



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.

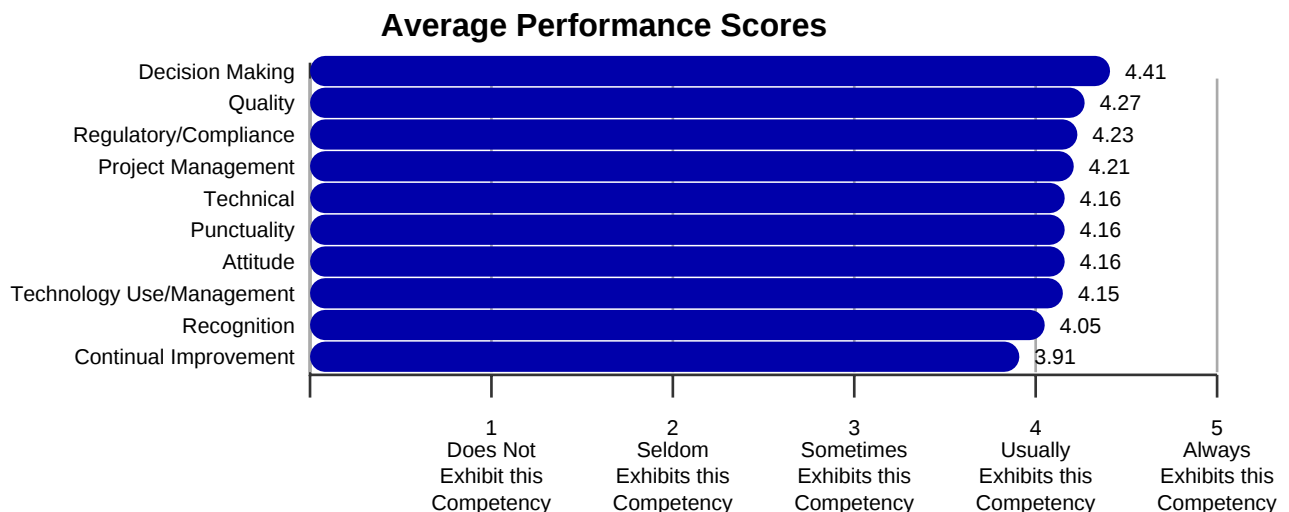
What to Do with Your Feedback

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 10 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.



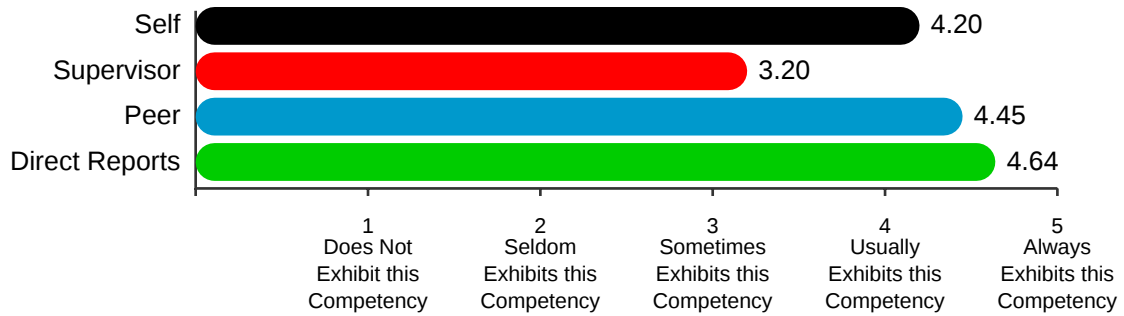
Gap Analysis

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.



Decision Making

Summary Scores



1. Defines parameters that will impact the decision making process.



2. Employs sound judgment and logical reasoning.



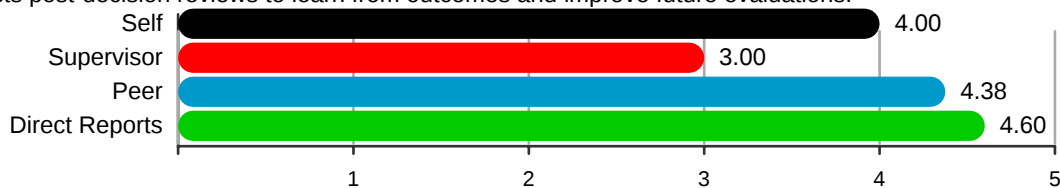
3. Is able to learn from mistakes.



4. Establishes critical limits (such as budget, timeline, compliance, or resource availability) before evaluating alternatives.



5. Conducts post-decision reviews to learn from outcomes and improve future evaluations.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

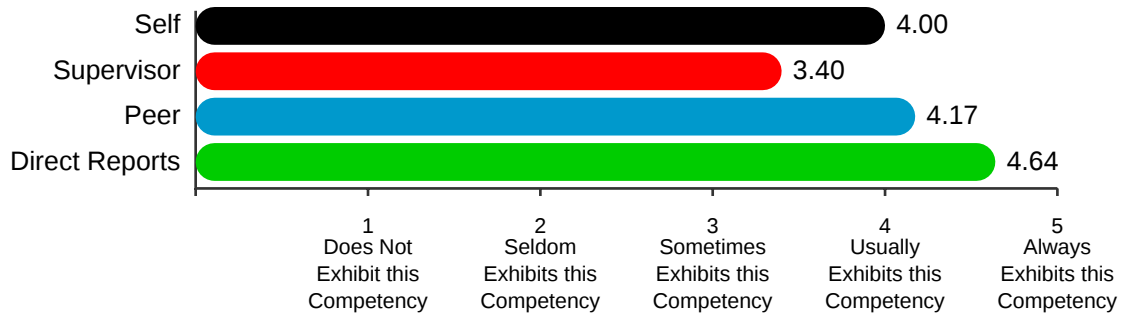
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Defines parameters that will impact the decision making process.	15	4.20	93.3	7%		67%		27%
2. Employs sound judgment and logical reasoning.	15	4.87	100.0	13%		87%		
3. Is able to learn from mistakes.	15	4.27	93.3	7%		60%		33%
4. Establishes critical limits (such as budget, timeline, compliance, or resource availability) before evaluating alternatives.	15	4.40	86.7	13%	33%		53%	
5. Conducts post-decision reviews to learn from outcomes and improve future evaluations.	15	4.33	93.3	7%		53%		40%

Comments:

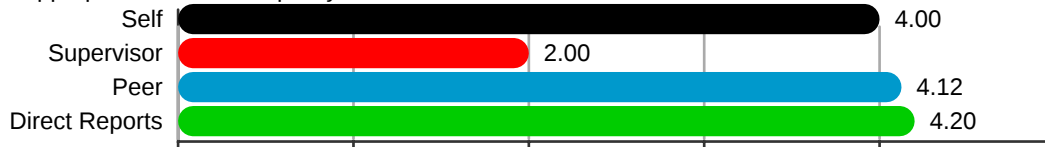
- _____ is an excellent Director.
- Be being better organized. It would help with prioritizing.
- Transparency and honesty is important early in the process.
- He consistently involves employees in shared decision making.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.

Quality

Summary Scores



6. Identifies appropriate sources of quality standards.



7. Implements appropriate training to maintain high quality standards.



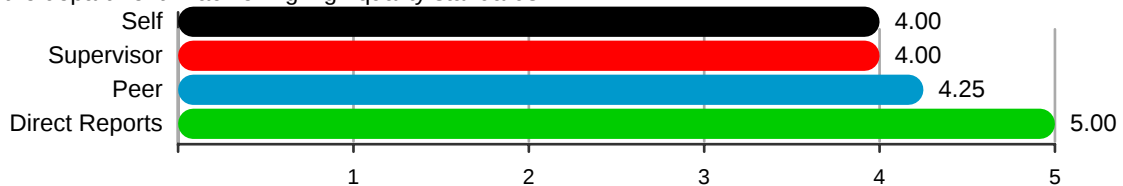
8. Sets high benchmarks for employees to achieve.



9. Ensures the hiring of employees who are dedicated to delivering exceptional quality in every aspect of their work.



10. Guides the department in achieving high quality standards.



Level of Skill

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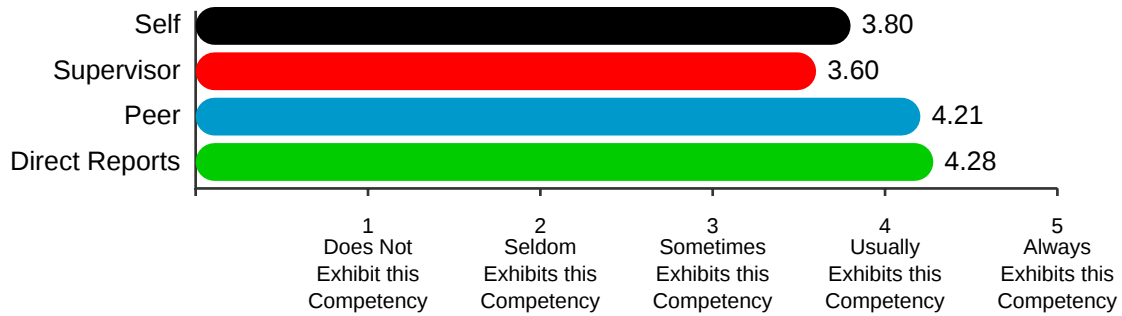
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Identifies appropriate sources of quality standards.	15	4.00	80.0	7%	13%	53%	27%	
7. Implements appropriate training to maintain high quality standards.	15	4.07	80.0	20%	53%	27%		
8. Sets high benchmarks for employees to achieve.	15	4.33	93.3	7%	47%	47%		
9. Ensures the hiring of employees who are dedicated to delivering exceptional quality in every aspect of their work.	15	4.47	93.3	7%	40%	53%		
10. Guides the department in achieving high quality standards.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- He is very astute, proactive in problem solving, and a great team member.
- He is showing more comfort in providing and receiving critical feedback.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- Employees were not encouraged to do anything besides come to work.

Technical

Summary Scores



11. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



12. Is knowledgeable of procedures or systems necessary for the job.



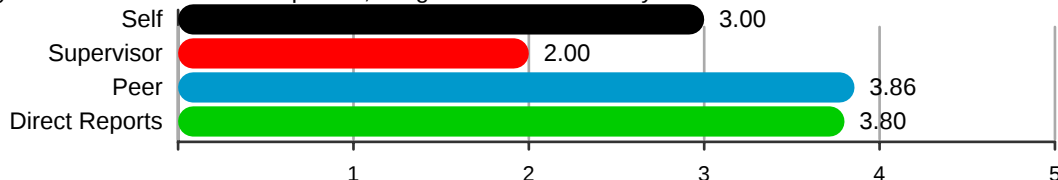
13. Knows how to produce high quality products/work.



14. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



15. Willingly shares information and expertise; sought out as resource by others



Level of Skill

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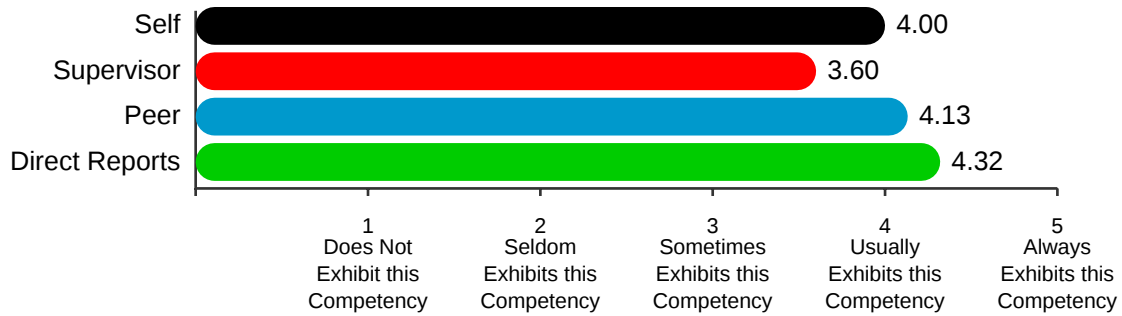
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Keeps current with technical advances within his/her professional discipline, embraces and applies new techniques and practices	15	4.60	100.0			40%	60%	
12. Is knowledgeable of procedures or systems necessary for the job.	15	4.27	100.0			73%		27%
13. Knows how to produce high quality products/work.	15	4.33	100.0			67%		33%
14. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.93	73.3		27%		53%	20%
15. Willingly shares information and expertise; sought out as resource by others	14	3.64	57.1	14%	29%		36%	21%

Comments:

- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- Don't know where we would be without him.
- Initiative, attitude, and willingness to pitch in.
- Uses his people skills to change negative situations into positive.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.

Technology Use/Management

Summary Scores



16. Supports technical training and development of employees.



17. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



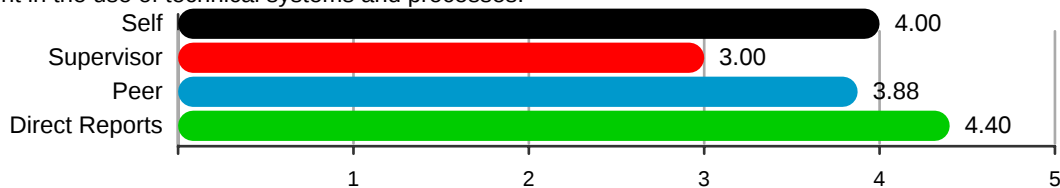
18. Applies complex rules and regulations to maintain optimal system performance.



19. Understands and is committed to implementing new technologies.



20. Proficient in the use of technical systems and processes.



Level of Skill

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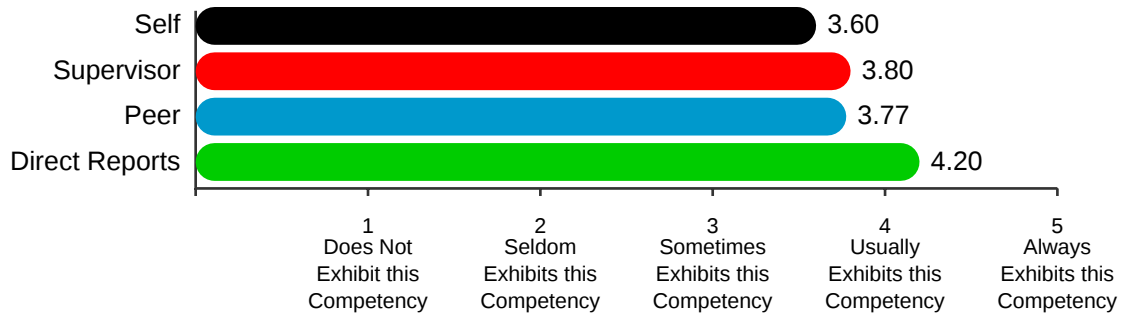
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Supports technical training and development of employees.	15	4.33	86.7	13%		40%	47%	
17. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.27	93.3	7%		60%	33%	
18. Applies complex rules and regulations to maintain optimal system performance.	14	4.00	92.9	7%		86%		7%
19. Understands and is committed to implementing new technologies.	14	4.14	85.7	7%	7%	50%		36%
20. Proficient in the use of technical systems and processes.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- Allocates resources in advance to ensure the required work can be completed.
- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- His communication style can also come across as very directive at times to peers and subordinates.

Continual Improvement

Summary Scores



21. Open to the suggestions from others.



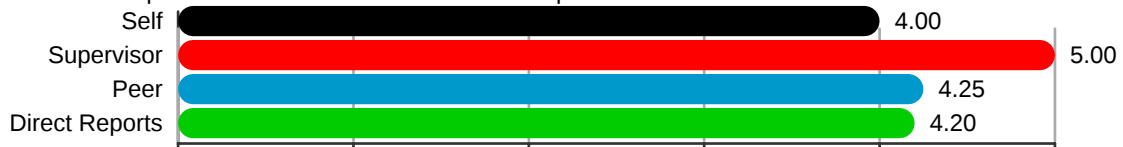
22. Looks for ways to improve work processes and procedures.



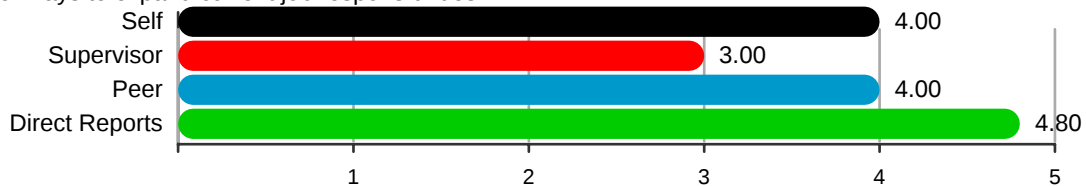
23. Analyzes processes to determine areas for improvement.



24. Fosters a culture of open communication and continuous improvement.



25. Looks for ways to expand current job responsibilities.



Level of Skill

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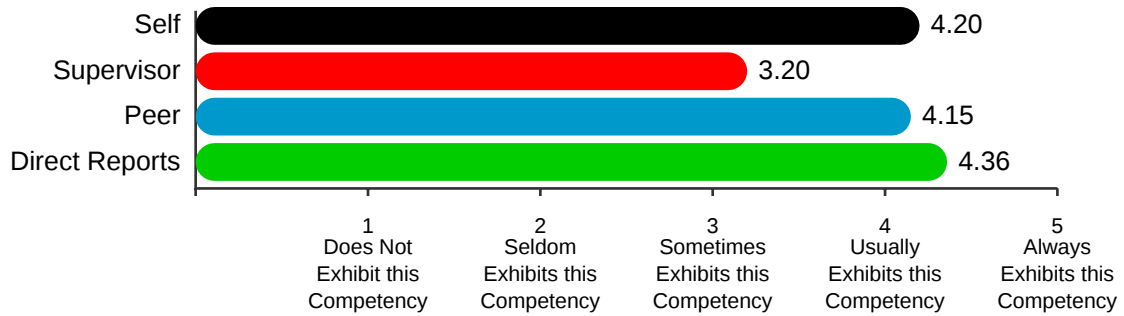
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Open to the suggestions from others.	15	4.00	66.7	13%	20%	20%	47%	
22. Looks for ways to improve work processes and procedures.	15	3.47	53.3	13%	33%	47%	7%	
23. Analyzes processes to determine areas for improvement.	15	3.60	66.7	13%	20%	60%	7%	
24. Fosters a culture of open communication and continuous improvement.	15	4.27	86.7	7%	7%	40%	47%	
25. Looks for ways to expand current job responsibilities.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

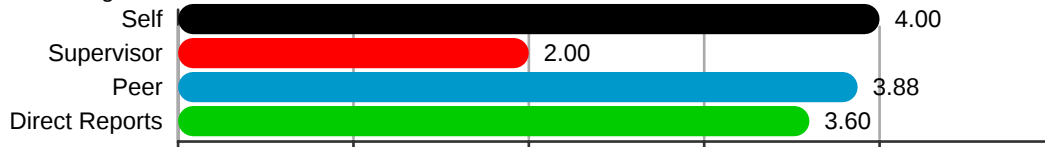
- _____ continually is analyzing our current states and identifying areas that we can improve.
- _____ addresses questions/concerns quickly and listens to staffs' needs.
- He challenges me every day to be my best and I appreciate that.
- He is well respected.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- _____ strives to be professional with each and every interaction and I think inspires confidence.

Punctuality

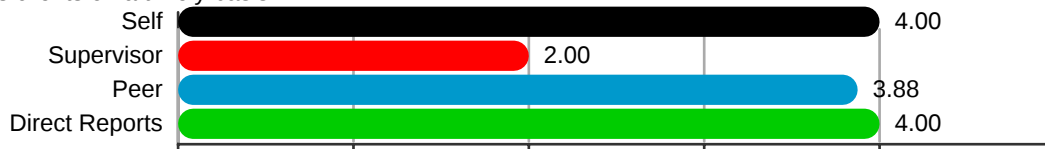
Summary Scores



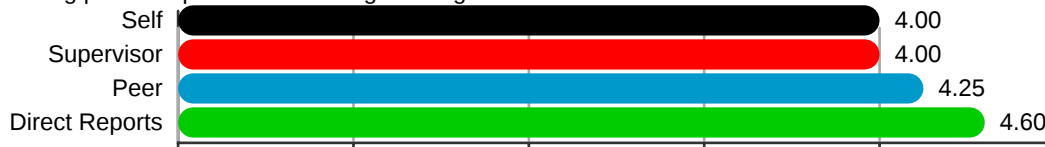
26. Arrives to meetings on time.



27. Invoices clients on a timely basis.



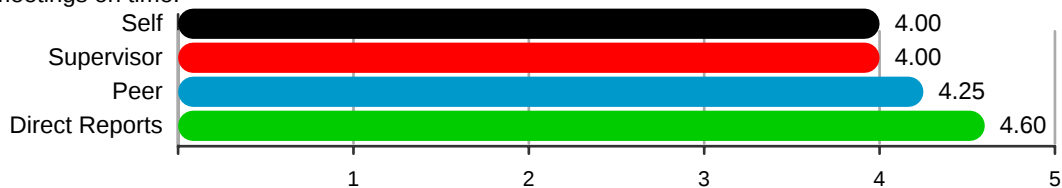
28. Avoids making personal phone calls during working hours.



29. Starts the workday when scheduled.



30. Starts meetings on time.



Level of Skill

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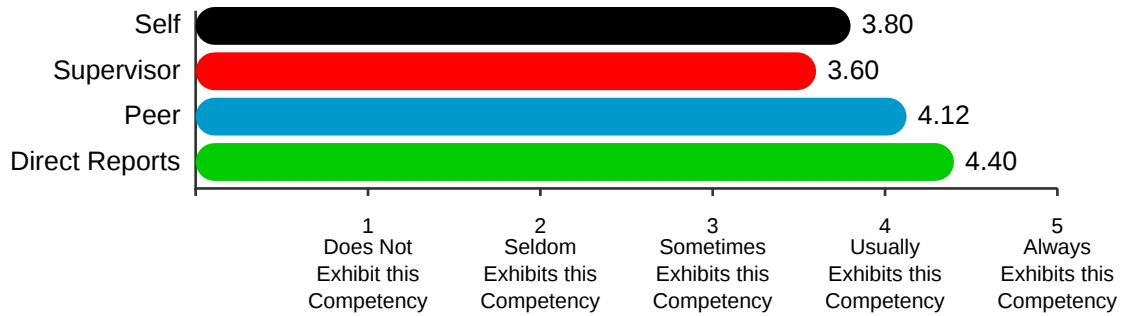
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Arrives to meetings on time.	15	3.67	66.7	20%	13%	47%	20%	
27. Invoices clients on a timely basis.	15	3.80	73.3	20%	7%	47%	27%	
28. Avoids making personal phone calls during working hours.	15	4.33	86.7	13%	40%	47%		
29. Starts the workday when scheduled.	15	4.67	100.0		33%	67%		
30. Starts meetings on time.	15	4.33	100.0		67%	33%		

Comments:

- Increase in confidence. Being willing to lean into the uncomfortable.
- _____ has nothing but [CompanyName]'s best interest at heart.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- _____ is a valuable resource to the organization and the team.
- He often involves his team in decision making and to determine how to achieve outcomes.
- He has a very engaging style which generates trust and respect.

Attitude

Summary Scores



31. Demonstrates awareness of others' time constraints and adjusts accordingly.



32. Actively seeks insight from colleagues at all levels and backgrounds.



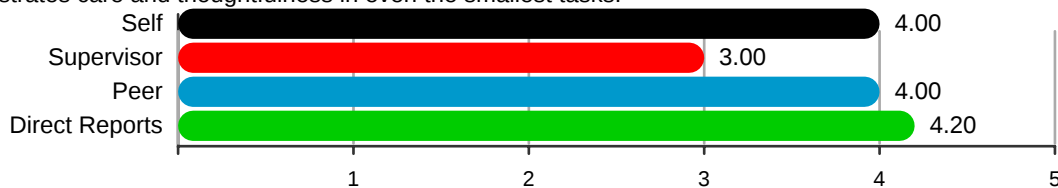
33. Seeks out mentorship opportunities to support junior staff or onboard new employees.



34. Models resilience in the face of adversity.



35. Demonstrates care and thoughtfulness in even the smallest tasks.



Level of Skill

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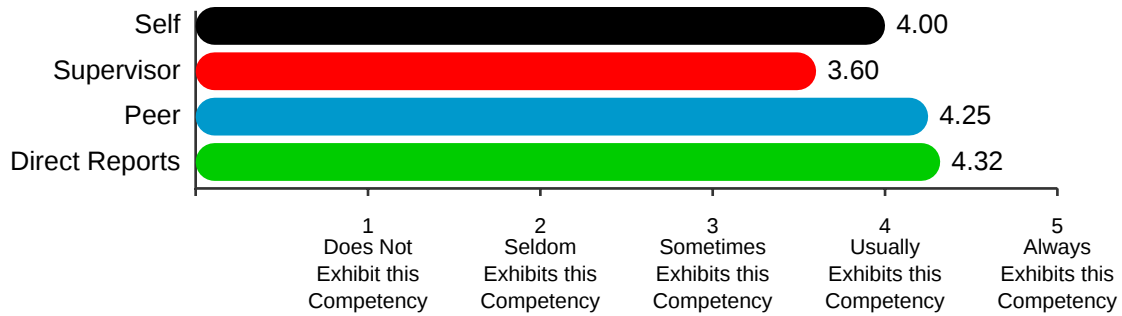
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Demonstrates awareness of others' time constraints and adjusts accordingly.	15	4.07	80.0	20%		53%		27%
32. Actively seeks insight from colleagues at all levels and backgrounds.	15	4.47	100.0			53%		47%
33. Seeks out mentorship opportunities to support junior staff or onboard new employees.	15	4.13	80.0	20%		47%		33%
34. Models resilience in the face of adversity.	15	4.13	86.7	13%		60%		27%
35. Demonstrates care and thoughtfulness in even the smallest tasks.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- _____ is very reliable and collaborates well on projects.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.

Project Management

Summary Scores



36. Creates a schedule for the different phases of the project.



37. Determines the project strategy for implementation.



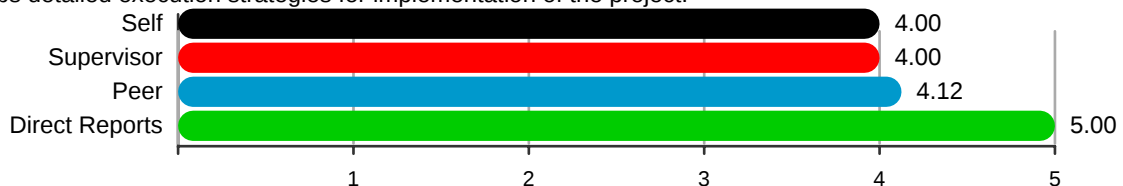
38. Implements risk mitigation strategies to help move the project to successful completion.



39. Plans and implements responses to potential threats to the success of the project.



40. Develops detailed execution strategies for implementation of the project.



Level of Skill

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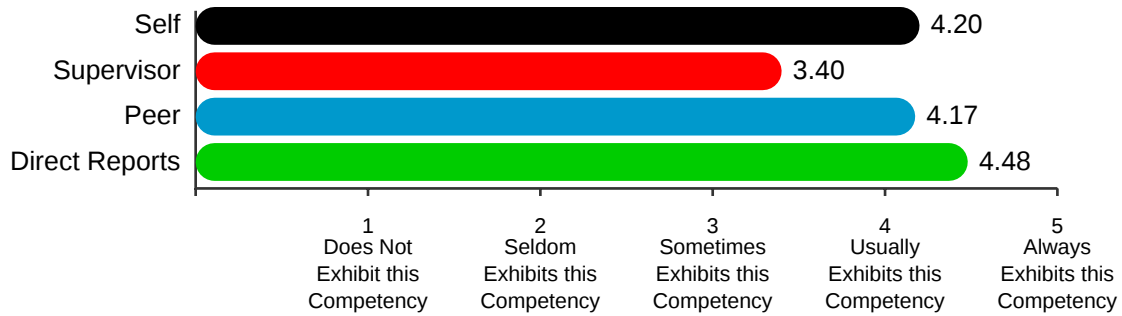
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Creates a schedule for the different phases of the project.	15	4.33	100.0			67%		33%
37. Determines the project strategy for implementation.	15	3.93	80.0	13%	7%	53%		27%
38. Implements risk mitigation strategies to help move the project to successful completion.	15	4.27	86.7		13%	47%		40%
39. Plans and implements responses to potential threats to the success of the project.	15	4.13	86.7		13%	60%		27%
40. Develops detailed execution strategies for implementation of the project.	15	4.40	93.3		7%	47%		47%

Comments:

- He is very customer focused and this reflects in his division leadership and performance.
- As mentioned above, good collaboration.
- _____ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- Always has a positive, cheerful, and strong attitude.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.

Regulatory/Compliance

Summary Scores



41. Maintains a state of readiness to address new and changing regulations and procedures.



42. Reviews transactions for potential misconduct.



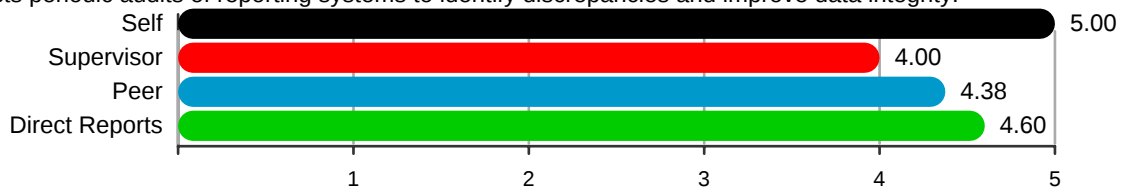
43. Coordinates internal and external audit procedures.



44. Ensures appropriate followup for regulatory violations.



45. Conducts periodic audits of reporting systems to identify discrepancies and improve data integrity.



Level of Skill

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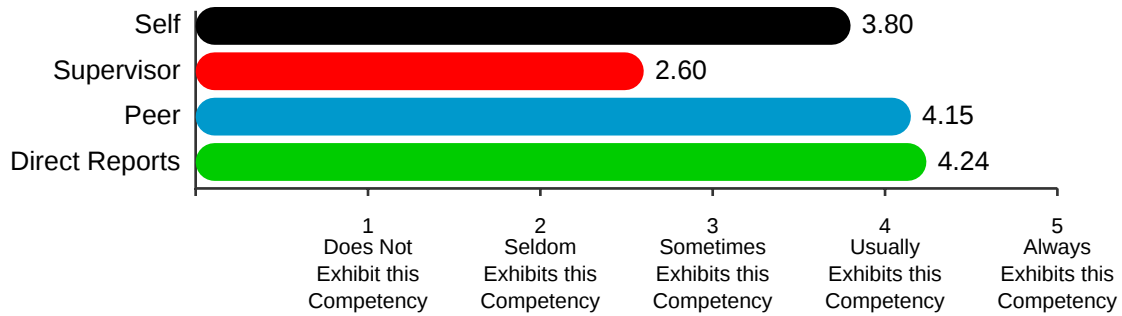
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Maintains a state of readiness to address new and changing regulations and procedures.	15	4.33	93.3	7%		53%		40%
42. Reviews transactions for potential misconduct.	15	4.20	80.0	20%		40%		40%
43. Coordinates internal and external audit procedures.	15	4.13	86.7	13%		60%		27%
44. Ensures appropriate followup for regulatory violations.	15	4.00	86.7	13%		73%		13%
45. Conducts periodic audits of reporting systems to identify discrepancies and improve data integrity.	15	4.47	93.3	7%		40%		53%

Comments:

- He will sit down with all parties involved before he makes a decision.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).

Recognition

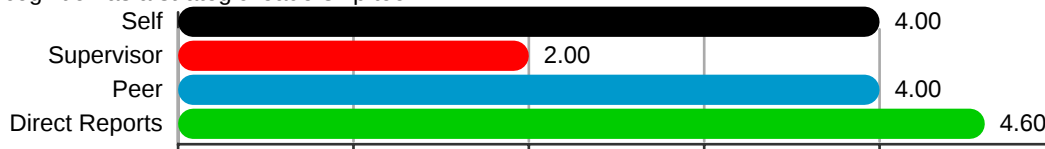
Summary Scores



46. Gives spontaneous recognition in the proper context.



47. Uses recognition as a strategic leadership tool.



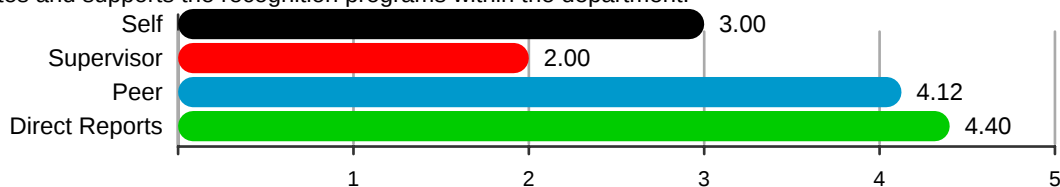
48. Offers recognition that is thoughtful and individualized, ensuring that the method and reward suit the person being acknowledged.



49. Makes sure there are adequate budget resources to support monetary rewards.



50. Facilitates and supports the recognition programs within the department.



Level of Skill

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46. Gives spontaneous recognition in the proper context.	15	3.87	80.0	7%	13%	67%	13%	
47. Uses recognition as a strategic leadership tool.	15	4.07	86.7	13%	53%	33%		
48. Offers recognition that is thoughtful and individualized, ensuring that the method and reward suit the person being acknowledged.	15	4.13	86.7	13%	60%	27%		
49. Makes sure there are adequate budget resources to support monetary rewards.	15	4.20	86.7	7%	7%	47%	40%	
50. Facilitates and supports the recognition programs within the department.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- He walks the walk and talks the talk.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- Does excellent job, always.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- _____ is a great asset to the team. We are grateful to have him.

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?

- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- He is continually looking for ways to improve our service to our customers.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- He has been both a great co-worker and mentor to me.

What do you like best about working with this individual?

- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- He has deep technical expertise in a number of areas of human resource management.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.

What do you like least about working with this individual?

- _____ always has the customer at the center of focus.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- He includes appropriate people in his decisions and follows through on decisions made.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.

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

- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he led and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- _____ always makes decisions based on what is best for the department or organization.
- I think he is the kind of manager our department has needed and will continue to need.
- _____ has been very supportive as a supervisor.
- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- _____ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.

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

- Timely follow through.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- While encouraging folks to continue with their education, he is also continuing with his education.
- _____ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- Closes off discussions with action plans.
- He knows his subject matter!

Any final comments?

- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- _____ is a great listener and leader for the department.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- Despite the fact that _____ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.