



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.

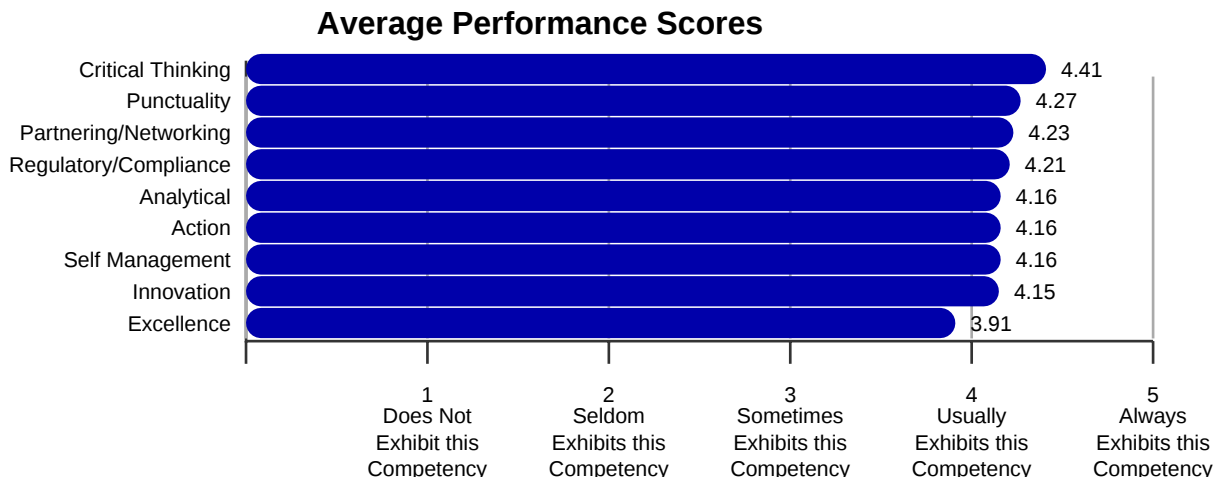
What to Do with Your Feedback

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

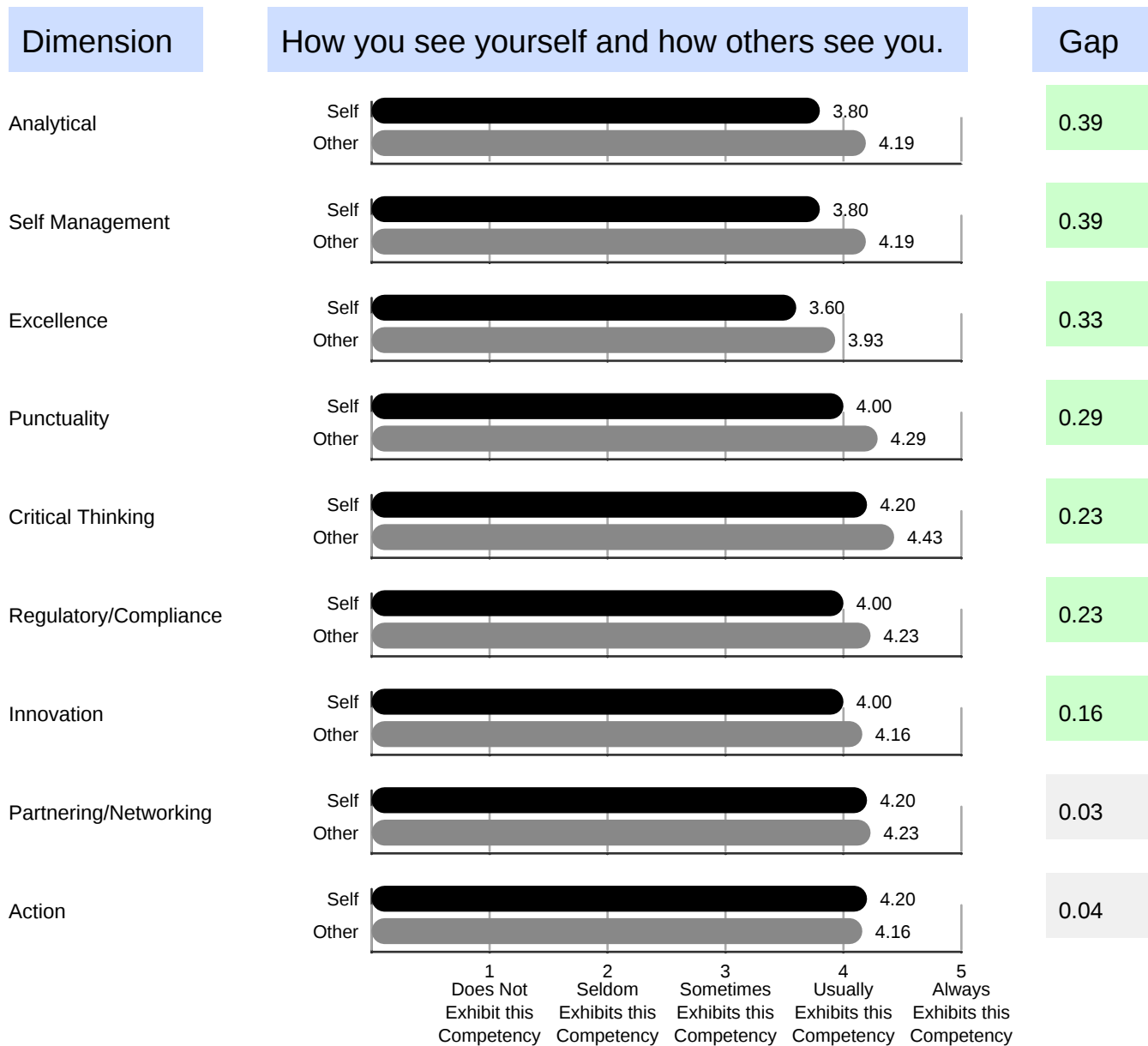
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



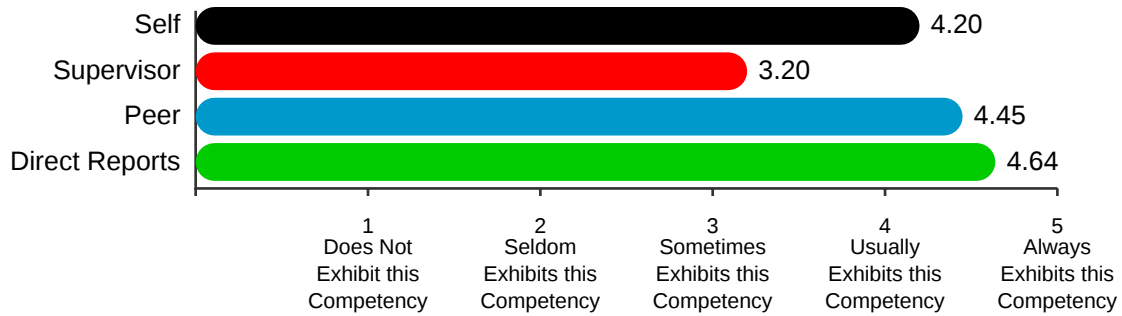
Gap Analysis

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.



Critical Thinking

Summary Scores



1. Systematically evaluates alternatives using predefined standards or benchmarks.



2. Avoids overstating the conclusions.



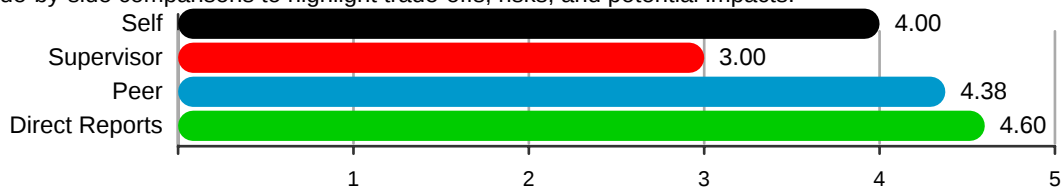
3. Constructs arguments rooted in the data and observations.



4. Uses models, matrices, or decision trees to structure complex analyses.



5. Uses side-by-side comparisons to highlight trade-offs, risks, and potential impacts.



Level of Skill

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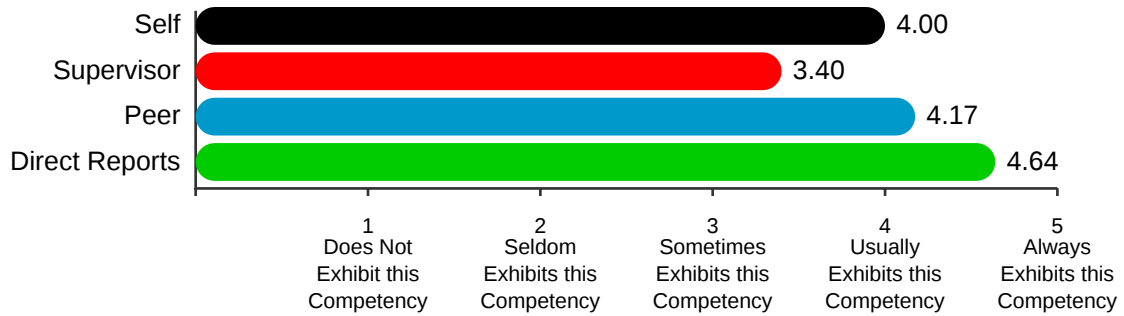
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Systematically evaluates alternatives using predefined standards or benchmarks.	15	4.20	93.3	7%		67%		27%
2. Avoids overstating the conclusions.	15	4.87	100.0		13%		87%	
3. Constructs arguments rooted in the data and observations.	15	4.27	93.3	7%		60%		33%
4. Uses models, matrices, or decision trees to structure complex analyses.	15	4.40	86.7		13%	33%	53%	
5. Uses side-by-side comparisons to highlight trade-offs, risks, and potential impacts.	15	4.33	93.3	7%		53%		40%

Comments:

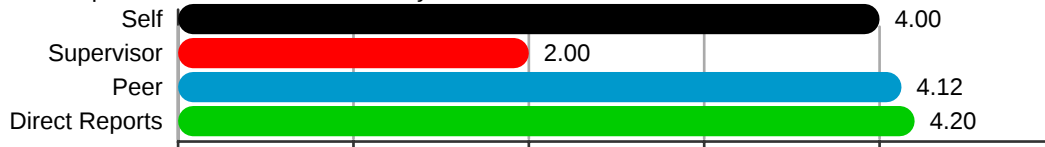
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- Very knowledgeable and always steps up if help is needed.
- She consistently conducts herself with professionalism and represents our unit well.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.

Punctuality

Summary Scores



6. Responds to requests for information in a timely manner.



7. Maintains an efficient schedule of activities.



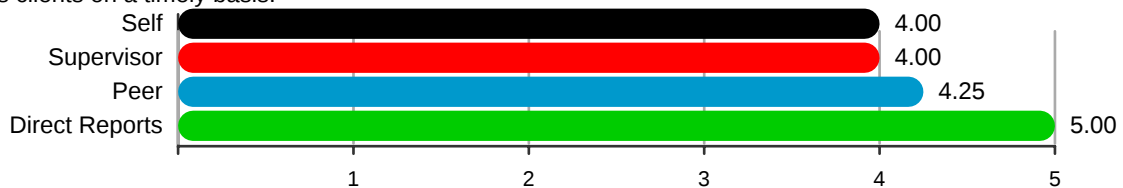
8. Conducts appointments at scheduled start time.



9. Avoids making personal phone calls during working hours.



10. Invoices clients on a timely basis.



Level of Skill

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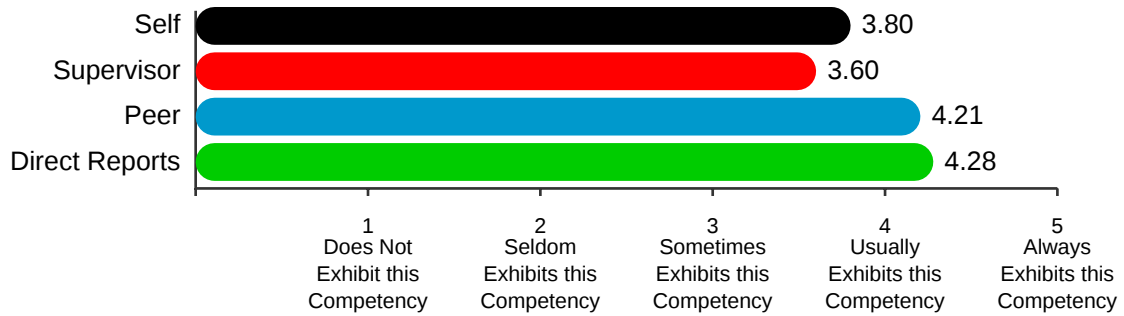
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Responds to requests for information in a timely manner.	15	4.00	80.0	7%	13%	53%	27%	
7. Maintains an efficient schedule of activities.	15	4.07	80.0		20%	53%	27%	
8. Conducts appointments at scheduled start time.	15	4.33	93.3	7%	47%	47%		
9. Avoids making personal phone calls during working hours.	15	4.47	93.3	7%	40%	53%		
10. Invoices clients on a timely basis.	15	4.47	93.3	7%	40%	53%		

Comments:

- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- She is always collaborative in her approach, and makes good decisions.
- She is open to new ideas and ways to improve the service we provide.
- She is excellent at helping/coaching/problem-solving with others.
- She's a very hard worker and always helping out when needed.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and too the point.

Analytical

Summary Scores



11. Selects the solution that offers the best outcome based on the analysis.



12. Uses financial metrics of similar companies to estimate the value our company.



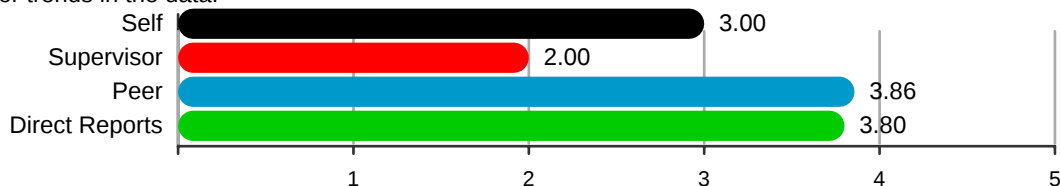
13. Establishes connections between different pieces of information to see the bigger picture.



14. Checks that the information is both precise and up-to-date.



15. Looks for trends in the data.



Level of Skill

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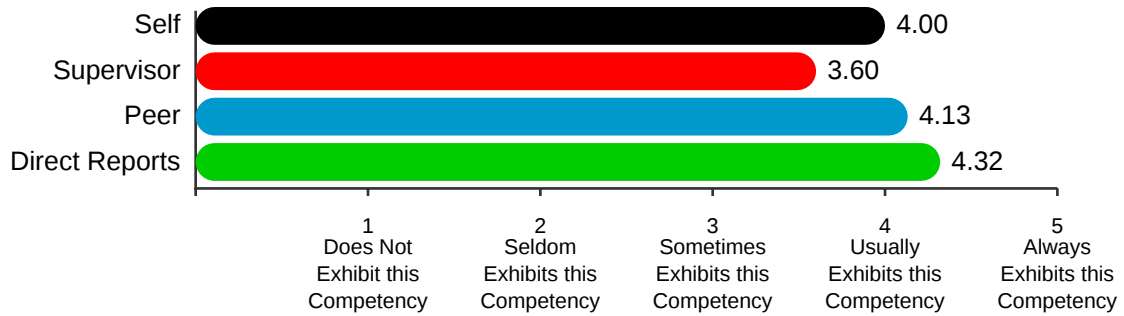
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Selects the solution that offers the best outcome based on the analysis.	15	4.60	100.0			40%	60%	
12. Uses financial metrics of similar companies to estimate the value our company.	15	4.27	100.0			73%		27%
13. Establishes connections between different pieces of information to see the bigger picture.	15	4.33	100.0			67%		33%
14. Checks that the information is both precise and up-to-date.	15	3.93	73.3		27%	53%		20%
15. Looks for trends in the data.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- Having a routine for schedule and coming to office more frequently
- ___ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- She is an advocate for [CompanyName].
- 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.

Innovation

Summary Scores



16. Creates a framework to support innovation.



17. Effective in bringing up new ideas.



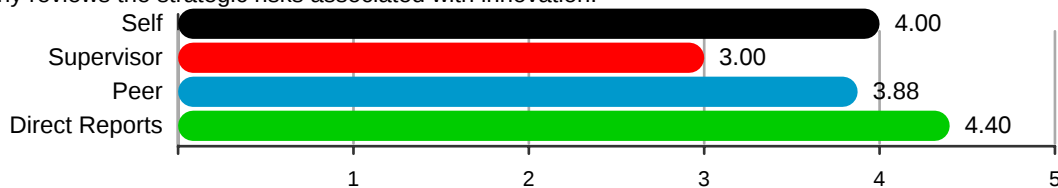
18. Builds upon the ideas and solutions of others.



19. Implements the creative ideas of employees.



20. Regularly reviews the strategic risks associated with innovation.



Level of Skill

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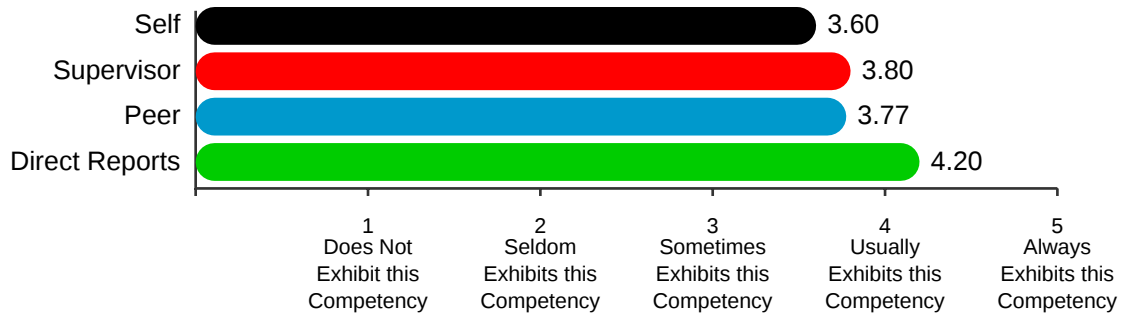
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Creates a framework to support innovation.	15	4.33	86.7	13%		40%	47%	
17. Effective in bringing up new ideas.	15	4.27	93.3	7%		60%	33%	
18. Builds upon the ideas and solutions of others.	14	4.00	92.9	7%		86%		7%
19. Implements the creative ideas of employees.	14	4.14	85.7	7%	7%	50%		36%
20. Regularly reviews the strategic risks associated with innovation.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- I had the opportunity to work very closely with ____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- ____ 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.
- ____ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- ____ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- She is very collaborative and always attempts to work with others.
- As noted in the comments above, ____ needs improvement with involving the team more consistently in the approval and management of projects.

Excellence

Summary Scores



21. Is planful and organized.



22. Keeps themselves and others focused on constant improvement.



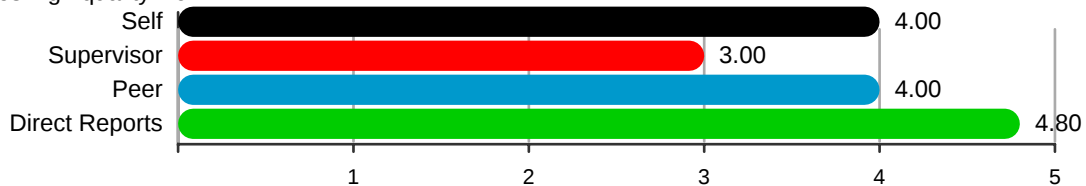
23. Demonstrates the functional or technical skills necessary to do their job.



24. Can be counted on to add value wherever they are involved.



25. Produces high quality work.



Level of Skill

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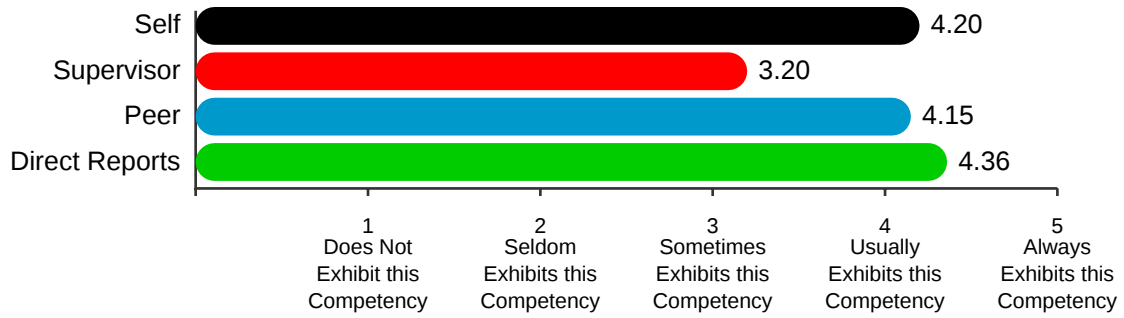
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Is planful and organized.	15	4.00	66.7	13%	20%	20%	47%	
22. Keeps themselves and others focused on constant improvement.	15	3.47	53.3	13%	33%	47%	7%	
23. Demonstrates the functional or technical skills necessary to do their job.	15	3.60	66.7	13%	20%	60%	7%	
24. Can be counted on to add value wherever they are involved.	15	4.27	86.7	7%	7%	40%	47%	
25. Produces high quality work.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

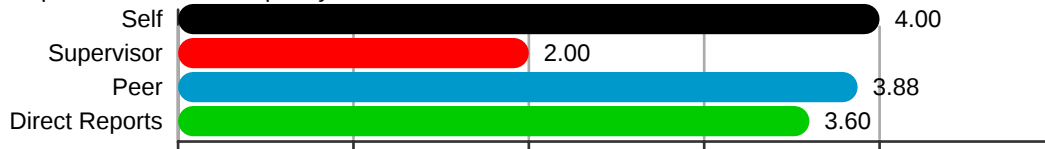
- ___ continues to be a wonderful boss and mentor.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- ___ is a "One of a kind" She is a great manager.
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.

Action

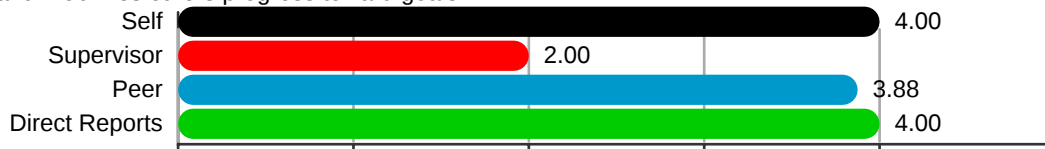
Summary Scores



26. Addresses performance issues quickly.



27. Drives and mobilizes others progress toward goals.



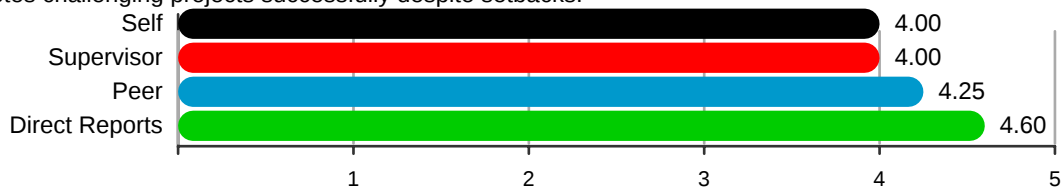
28. Successfully identifies the right person for a job when distributing tasks.



29. Assigns tasks to team members based on their strengths.



30. Completes challenging projects successfully despite setbacks.



Level of Skill

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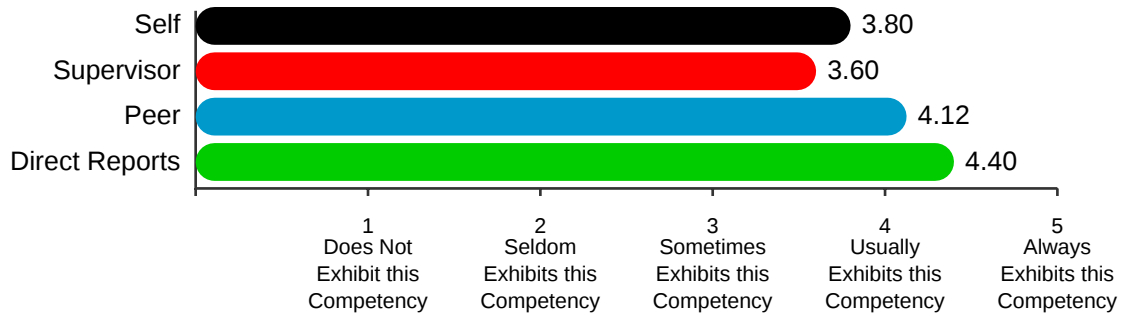
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Addresses performance issues quickly.	15	3.67	66.7	20%	13%	47%	20%	
27. Drives and mobilizes others progress toward goals.	15	3.80	73.3	20%	7%	47%	27%	
28. Successfully identifies the right person for a job when distributing tasks.	15	4.33	86.7	13%	40%	47%		
29. Assigns tasks to team members based on their strengths.	15	4.67	100.0	33%	67%			
30. Completes challenging projects successfully despite setbacks.	15	4.33	100.0	67%	33%			

Comments:

- She could benefit from becoming more comfortable challenging others.
- Take charge without feeling like you need approval.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- She is a great leader.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- Is always available to assist with issues, all scopes business or personal.

Self Management

Summary Scores



31. Uses patience and self-control in working with customers and associates.



32. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



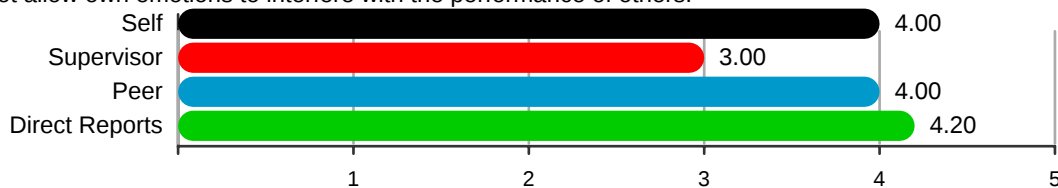
33. Consciously controls own negative emotions in order to keep team morale up.



34. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



35. Does not allow own emotions to interfere with the performance of others.



Level of Skill

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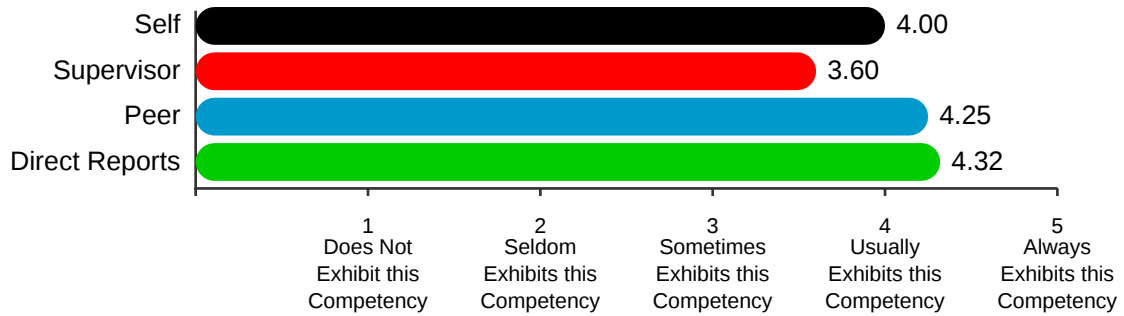
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Uses patience and self-control in working with customers and associates.	15	4.07	80.0	20%		53%		27%
32. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	4.47	100.0			53%		47%
33. Consciously controls own negative emotions in order to keep team morale up.	15	4.13	80.0	20%		47%		33%
34. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.13	86.7	13%		60%		27%
35. Does not allow own emotions to interfere with the performance of others.	15	4.00	80.0	20%		60%		20%

Comments:

- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- As mentioned above, good collaboration.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- She has worked hard to understand people's strengths and what they need from her.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.

Regulatory/Compliance

Summary Scores



36. Provides documents and reports as needed to maintain compliance with laws.



37. Coordinates with legal counsel investigating any instances of misconduct.



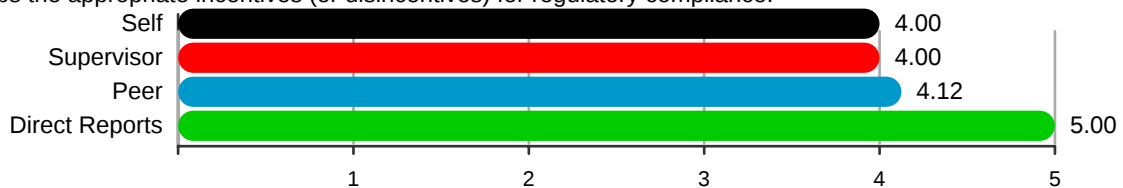
38. Keeps track of changes in legislation affecting regulatory compliance.



39. Develops compliance reports to share with stakeholders.



40. Develops the appropriate incentives (or disincentives) for regulatory compliance.



Level of Skill

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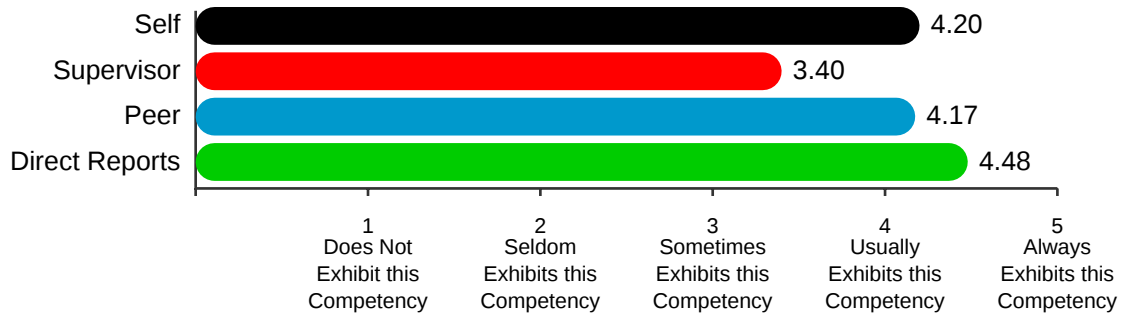
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency	
36. Provides documents and reports as needed to maintain compliance with laws.	15	4.33	100.0	67% 33%					
37. Coordinates with legal counsel investigating any instances of misconduct.	15	3.93	80.0	13%	7%	53%			27%
38. Keeps track of changes in legislation affecting regulatory compliance.	15	4.27	86.7	13%	47%			40%	
39. Develops compliance reports to share with stakeholders.	15	4.13	86.7	13%	60%			27%	
40. Develops the appropriate incentives (or disincentives) for regulatory compliance.	15	4.40	93.3	7%	47%			47%	

Comments:

- ___ handles every situation in a professional manner and she responds promptly to requests.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- She can always be counted on to do what she commits to.
- She is truly dedicated to doing a good job, by helping us do a good job.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- Charisma, In-depth knowledge, and an ability to train/mentor others.

Partnering/Networking

Summary Scores



41. Seeks to reduce institutional roadblocks to information sharing.



42. Works in tandem with colleagues to pursue common goals and needs.



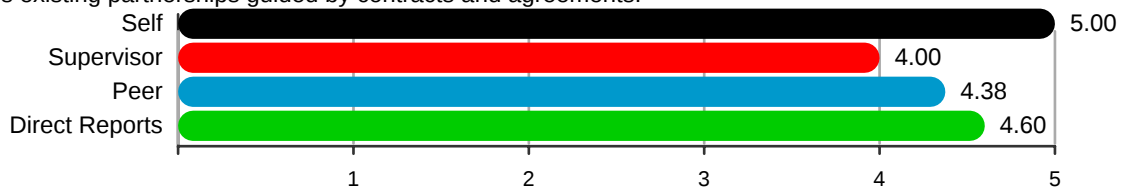
43. Facilitates inter-departmental collaboration and information sharing.



44. Maintains communication channels with colleagues in the industry.



45. Sustains existing partnerships guided by contracts and agreements.



Level of Skill

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Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Seeks to reduce institutional roadblocks to information sharing.	15	4.33	93.3	7%		53%		40%
42. Works in tandem with colleagues to pursue common goals and needs.	15	4.20	80.0	20%		40%		40%
43. Facilitates inter-departmental collaboration and information sharing.	15	4.13	86.7	13%		60%		27%
44. Maintains communication channels with colleagues in the industry.	15	4.00	86.7	13%		73%		13%
45. Sustains existing partnerships guided by contracts and agreements.	15	4.47	93.3	7%		40%		53%

Comments:

- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- I am impressed with her commitment to task and job knowledge.
- 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.
- She is a great manager and person to work for/with.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.

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's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- She is very supportive of us and the job we do.
- As a new manager she is progressing very well.
- She provided coaching and support to improve this individual's performance.

What do you like best about working with this individual?

- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- I am impressed with her commitment to task and job knowledge.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- I have seen improvement and will try to encourage even more growth.
- ___ meets and exceeds all of these leadership roles.
- ___ takes people where they want to go and pushes them to be their own success.

What do you like least about working with this individual?

- She is very effective and she has learned so much about our product.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- ___ is very reliable and collaborates well on projects.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.

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

- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.
- She is organized, kind, and extremely approachable.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- She is passionate about providing the services necessary to meet the needs of our organization.

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

- ____ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- Her positive attitude is constant.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- ____ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.

Any final comments?

- She is beginning to reach out to the other managers more, and it is appreciated.
- ____ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- 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.
- ____ always has the customer at the center of focus.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.