



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.

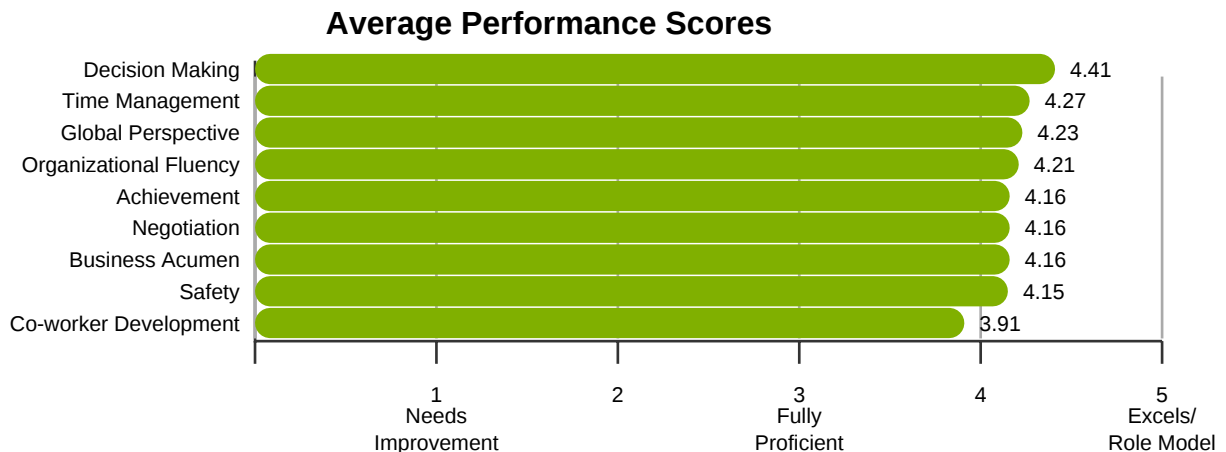
What to Do with Your Feedback

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

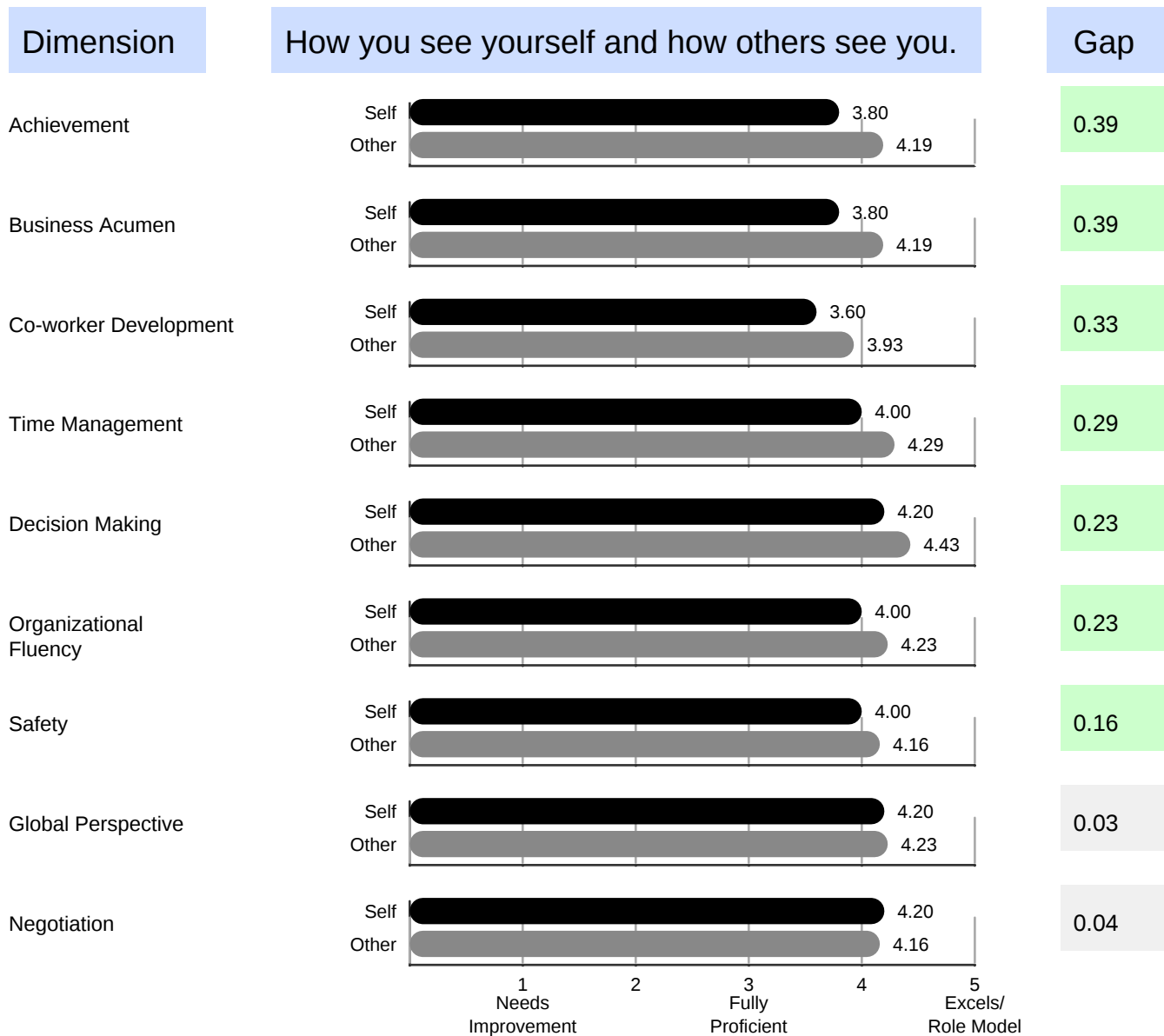
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



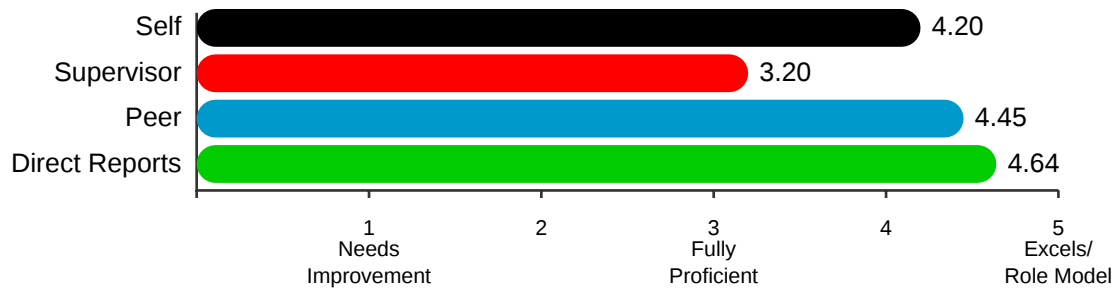
Gap Analysis

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.



Decision Making

Summary Scores



1. Is open to listening to others who may have different ideas.



2. Maintains focus on the "big picture" when making decisions.



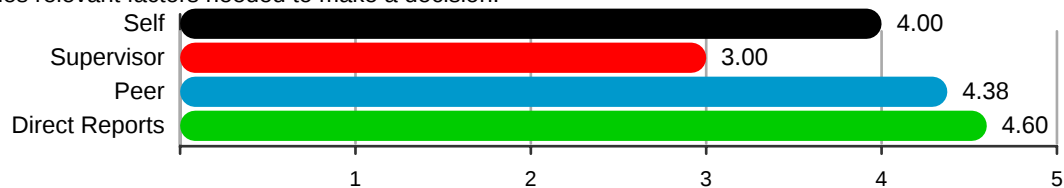
3. Gathers information before making a decision.



4. Uses iterative, user-centered approaches to prototype and refine ideas before finalizing decisions.



5. Examines relevant factors needed to make a decision.



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).

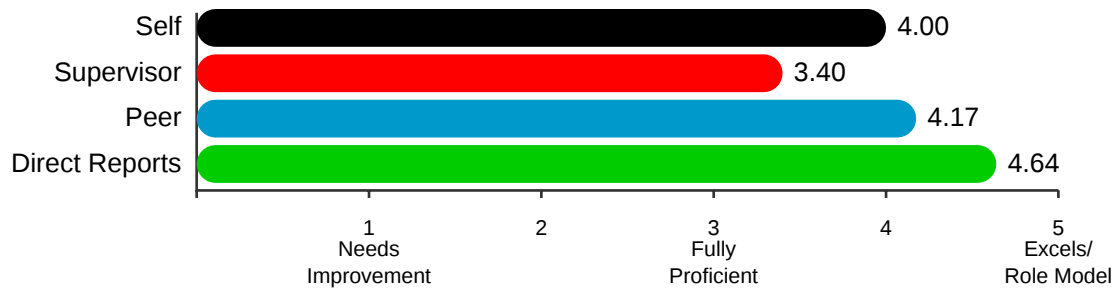
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
1. Is open to listening to others who may have different ideas.	15	4.20	93.3	7%	67%		27%
2. Maintains focus on the "big picture" when making decisions.	15	4.87	100.0	13%	87%		
3. Gathers information before making a decision.	15	4.27	93.3	7%	60%		33%
4. Uses iterative, user-centered approaches to prototype and refine ideas before finalizing decisions.	15	4.40	86.7	13%	33%		53%
5. Examines relevant factors needed to make a decision.	15	4.33	93.3	7%	53%		40%

Comments:

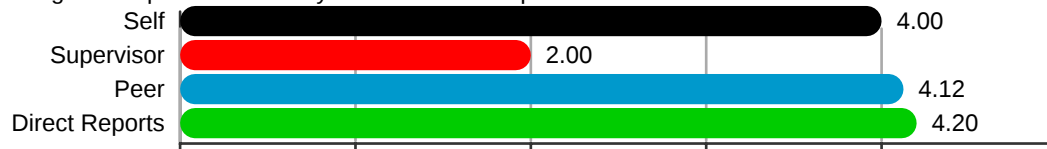
- _____ is professional, collaborative. . .a great team member.
- _____ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- He is well respected.
- _____ not only values and listens to his staff he also gives them the support they need.

Time Management

Summary Scores



6. Confronts significant problems directly to reduce their impact on the schedule.



7. Integrates automation into the process whenever feasible.



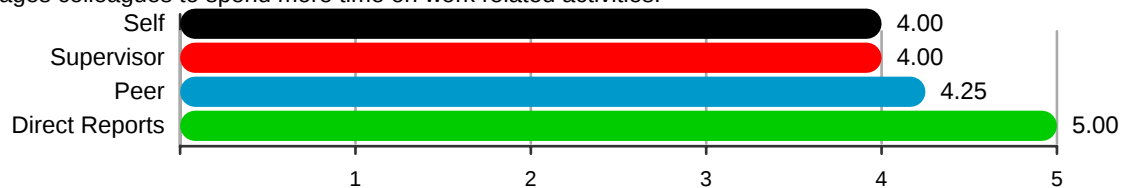
8. Sets clearly defined goals.



9. Prioritizes completion of high-impact assignments.



10. Encourages colleagues to spend more time on work related activities.



Level of Skill

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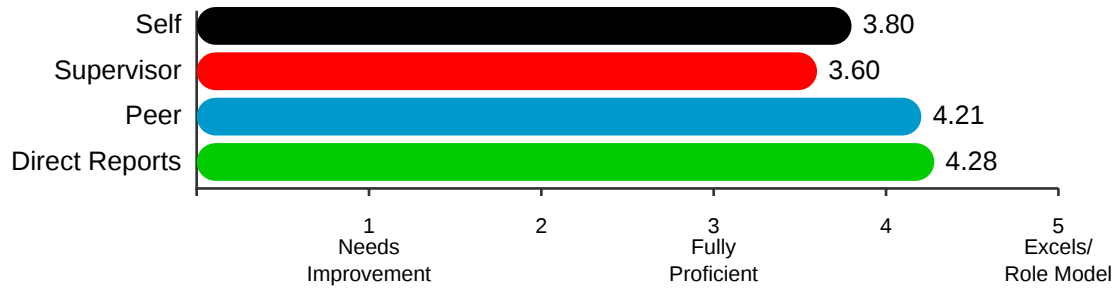
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Confronts significant problems directly to reduce their impact on the schedule.	15	4.00	80.0	7%	13%	53%	27%
7. Integrates automation into the process whenever feasible.	15	4.07	80.0		20%	53%	27%
8. Sets clearly defined goals.	15	4.33	93.3	7%		47%	47%
9. Prioritizes completion of high-impact assignments.	15	4.47	93.3	7%		40%	53%
10. Encourages colleagues to spend more time on work related activities.	15	4.47	93.3	7%		40%	53%

Comments:

- Always available to give us what we need to succeed.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what _____ has done with this but needs to be addressed and improved.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- _____ takes pride in his department. His follow through is excellent. _____ leads be example.
- Transparency and honesty is important early in the process.

Achievement

Summary Scores



11. Highly motivated to achieve or exceed performance standards.



12. Takes reasonable risks to achieve desired results.



13. Defines precise, structured objectives that helps the department progress and holds employees accountable.



14. Balances risk and reward with thoughtful strategies that propel success.



15. Allocates resources as needed to accomplish organizational goals.



Level of Skill

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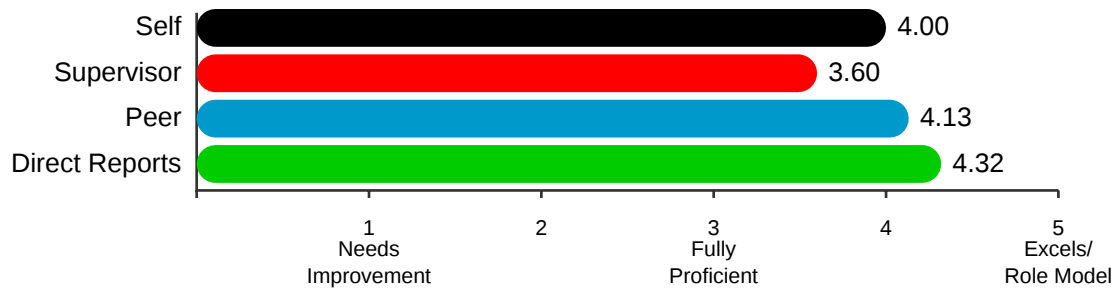
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Highly motivated to achieve or exceed performance standards.	15	4.60	100.0		40%		60%	
12. Takes reasonable risks to achieve desired results.	15	4.27	100.0		73%			27%
13. Defines precise, structured objectives that helps the department progress and holds employees accountable.	15	4.33	100.0		67%			33%
14. Balances risk and reward with thoughtful strategies that propel success.	15	3.93	73.3	27%		53%		20%
15. Allocates resources as needed to accomplish organizational goals.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- _____ always remembers the customer is at the center of what we do.
- Communicate regularly with the whole company, not just one department.
- He is very supportive and easily approachable.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- Great addition to the department!

Safety

Summary Scores



16. Performs work safely.



17. Creates accurate and effective measures of safety.



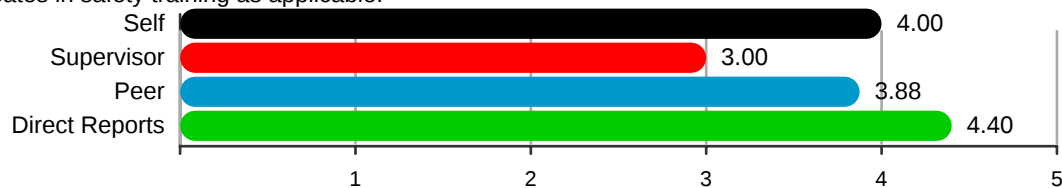
18. Points out behaviors in others that may be unsafe.



19. Participates in safety training when available.



20. Participates in safety training as applicable.



Level of Skill

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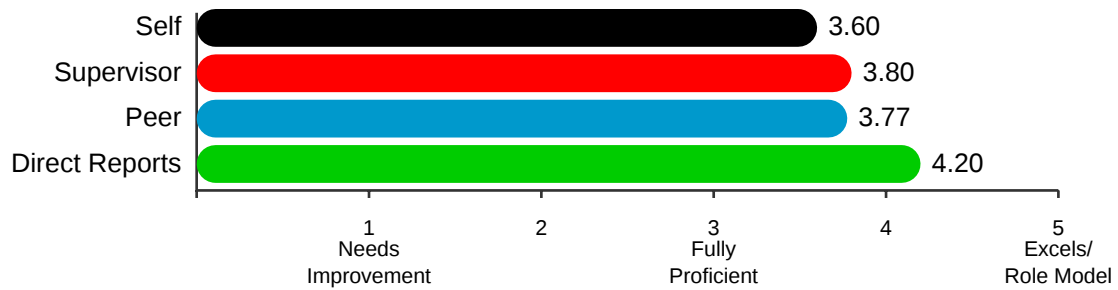
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
16. Performs work safely.	15	4.33	86.7	13%		40%		47%
17. Creates accurate and effective measures of safety.	15	4.27	93.3	7%		60%		33%
18. Points out behaviors in others that may be unsafe.	14	4.00	92.9	7%		86%		7%
19. Participates in safety training when available.	14	4.14	85.7	7%	7%	50%		36%
20. Participates in safety training as applicable.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- _____ 's unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.

Co-worker Development

Summary Scores



21. Takes immediate action on poor performance



22. Provides ongoing feedback to co-workers on their development progress



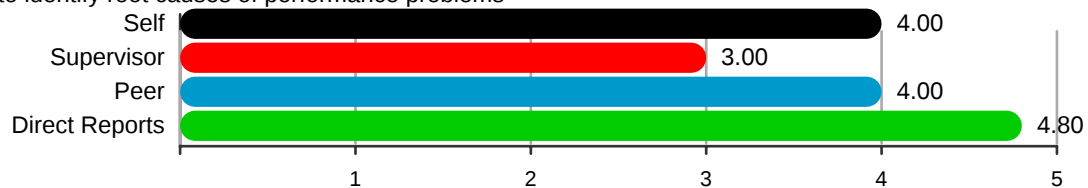
23. Adapts coaching and mentoring approach to meet the style or needs of individuals



24. Gives others development opportunities through project assignments and increased job responsibilities



25. Works to identify root causes of performance problems



Level of Skill

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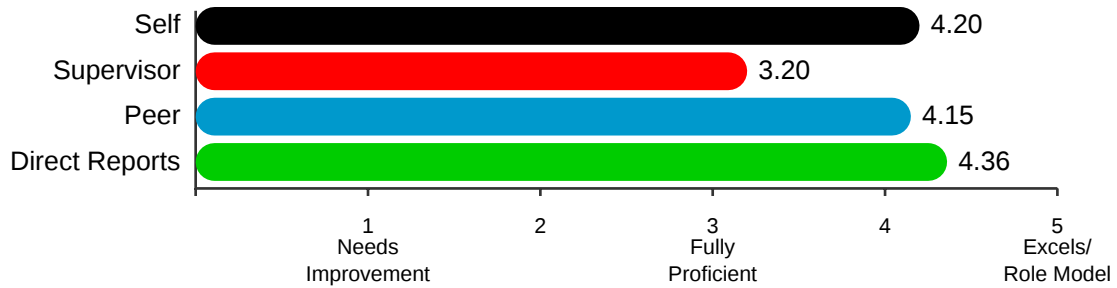
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Takes immediate action on poor performance	15	4.00	66.7	13%	20%	20%	47%	
22. Provides ongoing feedback to co-workers on their development progress	15	3.47	53.3	13%	33%	47%	7%	
23. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.60	66.7	13%	20%	60%	7%	
24. Gives others development opportunities through project assignments and increased job responsibilities	15	4.27	86.7	7%	7%	40%	47%	
25. Works to identify root causes of performance problems	15	4.20	80.0	7%	13%	33%	47%	

Comments:

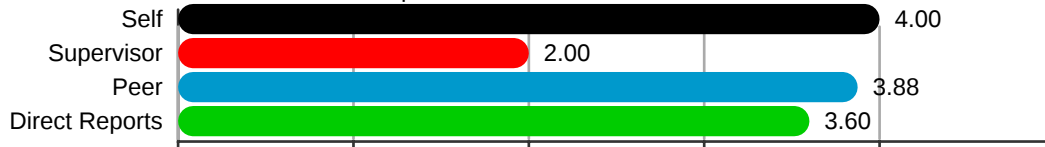
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- _____ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what _____ is trying to communicate with them, I also understand why _____ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that _____ does a good job.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- I appreciate his openness and availability to all the staff.

Negotiation

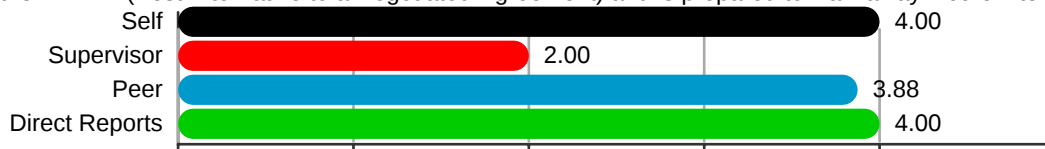
Summary Scores



26. Knows where to stand firm and where to compromise.



27. Knows the BATNA (Best Alternative to a Negotiated Agreement) and is prepared to walk away if core interests are not met.



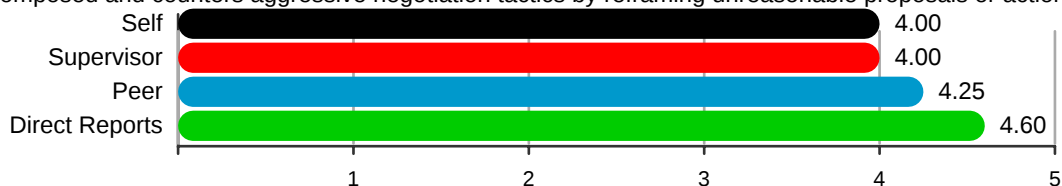
28. Identifies tradeable interests that could facilitate reaching a consensus.



29. Clearly understands the interests and choices of both parties.



30. Stays composed and counters aggressive negotiation tactics by reframing unreasonable proposals or actions.



Level of Skill

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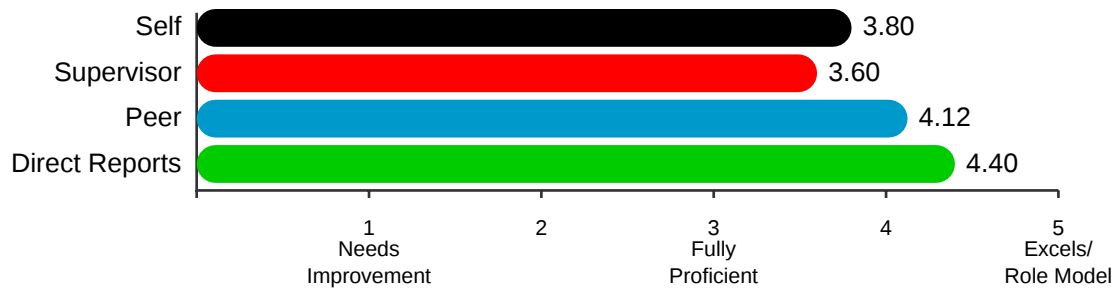
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Knows where to stand firm and where to compromise.	15	3.67	66.7	20%	13%	47%		20%
27. Knows the BATNA (Best Alternative to a Negotiated Agreement) and is prepared to walk away if core interests are not met.	15	3.80	73.3	20%	7%	47%		27%
28. Identifies tradeable interests that could facilitate reaching a consensus.	15	4.33	86.7	13%		40%		47%
29. Clearly understands the interests and choices of both parties.	15	4.67	100.0			33%		67%
30. Stays composed and counters aggressive negotiation tactics by reframing unreasonable proposals or actions.	15	4.33	100.0			67%		33%

Comments:

- Communicate regularly with the whole company, not just one department.
- _____ 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.
- Provide more clarity. Increase your technical knowledge.
- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- 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.

Business Acumen

Summary Scores



31. Has an understanding of various asset classes and how to interpret balance sheets.



32. Knows how to use financial information to make an impact on the organization.



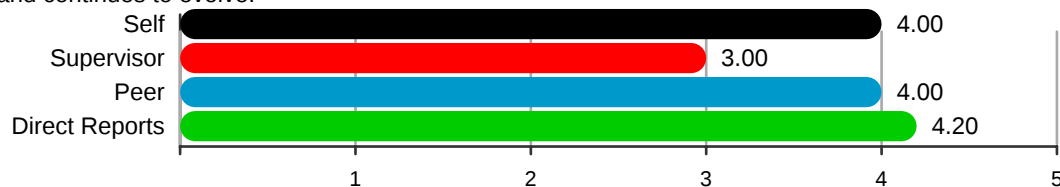
33. Understands financial terminology, statements.



34. Possesses a clear grasp of the company's financial indicators.



35. Is adept at recognizing new opportunities and fostering a culture of innovation ensuring the organization stays ahead of industry trends and continues to evolve.



Level of Skill

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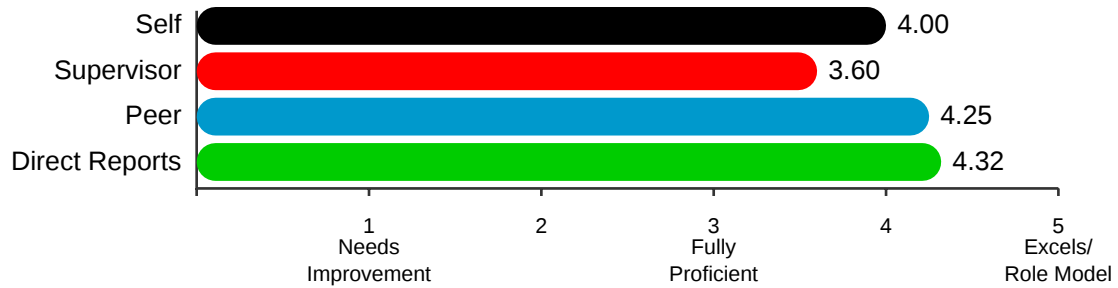
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Has an understanding of various asset classes and how to interpret balance sheets.	15	4.07	80.0	20%	53%	27%
32. Knows how to use financial information to make an impact on the organization.	15	4.47	100.0		53%	47%
33. Understands financial terminology, statements.	15	4.13	80.0	20%	47%	33%
34. Possesses a clear grasp of the company's financial indicators.	15	4.13	86.7	13%	60%	27%
35. Is adept at recognizing new opportunities and fostering a culture of innovation ensuring the organization stays ahead of industry trends and continues to evolve.	15	4.00	80.0	20%	60%	20%

Comments:

- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- He is well respected by his peers and it is clear to see why.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- Unfortunately there has been inconsistency in actions and results.

Organizational Fluency

Summary Scores



36. Gets things done through the department.



37. Understands the current organizational culture.



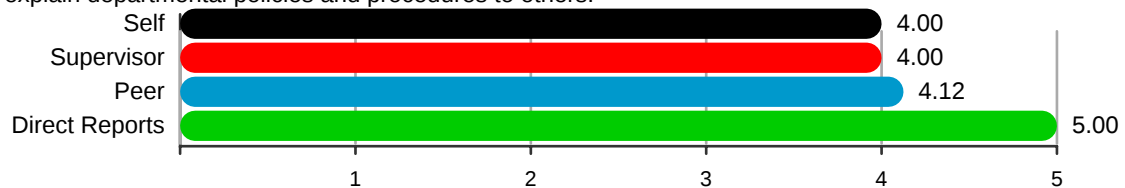
38. Adept at navigating within the culture of the department.



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



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



Level of Skill

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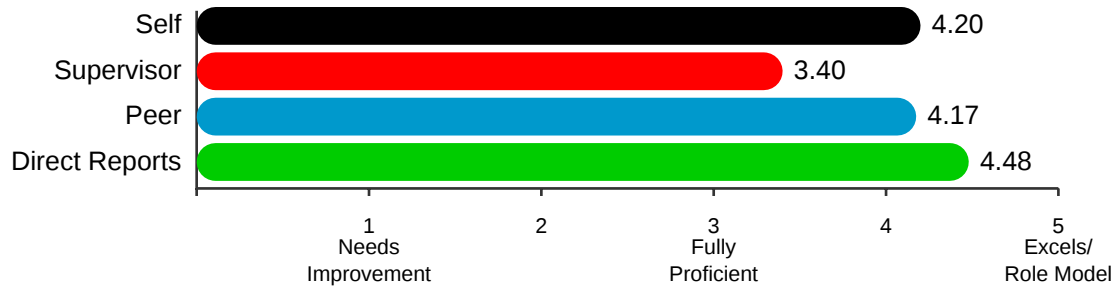
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Gets things done through the department.	15	4.33	100.0			67%		33%
37. Understands the current organizational culture.	15	3.93	80.0	13%	7%	53%		27%
38. Adept at navigating within the culture of the department.	15	4.27	86.7	13%		47%		40%
39. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.13	86.7	13%		60%		27%
40. Able to explain departmental policies and procedures to others.	15	4.40	93.3	7%		47%		47%

Comments:

- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- He is very effective.
- He has created a highly engaged team and manages a diverse group of individuals very well.
- We have made improvements in our documentation and have decreased duplicate reporting.
- _____ is committed to our organization and leads by example.
- He correctly sets limits, and expectations of his managers.

Global Perspective

Summary Scores



41. Has positive interactions with individuals from different cultures and backgrounds.



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



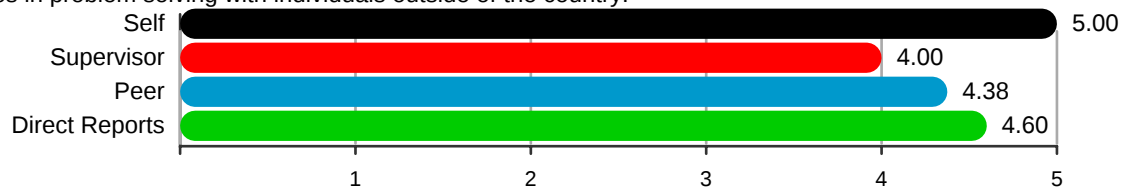
43. Demonstrates a curiosity about diverse individuals and cultures.



44. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.



45. Engages in problem solving with individuals outside of the country.



Level of Skill

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Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
41. Has positive interactions with individuals from different cultures and backgrounds.	15	4.33	93.3	7%	53%	40%
42. Is aware of the culture, behaviors, identities and beliefs of others.	15	4.20	80.0	20%	40%	40%
43. Demonstrates a curiosity about diverse individuals and cultures.	15	4.13	86.7	13%	60%	27%
44. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	4.00	86.7	13%	73%	13%
45. Engages in problem solving with individuals outside of the country.	15	4.47	93.3	7%	40%	53%

Comments:

- _____ is a pleasure to work with. He takes the time to understand a situation before jumping in with a solution or answer. _____ continues to work to improve his departments and improve the engagement of his employees.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- I appreciate his dedication to the department employees.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.

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?

- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- He is excellent at helping/coaching/problem-solving with others.
- _____ is an extremely competent leader and I am enjoying learning by his example.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.

What do you like best about working with this individual?

- _____ is highly professional in his everyday work.
- _____ takes some time to process new ideas and often reacts before considering the facts. Once _____ has had time took think about discussions, he is willing to work with other departments and staff. He can be stubborn at times.
- _____'s dedication and leadership in the management development program is evident.
- He gives you confidence knowing he always has your back.
- _____ is by far a leader in the service area.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.

What do you like least about working with this individual?

- _____ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- _____'s management style is excellent.
- Demonstrates a focus on the business goals through task prioritization.
- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- _____ did a great job with the new employee program development and he should be proud of his accomplishments.

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

- 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.
- _____ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- Having very minimum one-on-one discussion.
- _____ 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.

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

- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- I'm not sure if management is _____'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- He is a strong leader complemented with sound judgement

Any final comments?

- _____ is very good at recognizing the strengths of his staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that _____ respects their abilities and contributions to the department.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.
- He has been influential in our focus on the future.
- _____ excels at keeping in touch with all aspects of their job, and our jobs.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- When dealing with HR issues my HR business partner is always involved.