



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.

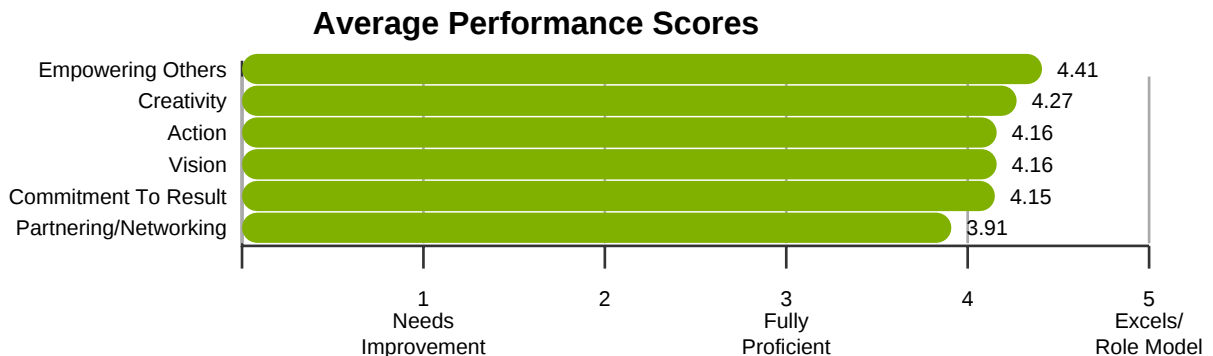
What to Do with Your Feedback

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

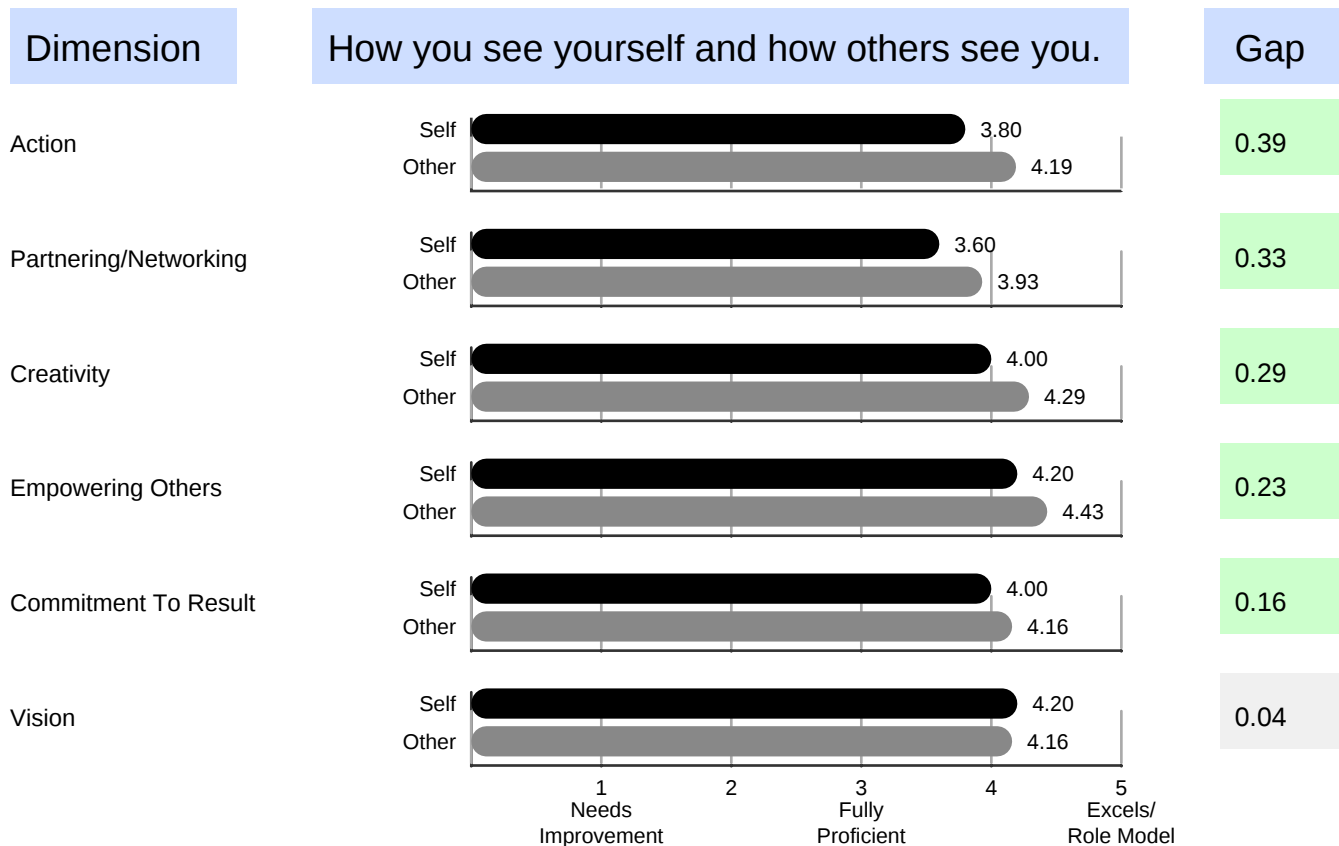
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



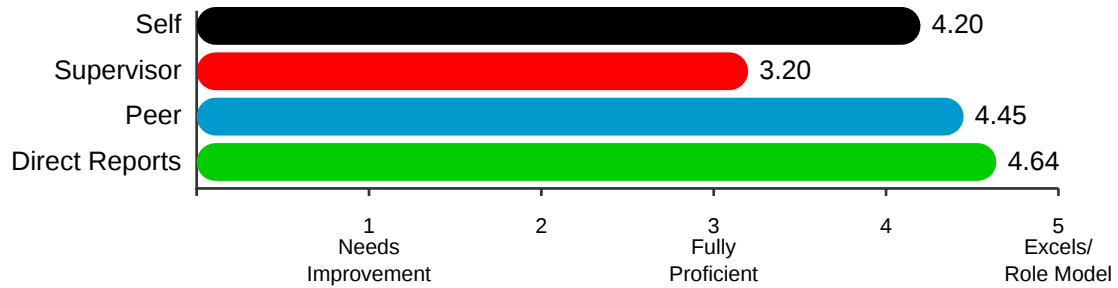
Gap Analysis

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. Gives responsibility for making important decisions to employees.



2. Fosters a sense of ownership and accountability for the process/product.



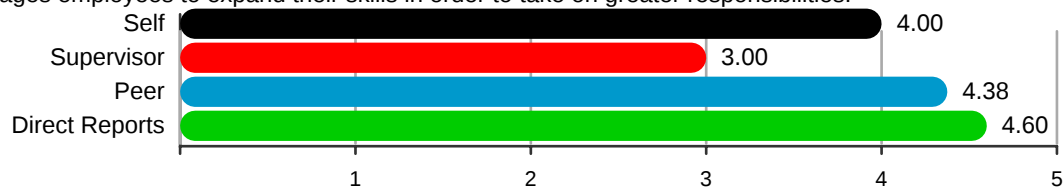
3. Helps employees advance their skills so that they can have more autonomy.



4. Assigns tasks that allow employees to use their critical thinking skills.



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 (Needs Improvement) to green (Excels/ Role Model).

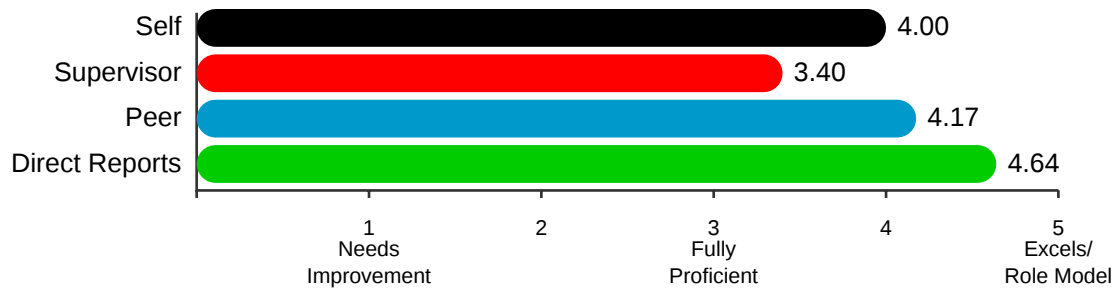
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
1. Gives responsibility for making important decisions to employees.	15	4.20	93.3	7%	67%		27%
2. Fosters a sense of ownership and accountability for the process/product.	15	4.87	100.0	13%	87%		
3. Helps employees advance their skills so that they can have more autonomy.	15	4.27	93.3	7%	60%		33%
4. Assigns tasks that allow employees to use their critical thinking skills.	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:

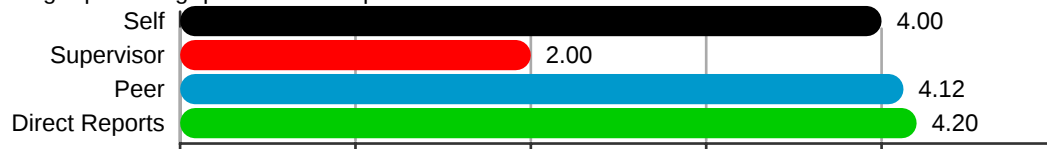
- ___ is very friendly and expresses genuine care for the staff when she is present.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.

Creativity

Summary Scores



6. Poses thought-provoking questions that spark new ideas.



7. Finds creative ways to meet the needs of stakeholders.



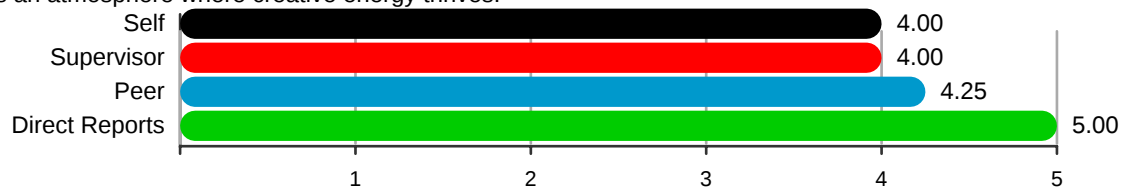
8. Invents novel approaches that challenge standard practices.



9. Ensures that creative ideas move beyond discussion into real-world application.



10. Creates an atmosphere where creative energy thrives.



Level of Skill

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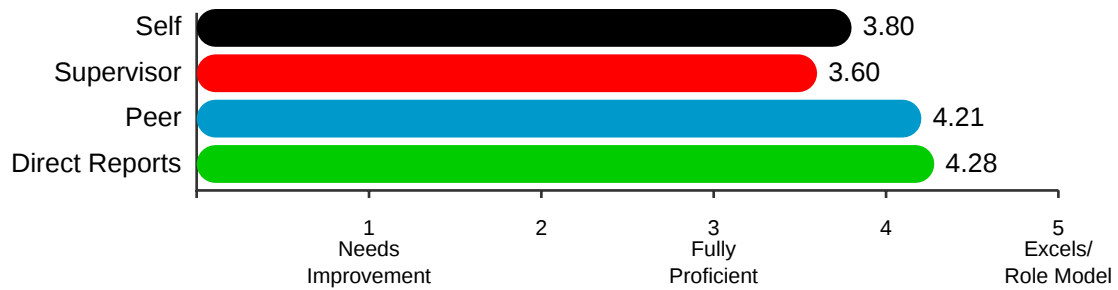
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Poses thought-provoking questions that spark new ideas.	15	4.00	80.0	7%	13%	53%	27%
7. Finds creative ways to meet the needs of stakeholders.	15	4.07	80.0		20%	53%	27%
8. Invents novel approaches that challenge standard practices.	15	4.33	93.3	7%	47%		47%
9. Ensures that creative ideas move beyond discussion into real-world application.	15	4.47	93.3	7%	40%		53%
10. Creates an atmosphere where creative energy thrives.	15	4.47	93.3	7%	40%		53%

Comments:

- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.
- I cannot say if she challenges others.
- ___ has excellent communication skills with both staff and her management team.
- She has been and is a mentor for me.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.

Action

Summary Scores



11. Takes advantage of changes to the current situation.



12. Addresses safety issues immediately.



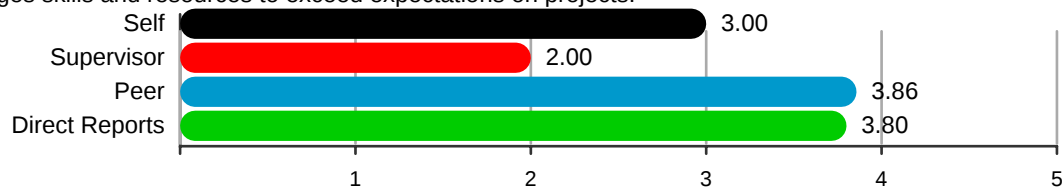
13. Completes challenging projects successfully despite setbacks.



14. Works quickly to get the job done.



15. Leverages skills and resources to exceed expectations on projects.



Level of Skill

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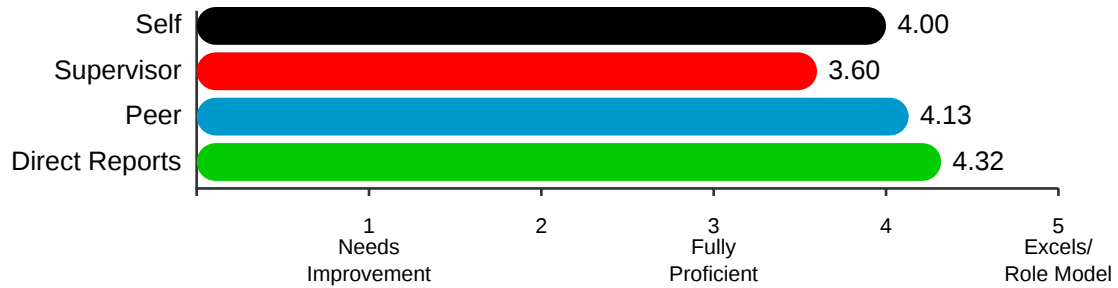
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Takes advantage of changes to the current situation.	15	4.60	100.0		40%		60%	
12. Addresses safety issues immediately.	15	4.27	100.0		73%			27%
13. Completes challenging projects successfully despite setbacks.	15	4.33	100.0		67%			33%
14. Works quickly to get the job done.	15	3.93	73.3		27%		53%	20%
15. Leverages skills and resources to exceed expectations on projects.	14	3.64	57.1	14%		29%	36%	21%

Comments:

- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- Manager engages in all categories described above as marked.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.

Commitment To Result

Summary Scores



16. Willing to do whatever it takes-not afraid to have to put in extra effort.



17. Encourages commitment in others to obtain results.



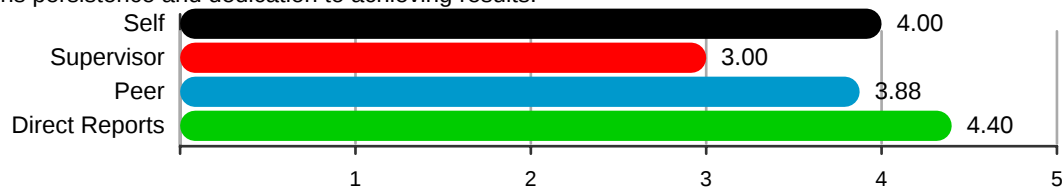
18. Coordinates all department activities into a cohesive team effort.



19. Creates a sense of urgency among the store team members to complete activities, which drive sales.



20. Maintains persistence and dedication to achieving results.



Level of Skill

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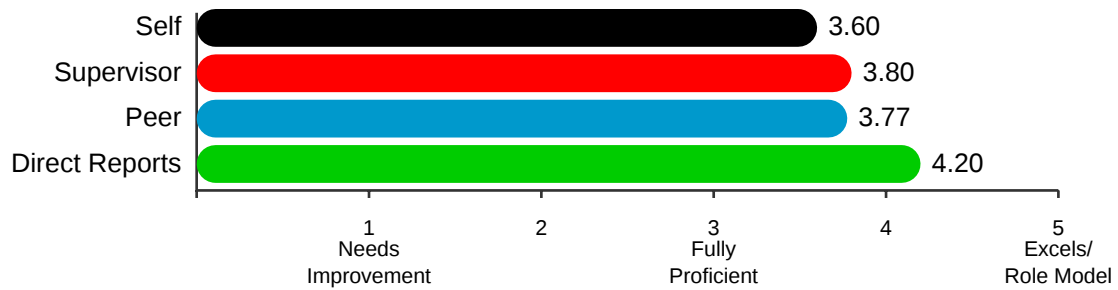
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.33	86.7	13%	40%	47%	
17. Encourages commitment in others to obtain results.	15	4.27	93.3	7%	60%	33%	
18. Coordinates all department activities into a cohesive team effort.	14	4.00	92.9	7%	86%	7%	
19. Creates a sense of urgency among the store team members to complete activities, which drive sales.	14	4.14	85.7	7%	7%	50%	36%
20. Maintains persistence and dedication to achieving results.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- She recognized where I needed help and supported me in making the case to get it.
- ___ is an extremely competent leader and I am enjoying learning by her example.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- She knows her material and obviously loves the continued learning that defines best practices.
- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- Improve on providing feedback.

Partnering/Networking

Summary Scores



21. Exchanges innovative ideas with others in the network.



22. Builds alliances between departments and teams.



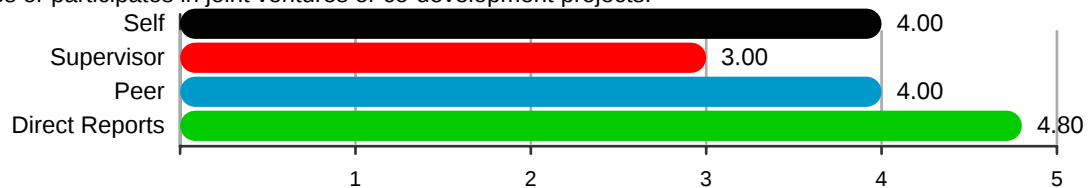
23. Develops effective peer to peer working relationships.



24. Builds alliances with others in the company.



25. Provides or participates in joint ventures or co-development projects.



Level of Skill

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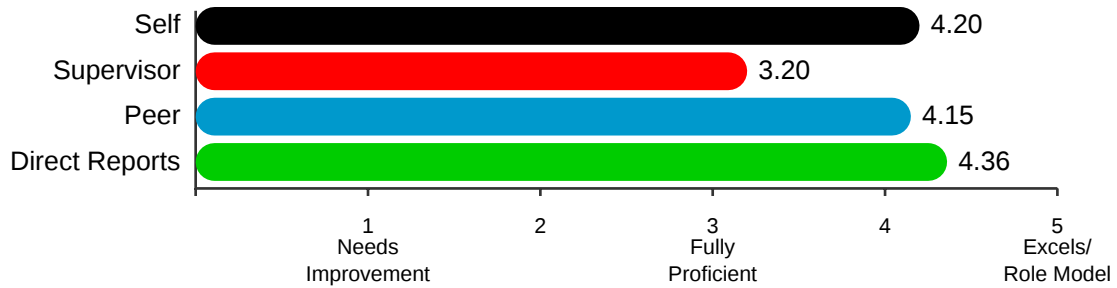
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Exchanges innovative ideas with others in the network.	15	4.00	66.7	13%	20%	20%	47%
22. Builds alliances between departments and teams.	15	3.47	53.3	13%	33%	47%	7%
23. Develops effective peer to peer working relationships.	15	3.60	66.7	13%	20%	60%	7%
24. Builds alliances with others in the company.	15	4.27	86.7	7%	7%	40%	47%
25. Provides or participates in joint ventures or co-development projects.	15	4.20	80.0	7%	13%	33%	47%

Comments:

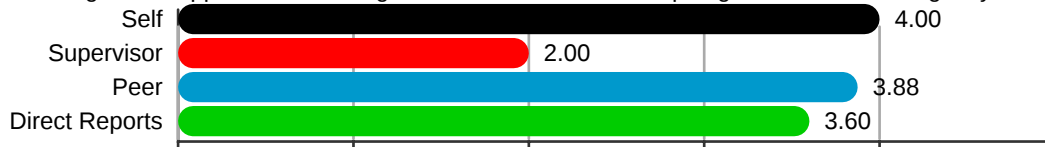
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- 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.
- She is quick to remind others, when needed why we are really here.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.

Vision

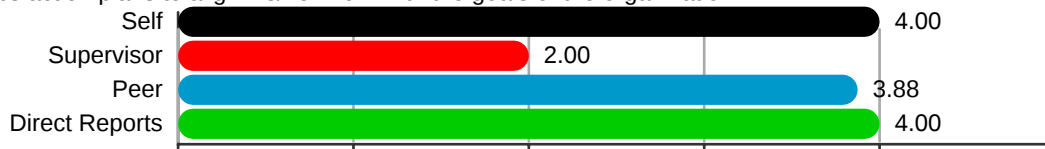
Summary Scores



26. Frames challenges and opportunities through the lens of the vision, inspiring confidence and urgency.



27. Develops action plans to align his/her work with the goals of the organization.



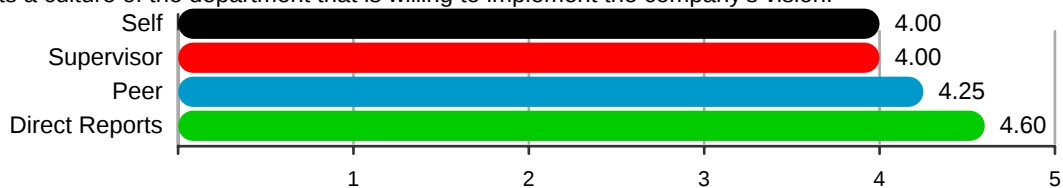
28. Adjusts tactics when needed without compromising the core vision.



29. Shapes strategies that resonate with the department's shared vision.



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



Level of Skill

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Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Frames challenges and opportunities through the lens of the vision, inspiring confidence and urgency.	15	3.67	66.7	20%	13%	47%		20%
27. Develops action plans to align his/her work with the goals of the organization.	15	3.80	73.3	20%	7%	47%		27%
28. Adjusts tactics when needed without compromising the core vision.	15	4.33	86.7	13%		40%		47%
29. Shapes strategies that resonate with the department's shared vision.	15	4.67	100.0			33%		67%
30. Supports a culture of the department that is willing to implement the company's vision.	15	4.33	100.0			67%		33%

Comments:

- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- ___ has used her strengths to make this department stronger in many ways.
- ___ is a great role model and leader. Others could learn from her style.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.

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?

- One of the things that I most appreciate about ___ is her willingness to mentor and grow new talent.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- ___ 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 listens to the team.
- ___ juggles a lot of responsibilities and appears to have it all under control.

What do you like best about working with this individual?

- ___ has also attended many off-site events to show her support to department staff.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- She values our feedback and takes our recommendations seriously.
- Loyalty. Willingness to get it right.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.

What do you like least about working with this individual?

- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- ___ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.

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

- ___ 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.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- She is always collaborative in her approach, and makes good decisions.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- I appreciate how ___ guides, supports, and direct staff.

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

- ____ is very good at reading people which enables her to respond quickly and appropriately.
- ____ is a true asset to [CompanyName].
- She will always be able to state that she did everything she could, she gives this job her all!
- ____ meets and exceeds all of these leadership roles.
- Participates in training to learn Core Competency processes.
- I think ____ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.

Any final comments?

- Communicate regularly with the whole company, not just one department.
- She knows product and how to engage potential clients.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- She is very effective and she has learned so much about our product.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.