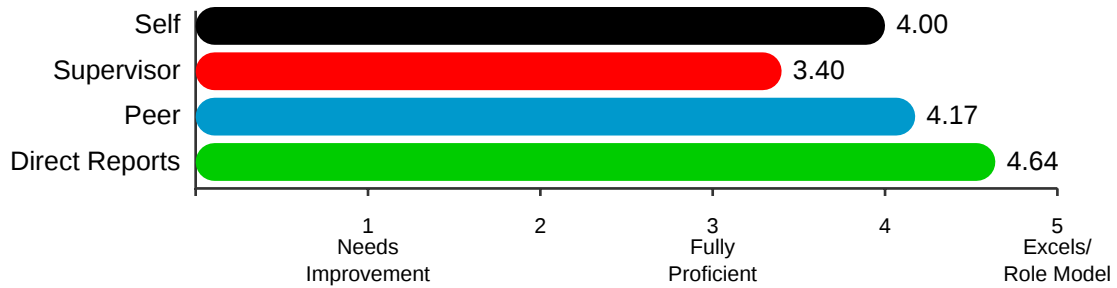
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
1. Updates others on changes or progress in plans and goals.	15	4.20	93.3	7%		67%		27%
2. Listens actively & speaks clearly and directly.	15	4.87	100.0	13%		87%		
3. Delivers well-prepared, informed, poised and succinct presentations.	15	4.27	93.3	7%		60%		33%
4. Communicates effectively with colleagues and customers	15	4.40	86.7	13%		33%		53%
5. Provides feedback in a helpful and respectful way, focusing on improvement.	15	4.33	93.3	7%		53%		40%

Comments:

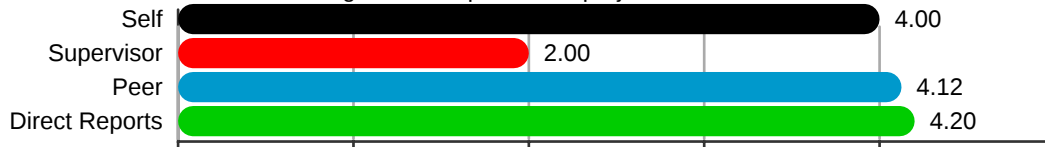
- I have not observed ____'s interaction with the members of her team. ____ consistently communicates openly in my interactions with her.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- ____ has high expectations of herself and her employees. She does an excellent job of managing the department.
- Her positive attitude is constant.
- ____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- Collaboration and dissemination of information and projects is something ____ does well.

Establishing Focus/Direction

Summary Scores



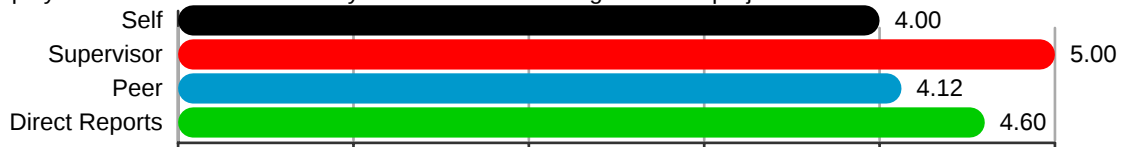
6. Ensures that each team member is assigned some part of the project.



7. Translates strategic goals into actionable steps for individuals and teams.



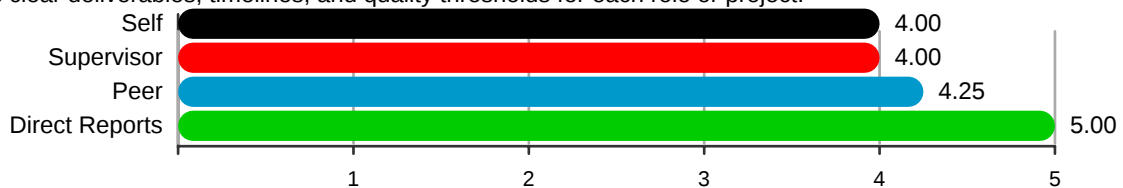
8. Gets employees back on track when they wander from the assigned tasks/projects.



9. Uses performance data to reinforce expectations and guide improvement.



10. Defines clear deliverables, timelines, and quality thresholds for each role or project.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

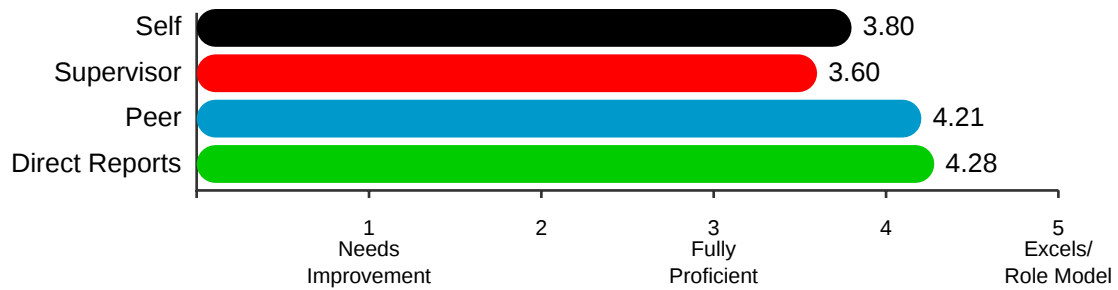
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Ensures that each team member is assigned some part of the project.	15	4.00	80.0	7%	13%	53%	27%
7. Translates strategic goals into actionable steps for individuals and teams.	15	4.07	80.0		20%	53%	27%
8. Gets employees back on track when they wander from the assigned tasks/projects.	15	4.33	93.3	7%		47%	47%
9. Uses performance data to reinforce expectations and guide improvement.	15	4.47	93.3	7%		40%	53%
10. Defines clear deliverables, timelines, and quality thresholds for each role or project.	15	4.47	93.3	7%		40%	53%

Comments:

- She stays in her office, and is largely oblivious to the daily activities of customer service.
- She is a team player and willing to help other departments and staff when needed.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.

Supervisory Skills

Summary Scores



11. Measures job performance fairly using established criteria.



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



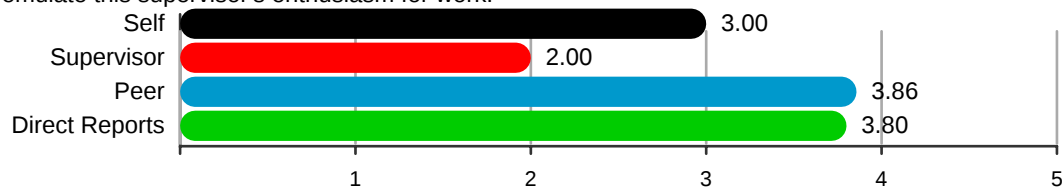
13. Motivates and inspires high performance by team members.



14. Maintains an even temper in stressful situations.



15. Others emulate this supervisor's enthusiasm for work.



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).

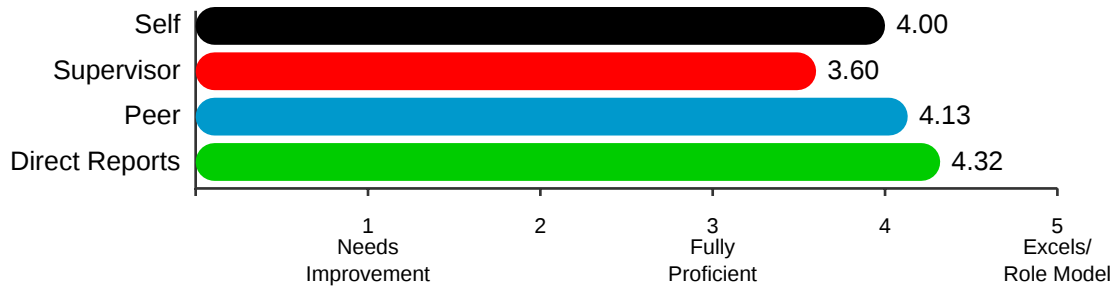
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Measures job performance fairly using established criteria.	15	4.60	100.0		40%		60%	
12. Uses disciplinary measures with the intent to guide and improve behavior, rather than to seek retribution.	15	4.27	100.0		73%			27%
13. Motivates and inspires high performance by team members.	15	4.33	100.0		67%			33%
14. Maintains an even temper in stressful situations.	15	3.93	73.3		27%		53%	20%
15. Others emulate this supervisor's enthusiasm for work.	14	3.64	57.1	14%		29%	36%	21%

Comments:

- She is in an often times impossible position and is doing well all things considered
- ____ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- ____ collaborates well with other departments and managers.
- 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.
- She involves our team and holds us accountable out of respect.
- ____ is a great team member who cares about her team, the quality of her work, and the organization.

Managing Risk

Summary Scores



16. Turns risks into opportunities for advancement.



17. Evaluates risks in terms of their consequences and likelihood of occurrence.



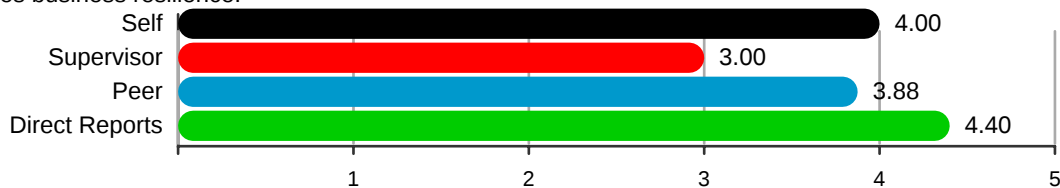
18. Tracks and monitors incidents that may increase the risk of adverse consequences.



19. Takes calculated risks by effectively recognizing and managing them.



20. Increases business resilience.



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).

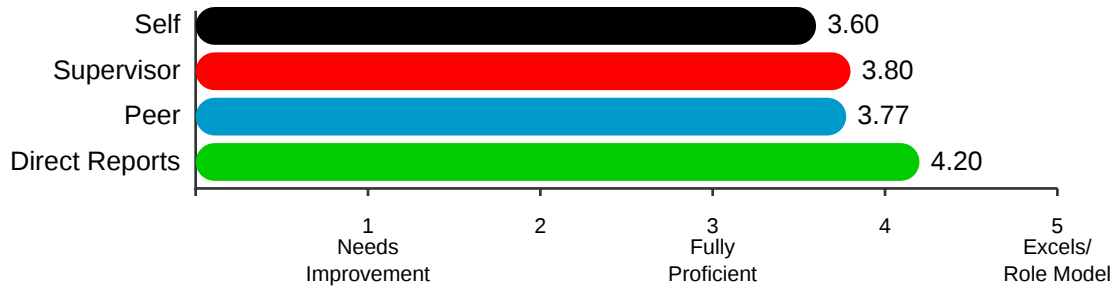
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
16. Turns risks into opportunities for advancement.	15	4.33	86.7	13%		40%		47%
17. Evaluates risks in terms of their consequences and likelihood of occurrence.	15	4.27	93.3	7%		60%		33%
18. Tracks and monitors incidents that may increase the risk of adverse consequences.	14	4.00	92.9	7%		86%		7%
19. Takes calculated risks by effectively recognizing and managing them.	14	4.14	85.7	7%	7%	50%		36%
20. Increases business resilience.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- I have worked on several performance improvement projects with ____ and have appreciated her knowledge and reliability with collaboration.
- I appreciate her commitment in this area.
- I have observed ____ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ____ does take action when there are employees who do not fit with the organization mission and values.
- Confidence is the only thing I think she needs to improve on.
- ____ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- ____ fully updates the unit and staff on needed information. Her direction and focus are well explained.

Regulatory/Compliance

Summary Scores



21. Performs audits regularly, or without notice, to ensure proper compliance with regulations.



22. Coordinates with legal counsel in conducting audits of legal compliance.



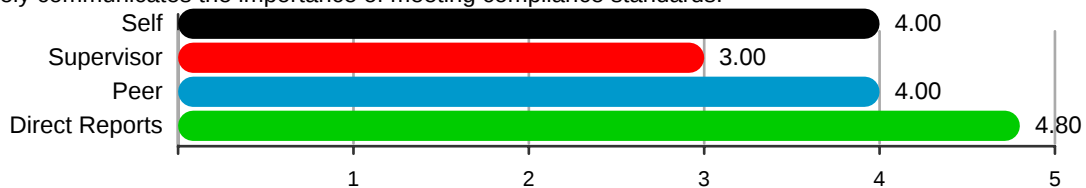
23. Uses software tools to monitor compliance and track issues to help identify and respond to non-compliance.



24. Develops regulatory compliance strategies.



25. Effectively communicates the importance of meeting compliance standards.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

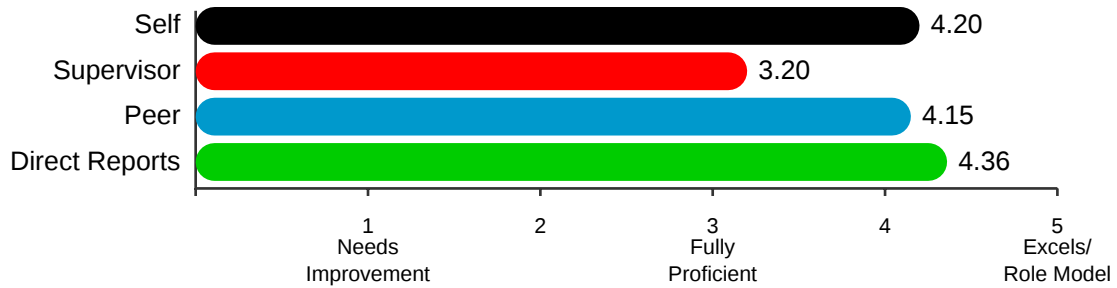
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	15	4.00	66.7	13%	20%	20%	47%
22. Coordinates with legal counsel in conducting audits of legal compliance.	15	3.47	53.3	13%	33%	47%	7%
23. Uses software tools to monitor compliance and track issues to help identify and respond to non-compliance.	15	3.60	66.7	13%	20%	60%	7%
24. Develops regulatory compliance strategies.	15	4.27	86.7	7%	7%	40%	47%
25. Effectively communicates the importance of meeting compliance standards.	15	4.20	80.0	7%	13%	33%	47%

Comments:

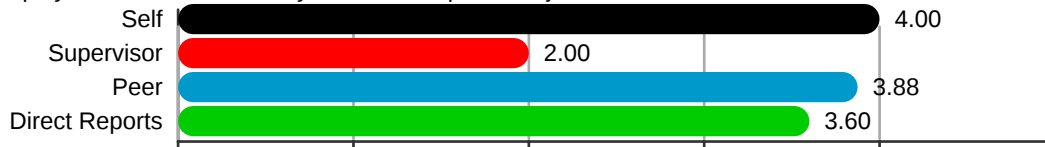
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- She knows product and how to engage potential clients.
- Dependability, with whatever is needed.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- She is showing more comfort in providing and receiving critical feedback.
- 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.

Empowering Others

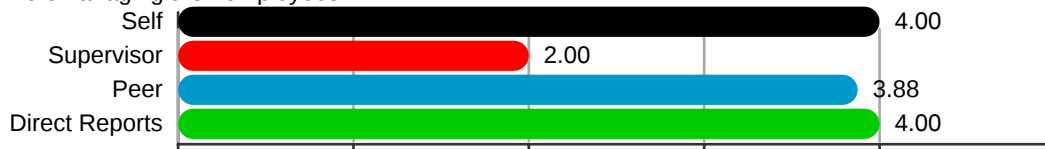
Summary Scores



26. Gives employees the resources they need to complete the job.



27. Avoids micromanaging their employees.



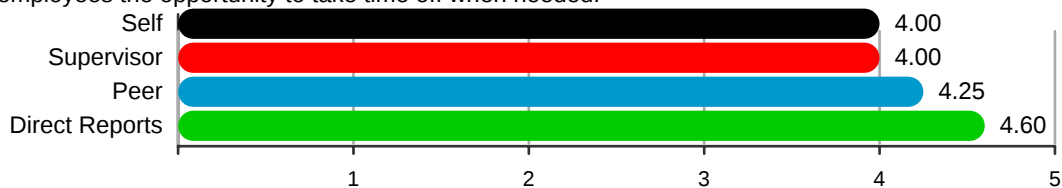
28. Enables employees to take on more challenging roles.



29. Views others in the department as valued assets to be trained and employed.



30. Allows employees the opportunity to take time off when needed.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

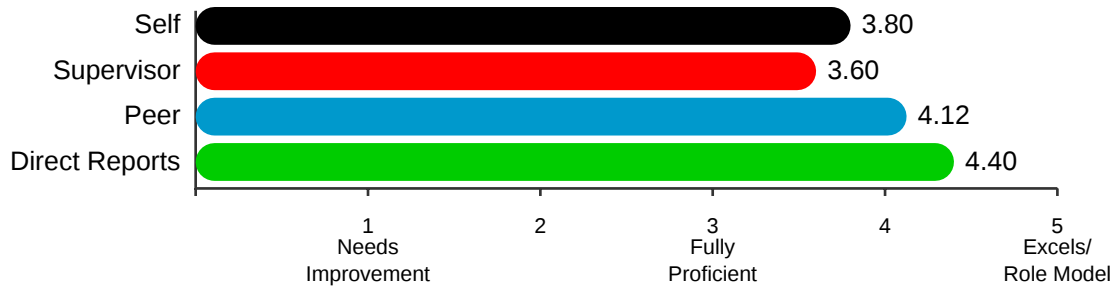
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Gives employees the resources they need to complete the job.	15	3.67	66.7	20%	13%	47%		20%
27. Avoids micromanaging their employees.	15	3.80	73.3	20%	7%	47%		27%
28. Enables employees to take on more challenging roles.	15	4.33	86.7	13%		40%		47%
29. Views others in the department as valued assets to be trained and employed.	15	4.67	100.0			33%		67%
30. Allows employees the opportunity to take time off when needed.	15	4.33	100.0			67%		33%

Comments:

- 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.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- Sometimes her decisions aren't thought through from a financial perspective.
- I like that she challenges me.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.

Business Acumen

Summary Scores



31. Meets with customers to gain insights into their core needs and how to strategically serve them.



32. Identifies potential regulatory risks and strategies to mitigate them.



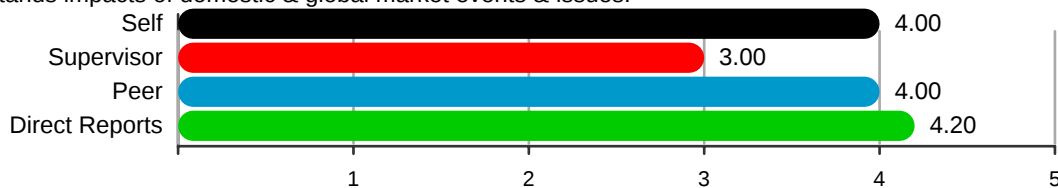
33. Thoroughly understands the business needs of the customer.



34. Implements long-term strategic solutions to critical problems.



35. Understands impacts of domestic & global market events & issues.



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).

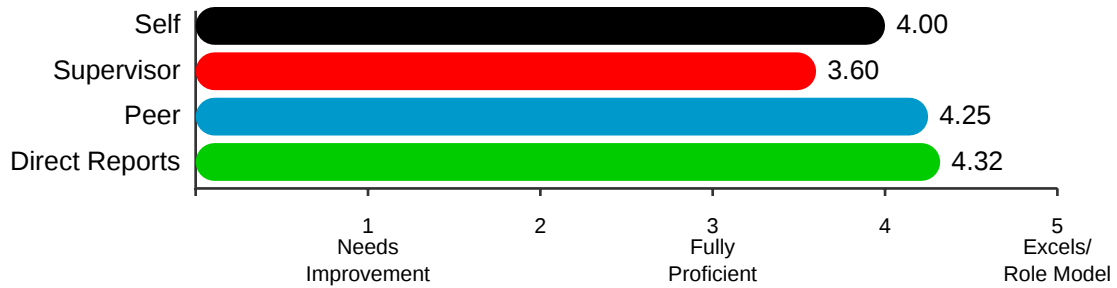
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Meets with customers to gain insights into their core needs and how to strategically serve them.	15	4.07	80.0	20%	53%	27%
32. Identifies potential regulatory risks and strategies to mitigate them.	15	4.47	100.0		53%	47%
33. Thoroughly understands the business needs of the customer.	15	4.13	80.0	20%	47%	33%
34. Implements long-term strategic solutions to critical problems.	15	4.13	86.7	13%	60%	27%
35. Understands impacts of domestic & global market events & issues.	15	4.00	80.0	20%	60%	20%

Comments:

- She is a great teammate!
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.

Organizational Fluency

Summary Scores



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



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



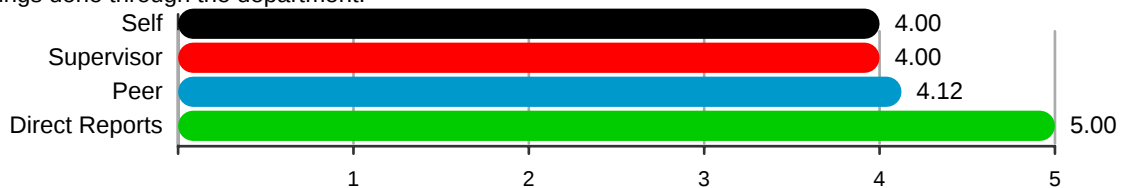
38. Anticipates problems that may affect the department.



39. Able to explain departmental policies and procedures to others.



40. Gets things done through the department.



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. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.33	100.0			67%		33%
37. Adept at navigating within the culture of the department.	15	3.93	80.0	13%	7%	53%		27%
38. Anticipates problems that may affect the department.	15	4.27	86.7	13%		47%		40%
39. Able to explain departmental policies and procedures to others.	15	4.13	86.7	13%		60%		27%
40. Gets things done through the department.	15	4.40	93.3	7%		47%		47%

Comments:

- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- ___ 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 ___ !
- ___ is very friendly and expresses genuine care for the staff when she is present.

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 provided coaching and support to improve this individual's performance.
- 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.
- Detail oriented
- ____ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- ____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

What do you like best about working with this individual?

- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- ____ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- ____ takes the time to understand her team and the strengths that each team member brings to the organization.
- There have been many changes in management over the last 5 years. I can truly say that ____ is an exceptional manager. Our dept has made some truly good changes under ____.
- I appreciate ____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- ____ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.

What do you like least about working with this individual?

- Is dedicated, selfless, trustworthy and focused on the big picture.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- ____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- I look forward to learning and improving with her and the other members in the division.
- ____ needs no improvement
- ____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.

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

- ____ routinely goes out of her way to make work a more engaging experience.
- ____ is very approachable. She is able to get people to follow through and engage in their daily work.
- ____ has supported me through some tough contract negotiations and she is the consummate professional.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- ____ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.

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

- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ____ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- It's a pleasure to work with ____ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- As noted in the comments above, ____ needs improvement with involving the team more consistently in the approval and management of projects.
- ____'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication

style is welcomed by customers and the interdisciplinary team members.

- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- Is always available to assist with issues, all scopes business or personal.

Any final comments?

- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- Look up collaboration and you'll find ___'s picture beside the word.
- We are lucky to have her here at [CompanyName].
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ is a very effective leader and excellent communicator.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.