



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.

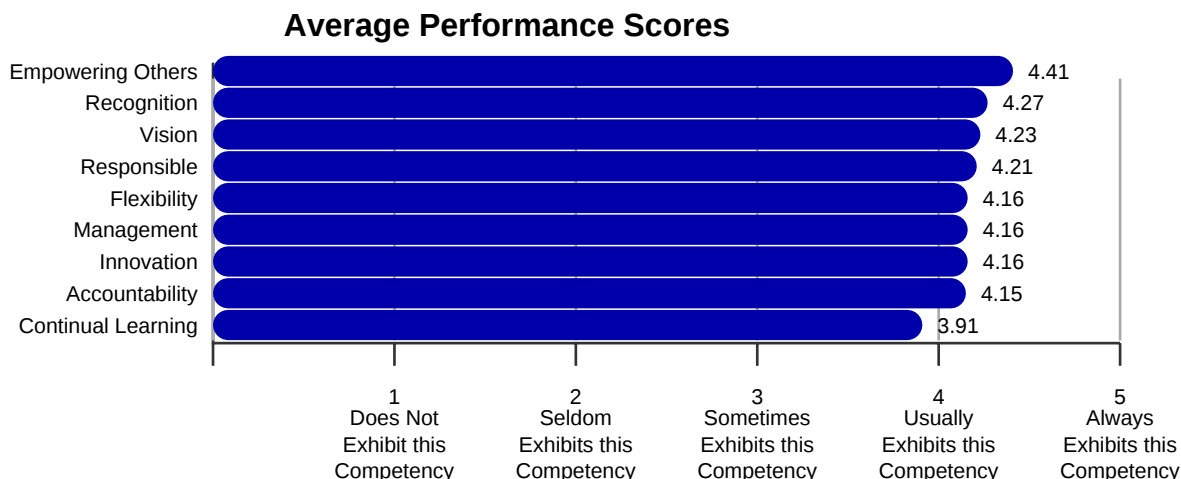
What to Do with Your Feedback

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

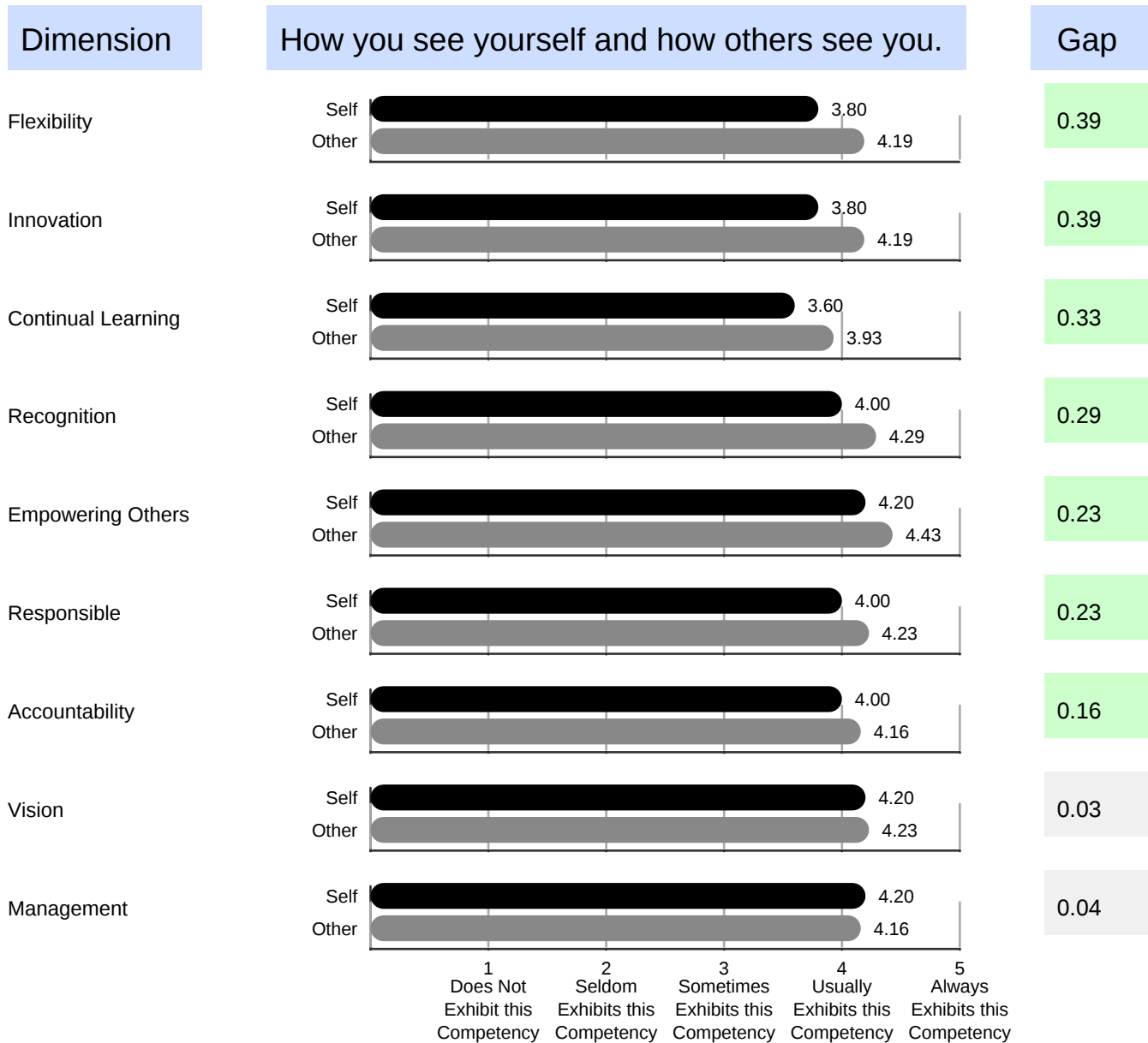
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



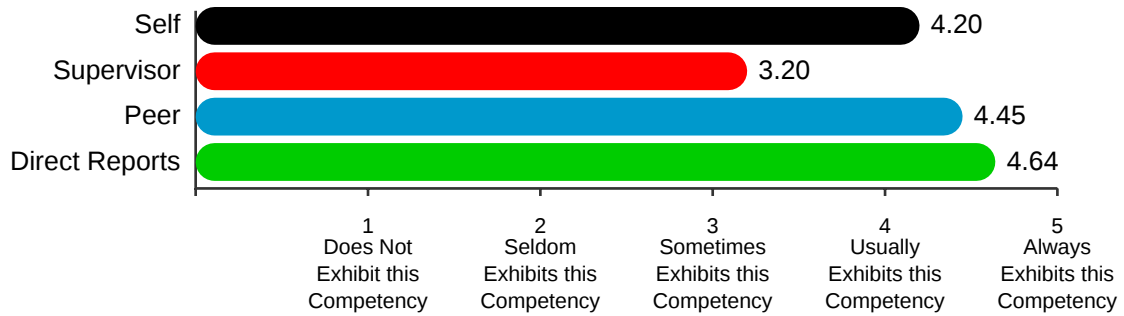
Gap Analysis

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.



Empowering Others

Summary Scores



1. Values the input from others.



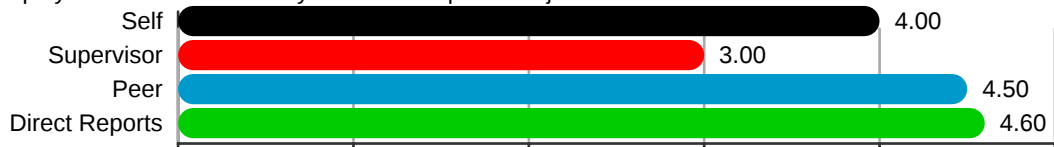
2. Recognizes the accomplishments of employees when they complete important assignments.



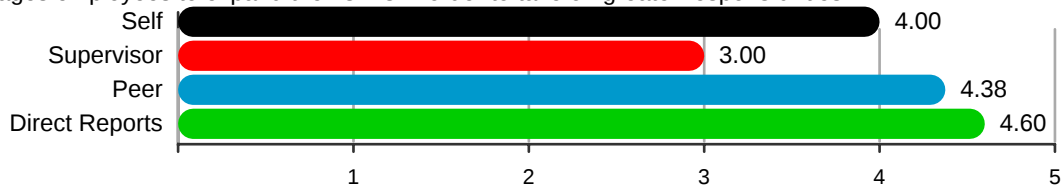
3. Gives employees autonomy to complete tasks on their own.



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



5. Encourages employees to expand their skills in order to take on greater responsibilities.



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).

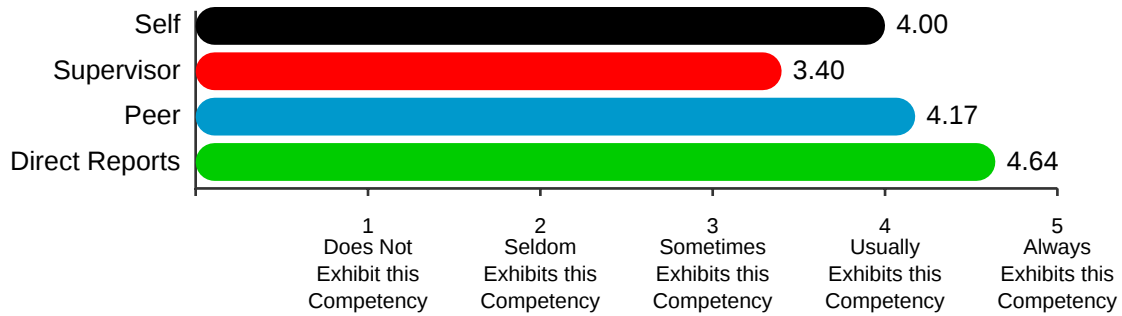
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Values the input from others.	15	4.20	93.3	7%		67%		27%
2. Recognizes the accomplishments of employees when they complete important assignments.	15	4.87	100.0	13%		87%		
3. Gives employees autonomy to complete tasks on their own.	15	4.27	93.3	7%		60%		33%
4. Gives employees the resources they need to complete the job.	15	4.40	86.7	13%	33%		53%	
5. Encourages employees to expand their skills in order to take on greater responsibilities.	15	4.33	93.3	7%		53%		40%

Comments:

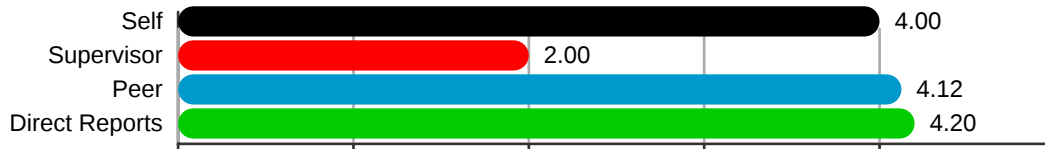
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. _____ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.
- Improvement should come over time. There is potential which is present.
- _____ sets high standards for those he works with and expects the same of herself.

Recognition

Summary Scores



6. Is mindful of diversity in contributions, recognizing not only visible successes but also behind-the-scenes work that supports the team.



7. Uses Spot awards or Extra Effort awards to help motivate employees.



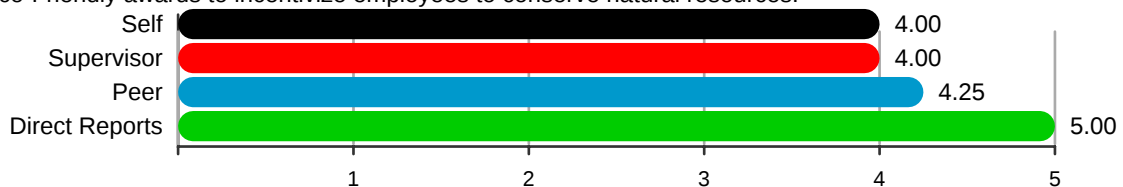
8. Encourages peers and colleagues to recognize each other when their work fits in with the company mission and core values.



9. Creates awards that reflect specific company values.



10. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.



Level of Skill

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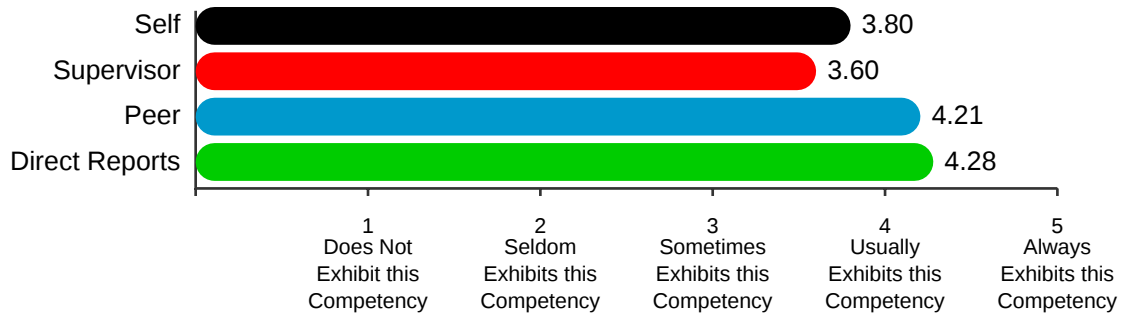
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Is mindful of diversity in contributions, recognizing not only visible successes but also behind the scenes work that supports the team.	15	4.00	80.0	7%	13%	53%	27%	
7. Uses Spot awards or Extra Effort awards to help motivate employees.	15	4.07	80.0	20%	53%	27%		
8. Encourages peers and colleagues to recognize each other when their work fits in with the company mission and core values.	15	4.33	93.3	7%	47%	47%		
9. Creates awards that reflect specific company values.	15	4.47	93.3	7%	40%	53%		
10. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.	15	4.47	93.3	7%	40%	53%		

Comments:

- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- He is a great manager and person to work for/with.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- _____ juggles a lot of responsibilities and appears to have it all under control.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.

Flexibility

Summary Scores



11. Capable of adjusting to necessary modifications in the work environment.



12. Encourages adaptability to utilize more efficient processes.



13. Adapts strategies to fit the specific needs of each situation.



14. Demonstrates flexibility in thoughts and actions.



15. Can seamlessly transition between various environments and situations.



Level of Skill

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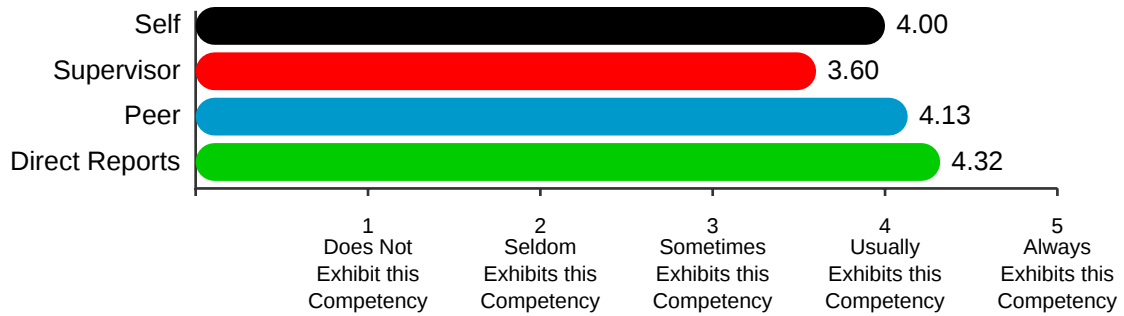
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Capable of adjusting to necessary modifications in the work environment.	15	4.60	100.0	40%		60%		
12. Encourages adaptability to utilize more efficient processes.	15	4.27	100.0	73%			27%	
13. Adapts strategies to fit the specific needs of each situation.	15	4.33	100.0	67%			33%	
14. Demonstrates flexibility in thoughts and actions.	15	3.93	73.3	27%	53%			20%
15. Can seamlessly transition between various environments and situations.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- I have enjoyed working with _____ and will miss his support and direction.
- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- 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.
- He interacts effectively with our most difficult customers.

Accountability

Summary Scores



16. Always keeps the supervisor informed of relevant information.



17. Shows up for work on time.



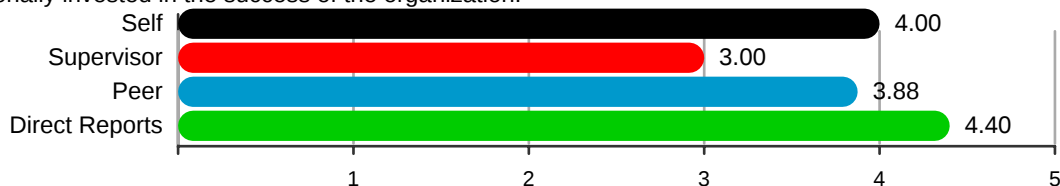
18. Documents performance goals through an individual development plan.



19. Tackles issues head on and finds solutions.



20. Is personally invested in the success of the organization.



Level of Skill

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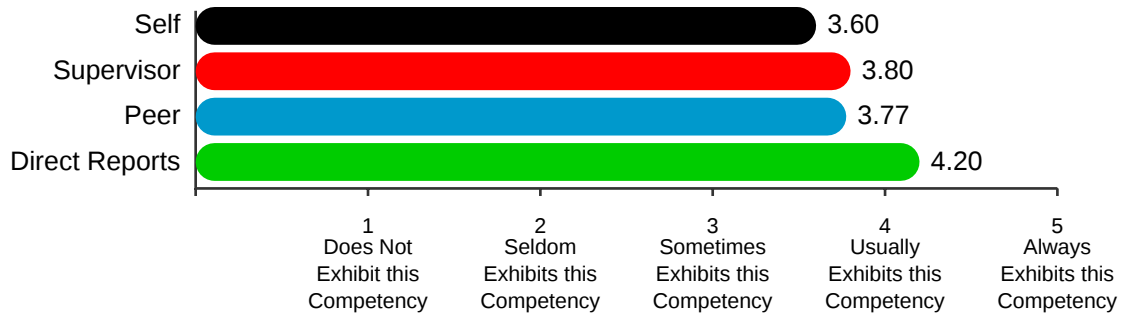
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Always keeps the supervisor informed of relevant information.	15	4.33	86.7	13%		40%	47%	
17. Shows up for work on time.	15	4.27	93.3	7%		60%	33%	
18. Documents performance goals through an individual development plan.	14	4.00	92.9	7%		86%		7%
19. Tackles issues head on and finds solutions.	14	4.14	85.7	7%	7%	50%		36%
20. Is personally invested in the success of the organization.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- He has grown as a manager in the last few months and it shows.
- He has worked hard to understand people's strengths and what they need from him.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- _____ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. _____ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- Great addition to the department!
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.

Continual Learning

Summary Scores



21. Views setbacks as opportunities to learn from.



22. Participates in regular training offered.



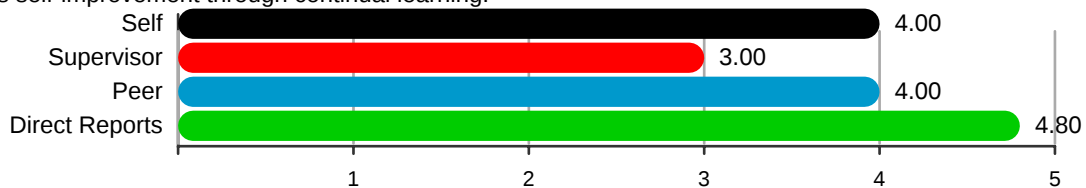
23. Takes charge of their training and skills enhancement.



24. Seeks opportunities to grow in skills and knowledge.



25. Pursues self-improvement through continual learning.



Level of Skill

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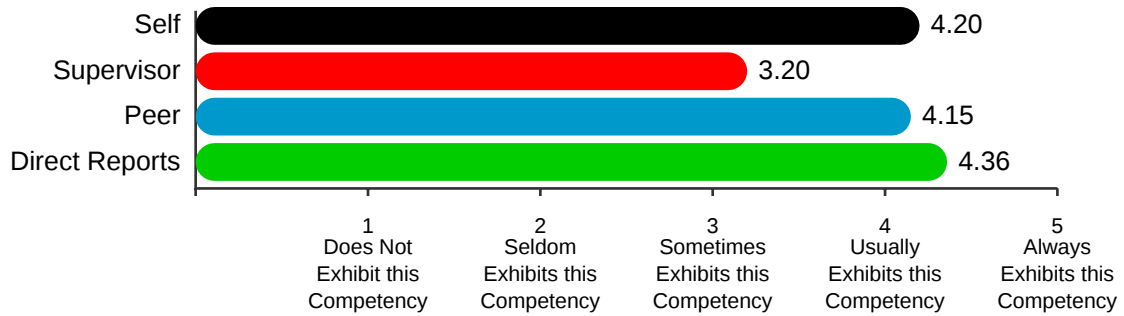
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Views setbacks as opportunities to learn from.	15	4.00	66.7	13%	20%	20%	47%	
22. Participates in regular training offered.	15	3.47	53.3	13%	33%	47%	7%	
23. Takes charge of their training and skills enhancement.	15	3.60	66.7	13%	20%	60%	7%	
24. Seeks opportunities to grow in skills and knowledge.	15	4.27	86.7	7%	7%	40%	47%	
25. Pursues self-improvement through continual learning.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

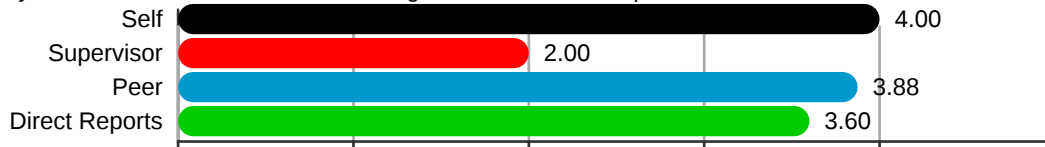
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- Overall I think he does a great job and he is very approachable.
- Could benefit from increasing awareness on how much influence they have on the department.
- He sets his expectations high, and delivers a high level of performance herself.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.

Management

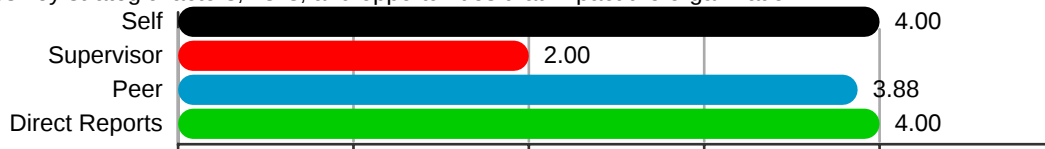
Summary Scores



26. Effectively allocates resources to sustain and grow the business/department.



27. Identifies key strategic factors, risks, and opportunities that impact the organization.



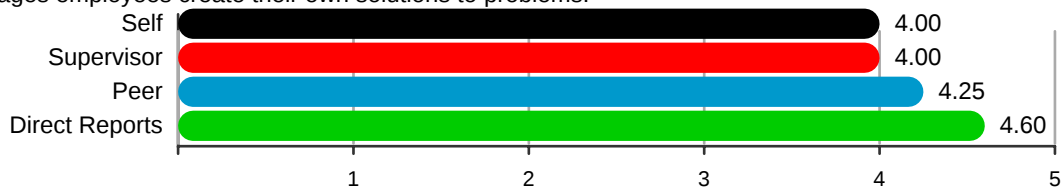
28. Aligns individual capabilities and development needs to optimize team execution of the project plan.



29. Encourages employees to avoid distractions from personal phone or other personal devices.



30. Encourages employees create their own solutions to problems.



Level of Skill

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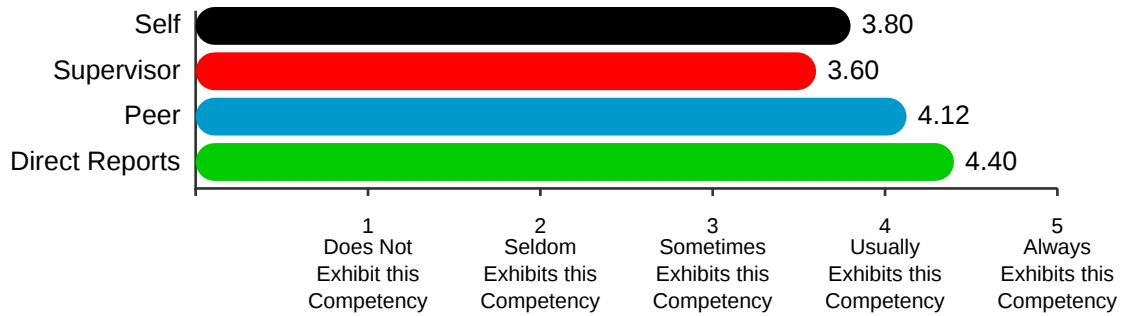
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Effectively allocates resources to sustain and grow the business/department.	15	3.67	66.7	20%	13%	47%	20%	
27. Identifies key strategic factors, risks, and opportunities that impact the organization.	15	3.80	73.3	20%	7%	47%	27%	
28. Aligns individual capabilities and development needs to optimize team execution of the project plan.	15	4.33	86.7	13%	40%	47%		
29. Encourages employees to avoid distractions from personal phone or other personal devices.	15	4.67	100.0	33%	67%			
30. Encourages employees create their own solutions to problems.	15	4.33	100.0	67%	33%			

Comments:

- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- Your initiative influences others in a positive way.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____ has supported me through some tough contract negotiations and he is the consummate professional.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- I am VERY fortunate to be on his team and part of this division.

Innovation

Summary Scores



31. Helps focus the department on innovation.



32. Offers constructive improvements to existing systems.



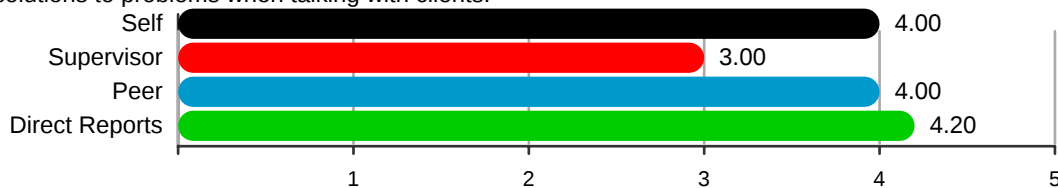
33. Implements best practice methods within the Company.



34. Transforms raw ideas into actionable plans with a higher likelihood of successful implementation.



35. Offers solutions to problems when talking with clients.



Level of Skill

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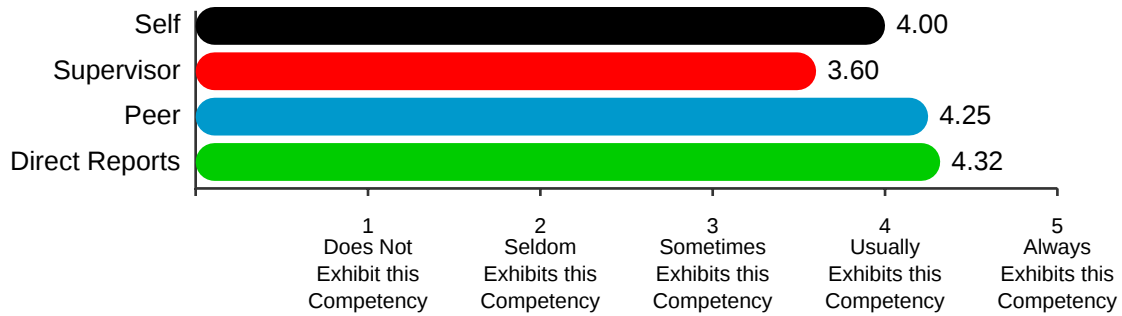
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Helps focus the department on innovation.	15	4.07	80.0	20%		53%		27%
32. Offers constructive improvements to existing systems.	15	4.47	100.0		53%		47%	
33. Implements best practice methods within the Company.	15	4.13	80.0	20%		47%		33%
34. Transforms raw ideas into actionable plans with a higher likelihood of successful implementation.	15	4.13	86.7	13%		60%		27%
35. Offers solutions to problems when talking with clients.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- Job performance is excellent. Lucky to have _____ on our team.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.

Responsible

Summary Scores



36. Sets high personal standards of performance.



37. Works in a way that makes others want to work with her/him.



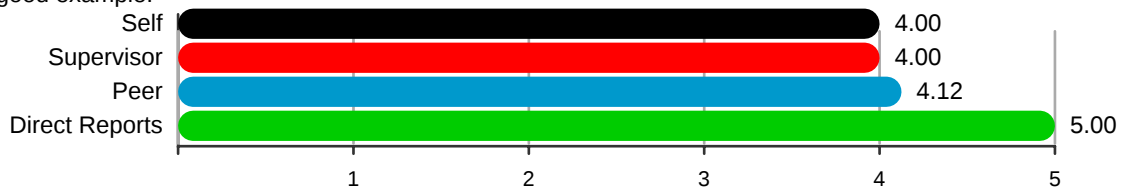
38. Is a person you can trust.



39. Behavior is ethical and honest.



40. Sets a good example.



Level of Skill

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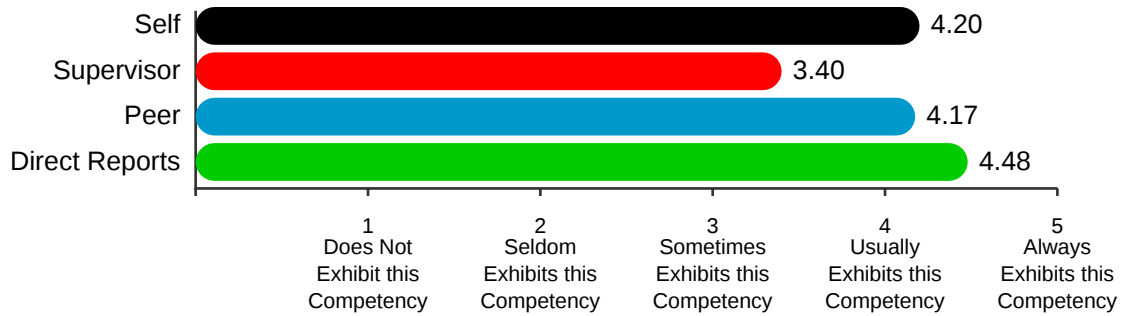
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency	
36. Sets high personal standards of performance.	15	4.33	100.0	67% 33%					
37. Works in a way that makes others want to work with her/him.	15	3.93	80.0	13%	7%	53%			27%
38. Is a person you can trust.	15	4.27	86.7	13%	47%			40%	
39. Behavior is ethical and honest.	15	4.13	86.7	13%	60%			27%	
40. Sets a good example.	15	4.40	93.3	7%	47%			47%	

Comments:

- _____ is willing to understand how a current process works before wanting to incorporate changes.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- _____ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- _____ 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.
- He is a pleasure to work with and an asset to [CompanyName].
- _____ is an excellent employee, I do not know of any areas that need improvement.

Vision

Summary Scores



41. Establishes a clear vision for where the company should be heading.



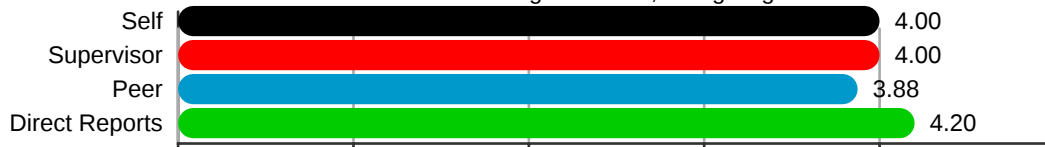
42. Supports a culture of the department that is willing to implement the company's vision.



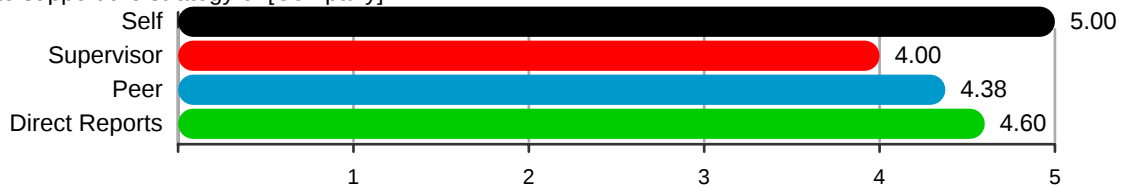
43. Models a strategic vision based on insights gained from in depth investigations into the performance of the company.



44. Demonstrates conviction and enthusiasm when discussing the vision, energizing the team.



45. Works to support the strategy of [Company]



Level of Skill

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41. Establishes a clear vision for where the company should be heading.	15	4.33	93.3	7%		53%		40%
42. Supports a culture of the department that is willing to implement the company's vision.	15	4.20	80.0	20%		40%		40%
43. Models a strategic vision based on insights gained from in depth investigations into the performance of the company.	15	4.13	86.7	13%		60%		27%
44. Demonstrates conviction and enthusiasm when discussing the vision, energizing the team.	15	4.00	86.7	13%		73%		13%
45. Works to support the strategy of [Company]	15	4.47	93.3	7%		40%		53%

Comments:

- He has been influential in our focus on the future.
- _____ has a clear process for hiring which has aided his in building an amazing team.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- He has helped make me a better manager through his actions and follow through.
- _____ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings. Well liked by staff.

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 has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- Be being better organized. It would help with prioritizing.
- _____ 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.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.

What do you like best about working with this individual?

- _____ works to keep up but a lot of new concepts.
- _____ has supported me through some tough contract negotiations and he is the consummate professional.
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.
- _____ does not shy away from making the tough calls and is respected by many members of our team.
- I know that _____ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position

What do you like least about working with this individual?

- Ready to tackle any given problem and help others finish 1st
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.
- Management skills progressing well with experience.
- Could benefit from increasing awareness on how much influence they have on the department.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.

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

- He is open to feedback and actively tries to improve.
- Job performance is excellent. Lucky to have _____ on our team.
- He sometimes comes off as confused about organizational/operational direction.
- He has integrity, dependability, and a desire to constantly improve.
- I work with _____ regularly and see his interactions with other leaders frequently.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.

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

- _____ 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.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- Could benefit from increasing awareness on how much influence they have on the department.
- Even though he is part-time, I don't like the minimal face-to-face exposure.

Any final comments?

- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- _____ encourages our staff to strive to be the best that we can be.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the managment teams that he partners with have great respect for him and value his input.
- _____ has done a remarkable job managing the department.