



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.

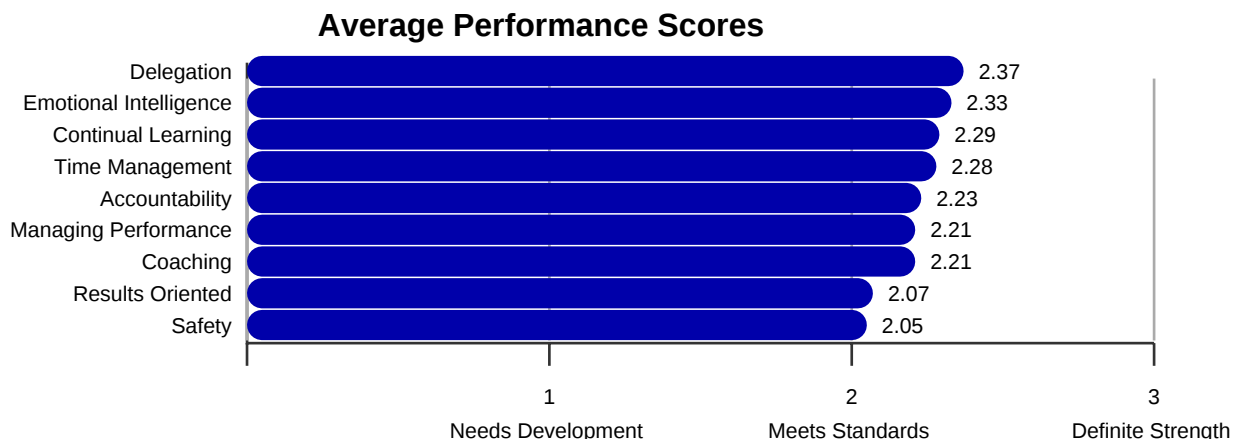
What to Do with Your Feedback

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.



Delegation

Definition:

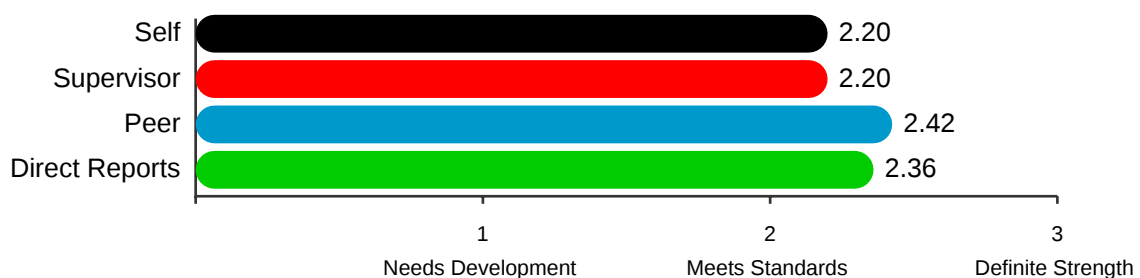
Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

Why this is Important:

Delegation is essential for organizations and companies because it optimizes efficiency, enhances employee engagement, and strengthens leadership. By strategically assigning tasks based on skills, expertise, and growth opportunities, companies ensure that work is distributed fairly and effectively, leading to higher productivity and better resource management. Additionally, empowering employees through autonomy and accountability fosters a culture of trust, innovation, and professional development, which improves morale, reduces burnout, and encourages long-term retention. When done correctly, delegation aligns individual strengths with business goals, driving sustainable success while allowing leaders to focus on higher-level strategy and vision.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



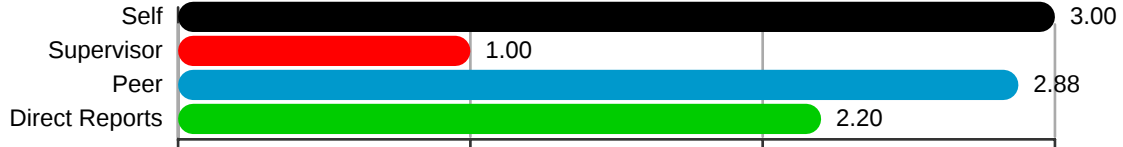
Scores on Each Item:

The scores for each of the items in this competency are shown below.

1. Sets expectations for communication and progress updates while respecting employees' working styles.



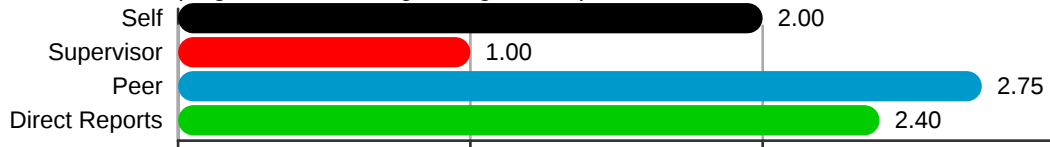
2. Delegates tasks that allow employees to demonstrate leadership potential in safe, supported contexts.



3. Ensures subordinates understand how their tasks contribute to team or company goals.



4. Recognizes and affirms progress made through delegated responsibilities.



5. Matches employees' competencies with projects that maximize their potential.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
1. Sets expectations for communication and progress updates while respecting employees' working styles.	15	2.27	33.3	7%	60%	33%
2. Delegates tasks that allow employees to demonstrate leadership potential in safe, supported contexts.	15	2.53	73.3	20%	7%	73%
3. Ensures subordinates understand how their tasks contribute to team or company goals.	15	2.33	40.0	7%	53%	40%
4. Recognizes and affirms progress made through delegated responsibilities.	15	2.47	53.3	7%	40%	53%
5. Matches employees' competencies with projects that maximize their potential.	15	2.27	40.0	13%	47%	40%

Comments:

- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- She has a very engaging style which generates trust and respect.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- ___ is a great leader and supports her staff.
- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.

Time Management

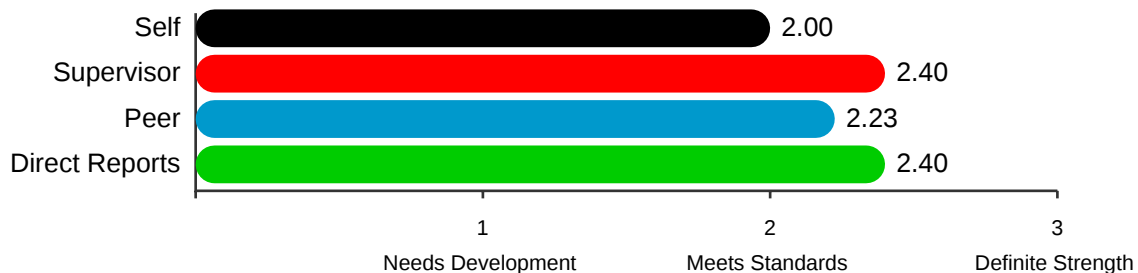
Definition:

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

Why this is Important:

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

6. Completes high-priority work within required timelines.



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



8. Eliminates tasks that are unimportant for the job.



9. Consistently meets production deadlines.



10. Tackles major tasks or problems first before addressing minor issues.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are color-coded from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
6. Completes high-priority work within required timelines.	15	2.13	33.3	20%	47%	33%
7. Encourages colleagues to spend more time on work related activities.	15	2.07	26.7	20%	53%	27%
8. Eliminates tasks that are unimportant for the job.	15	2.33	40.0	7%	53%	40%
9. Consistently meets production deadlines.	15	2.40	53.3	13%	33%	53%
10. Tackles major tasks or problems first before addressing minor issues.	15	2.47	60.0	13%	27%	60%

Comments:

- Ready to tackle any given problem and help others finish 1st
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- ___ is an amazing manager. She genuinely cares about her staff.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- It is often difficult to contact ___ and email communication may take a long period for a reply.
- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.

Accountability

Definition:

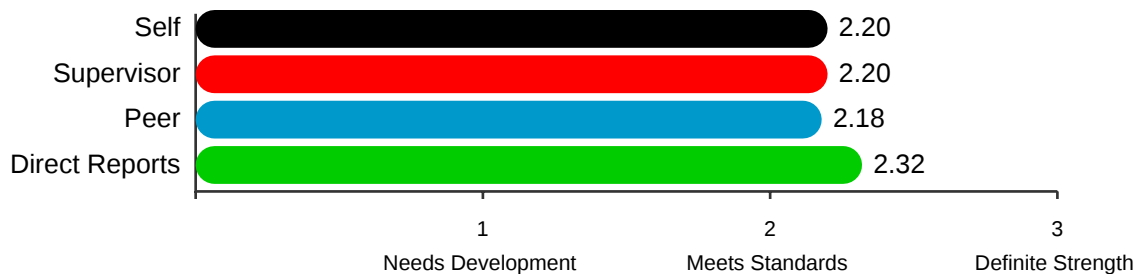
Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

Why this is Important:

Accountability is a driving force to achieve performance goals. When people know that their actions are being observed and evaluated, they are more likely to put forth their best effort. Holding employees accountable ensures that their objectives are aligned with the overall business objectives. This is because clear expectations provide a roadmap for success, and the potential consequences serve as a motivator to achieve the set goals.

Summary Scores:

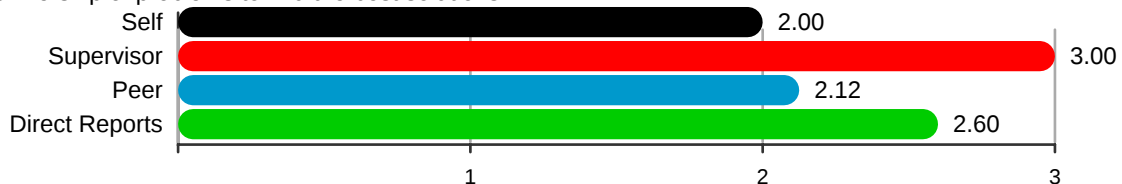
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

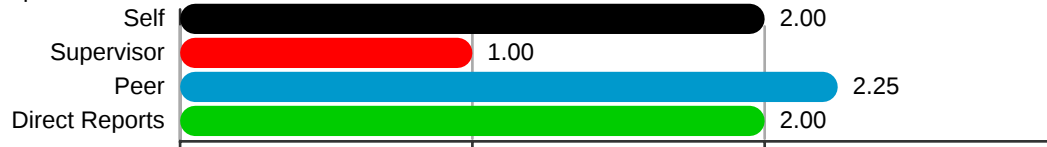
11. Takes ownership of problems to find the best solutions.



12. Maintains honesty and transparency in all communications.



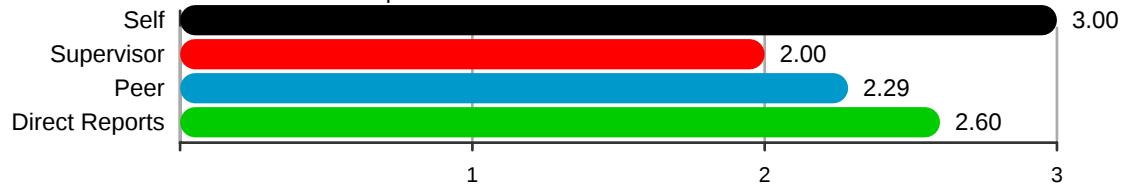
13. Keeps supervisor informed of recent events.



14. Acknowledges errors and takes the steps necessary to rectify them.



15. Works hard to ensure the success of the department.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
11. Takes ownership of problems to find the best solutions.	15	2.33	40.0	7%	53%	40%
12. Maintains honesty and transparency in all communications.	15	2.07	20.0	13%	67%	20%
13. Keeps supervisor informed of recent events.	15	2.07	26.7	20%	53%	27%
14. Acknowledges errors and takes the steps necessary to rectify them.	15	2.27	40.0	13%	47%	40%
15. Works hard to ensure the success of the department.	14	2.43	50.0	7%	43%	50%

Comments:

- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- She challenges me every day to be my best and I appreciate that.
- She is very astute, proactive in problem solving, and a great team member.

Continual Learning

Definition:

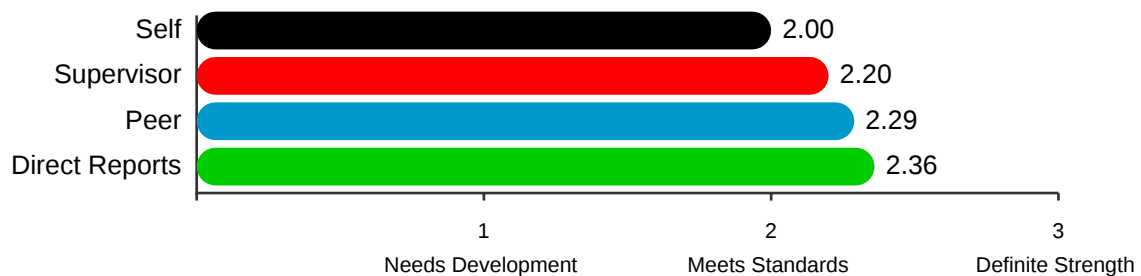
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

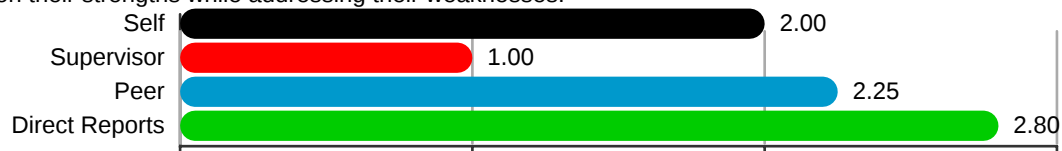
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

16. Builds on their strengths while addressing their weaknesses.



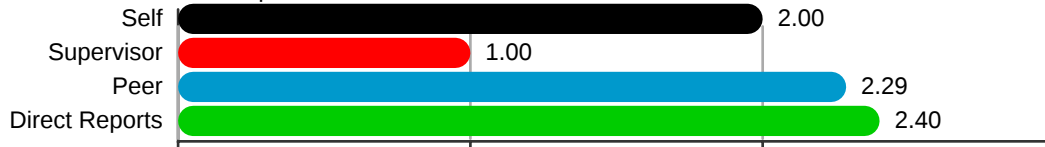
17. Takes charge of their training and skills enhancement.



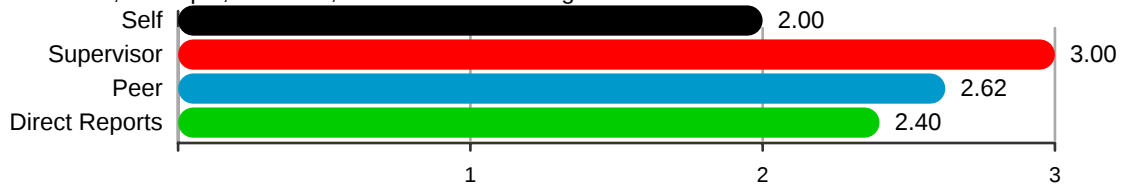
18. Views setbacks as opportunities to learn from.



19. Is open to new ideas and concepts.



20. Grasps new ideas, concepts, technical, or business knowledge.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are categorized using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
16. Builds on their strengths while addressing their weaknesses.	15	2.33	46.7	13%	40%	47%
17. Takes charge of their training and skills enhancement.	15	2.33	40.0	7%	53%	40%
18. Views setbacks as opportunities to learn from.	14	2.00	14.3	14%	71%	14%
19. Is open to new ideas and concepts.	14	2.21	42.9	21%	36%	43%
20. Grasps new ideas, concepts, technical, or business knowledge.	15	2.53	60.0	7%	33%	60%

Comments:

- I know that ___ cares about me as a total individual not just as a professional.
- ___ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.
- She uses the strengths of everyone around her to get the best solutions possible.
- Experience, mentoring and self-confidence.
- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.

Emotional Intelligence

Definition:

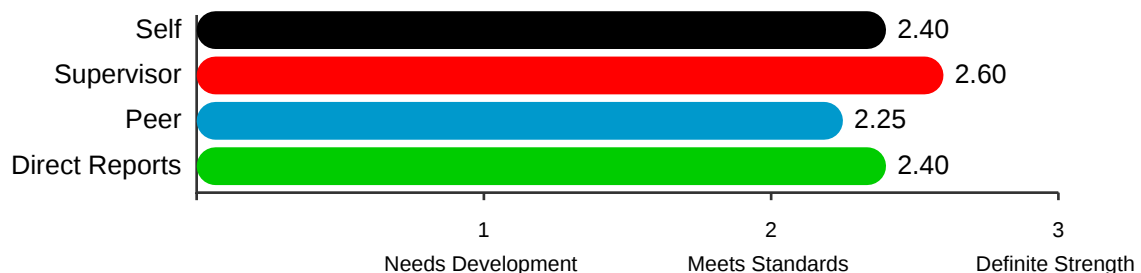
Ability to perceive, interpret, and understand the emotions of others.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

21. Is attentive to emotional cues and interprets others' feelings correctly.



22. Accurately perceives the emotional reactions of others.



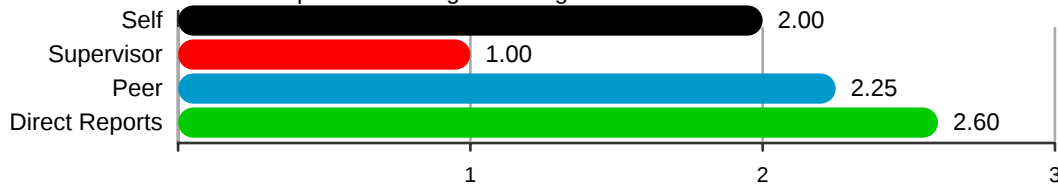
23. Is able to manage their own emotions.



24. Is able to control their own emotions.



25. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are categorized using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
21. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.60	66.7	7%	27%	67%
22. Accurately perceives the emotional reactions of others.	15	2.33	40.0	7%	53%	40%
23. Is able to manage their own emotions.	15	2.07	20.0	13%	67%	20%
24. Is able to control their own emotions.	15	2.40	53.3	13%	33%	53%
25. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.27	53.3	27%	20%	53%

Comments:

- ___ always remembers the customer is at the center of what we do.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- ___ has been very helpful to me as a new manager this year.
- ___ has brought a much needed positive change to [CompanyName].
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.

Managing Performance

Definition:

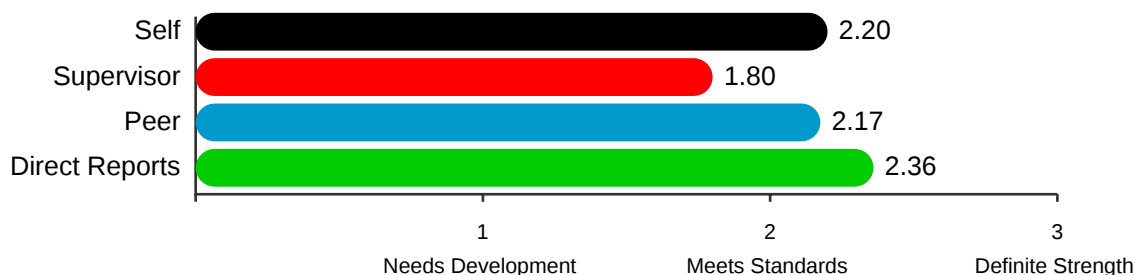
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

Why this is Important:

Performance Management is an important supervisory skill that impacts business operations by setting expectations for achieving superior performance. It provides a framework for measuring work and motivating employees to achieve goals consistent with the organization's mission and values.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

26. Conducts objectives and key results (OKR) assessments on a quarterly basis.



27. Assigns additional responsibilities to facilitate internal employee promotions.



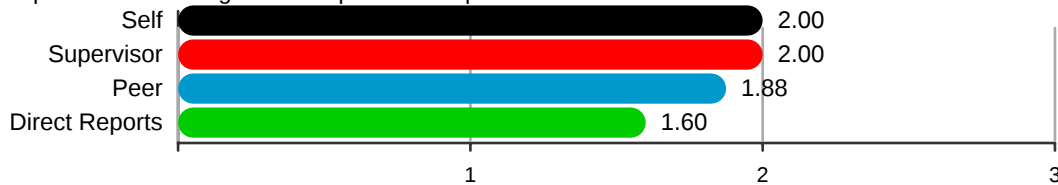
28. Sets long and short term goals.



29. Implements remediation plans with follow up after 3 months.



30. Measures performance using standard production quotas.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are categorized using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
26. Conducts objectives and key results (OKR) assessments on a quarterly basis.	15	2.20	33.3	13%	53%	33%
27. Assigns additional responsibilities to facilitate internal employee promotions.	15	2.00	26.7	27%	47%	27%
28. Sets long and short term goals.	15	2.47	53.3	7%	40%	53%
29. Implements remediation plans with follow up after 3 months.	15	2.60	60.0		40%	60%
30. Measures performance using standard production quotas.	15	1.80	13.3	33%	53%	13%

Comments:

- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- I think ___ works really hard to engage with everyone of us.
- ___ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- ___ does a great job of keeping the lines of communication and this is appreciated.
- She is continually looking for ways to improve our service to our customers.
- She inspires us to remember that as leaders, anything's possible.

Results Oriented

Definition:

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes.

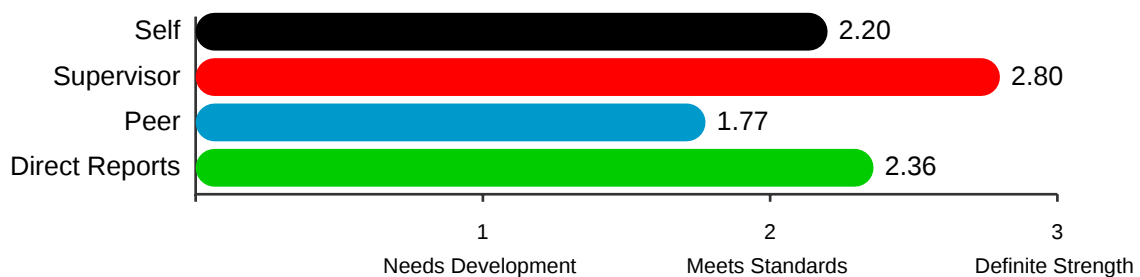
Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

Why this is Important:

Results oriented individuals are leaders having impact on the organization setting the standard by which others are measured. Achieving results is a critical function of organizations. Individuals with a results orientation help focus the direction of other employees toward a common goal, create innovative solutions to problems, increase production through efficiencies and improve the department and organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

31. Exceeds performance requirements.



32. Determines the objectives for the project.



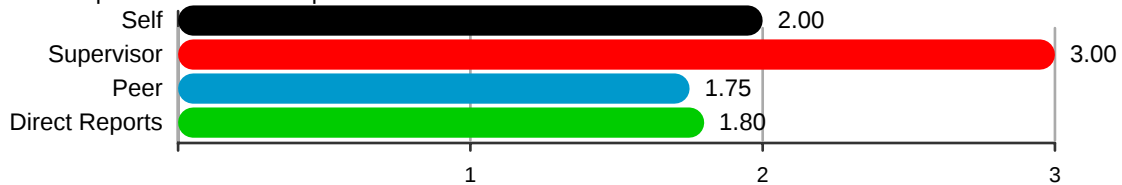
33. Takes responsibility for outcomes rather than deflecting blame when challenges arise.



34. Pursues performance benchmarks despite obstacles and setbacks.



35. Identifies the steps needed to accomplish the results.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
31. Exceeds performance requirements.	15	2.13	33.3	20%	47%	33%
32. Determines the objectives for the project.	15	2.13	33.3	20%	47%	33%
33. Takes responsibility for outcomes rather than deflecting blame when challenges arise.	15	2.07	33.3	27%	40%	33%
34. Pursues performance benchmarks despite obstacles and setbacks.	15	2.13	26.7	13%	60%	27%
35. Identifies the steps needed to accomplish the results.	15	1.87	20.0	33%	47%	20%

Comments:

- Always has a positive, cheerful, and strong attitude.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- Has one of the strongest work ethics I've ever encountered in a team member.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- 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.

Safety

Definition:

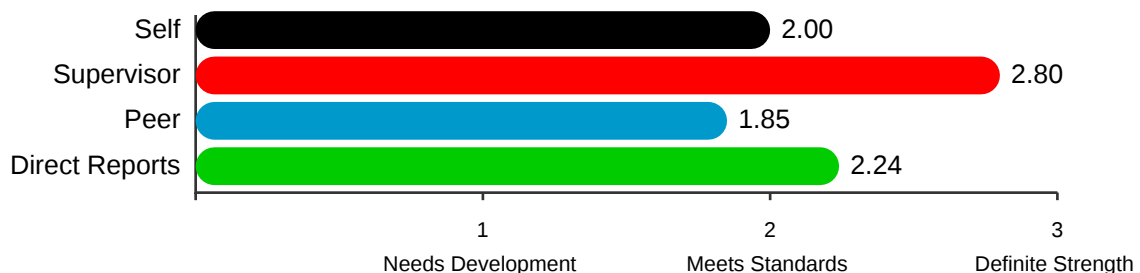
Works in a safe manner and promotes safe working conditions.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

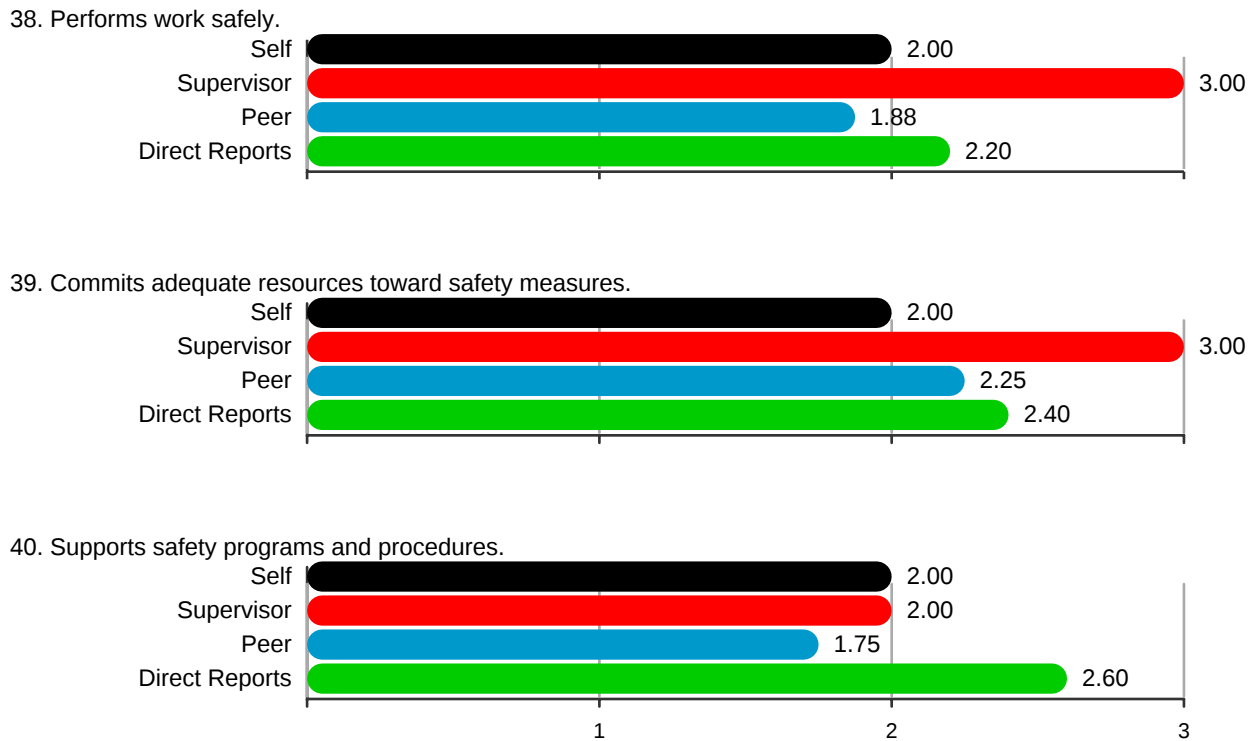
The scores for each of the items in this competency are shown below.

36. Participates in safety training when available.



37. Participates in safety training when offered.





Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
36. Participates in safety training when available.	15	1.87	20.0	33%	47%	20%
37. Participates in safety training when offered.	15	1.93	13.3	20%	67%	13%
38. Performs work safely.	15	2.07	33.3	27%	40%	33%
39. Commits adequate resources toward safety measures.	15	2.33	33.3		67%	33%
40. Supports safety programs and procedures.	15	2.07	33.3	27%	40%	33%

Comments:

- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- I cannot say if she challenges others.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.

Coaching

Definition:

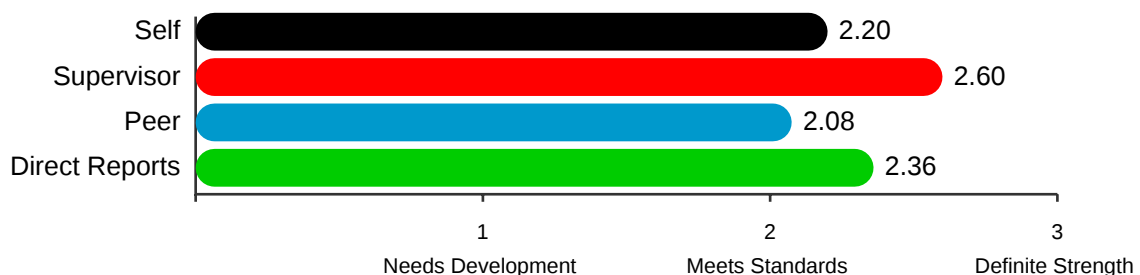
Coaching is an essential leadership skill that enhances performance by fostering dialogue and active listening, asking open-ended questions, challenging assumptions, and tailoring approaches to individual needs. It involves reframing challenges as opportunities, broadening perspectives, providing constructive feedback, empowering employees, and emphasizing future potential. Effective coaching supports growth and development by creating a receptive environment, encouraging introspection and self-reflection, demonstrating empathy, investing time, and driving meaningful impact.

Why this is Important:

Coaching is essential for businesses because it enhances employee performance, fosters innovation, and strengthens engagement by encouraging dialogue, introspection, and tailored guidance. It empowers employees to solve challenges, embrace growth, and align personal goals with organizational objectives, creating a culture of trust and development. By focusing on long-term potential and adaptability, coaching equips businesses to thrive in an evolving landscape while cultivating a motivated and capable workforce.

Summary Scores:

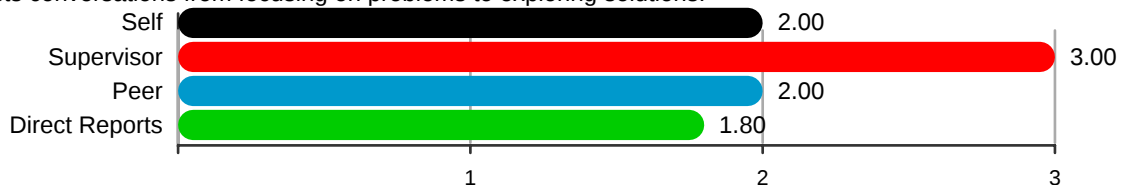
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

41. Redirects conversations from focusing on problems to exploring solutions.



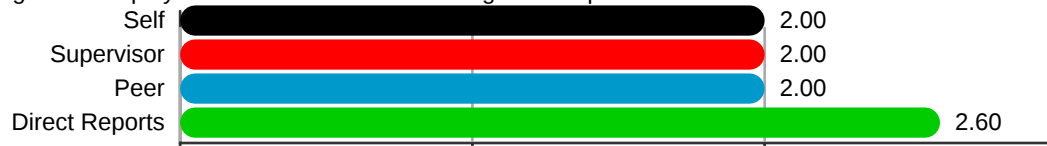
42. Creates a supportive environment where employees feel confident exploring new ideas and tackling challenges.



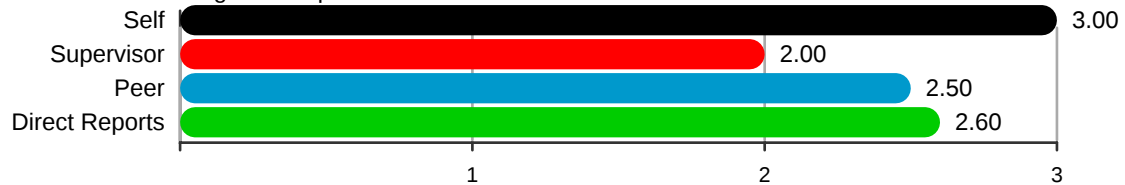
43. Frequently looks for opportunities to coach employees.



44. Encourages the employee to reflect on their knowledge and experiences.



45. Asks questions that challenge assumptions.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
41. Redirects conversations from focusing on problems to exploring solutions.	15	2.00	26.7	27%	47%	27%
42. Creates a supportive environment where employees feel confident exploring new ideas and tackling challenges.	15	2.13	33.3	20%	47%	33%
43. Frequently looks for opportunities to coach employees.	15	2.20	40.0	20%	40%	40%
44. Encourages the employee to reflect on their knowledge and experiences.	15	2.20	26.7	7%	67%	27%
45. Asks questions that challenge assumptions.	15	2.53	60.0	7%	33%	60%

Comments:

- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Good leadership style.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- Is empathetic, understanding, and dependable.
- She has been a great addition to the department in this area.
- I am confident that whenever I need to talk with ____, she is honest and direct and provides good guidance for my professional growth.